

Student Development Plan: 2003-2006

Collin County Community College District

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Planning Committee Members

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Introduction

As the CCCC Student Development Division looks forward to how best serve the college student population in the next 3 years, two major themes emerge—communication and technology. Building a communication system that provides accurate, consistent, quality and responsive information to students and to the institutional community emerges as an essential ingredient that will direct planning and development. Closely related to communication is a movement to enhanced utilization of technology in reaching and teaching students. Current trends involve the removal of barriers to information by providing integrated information access; dissolving of “walls” to provide movement from a transaction-based delivery of services to a relationship/experiential model both on-site and via web-based interactions. Every interaction will deliver consistent quality and value. The purpose of the planning process is to create a logical and integrated path for services and technology that leads to these goals.

Procedures

CCCC’s Student Development Division will encounter unprecedented growth and expansion in the next three years. This growth presents the division with unique opportunities for developing innovative and pioneering programs, technology, and collaborations. As facilities expand on two campuses, the student development division chooses to redefine student development processes and procedures to keep pace with current technological changes as well as the shifting expectations of the college community.

The planning process began in Fall 2002 with a call from the Vice President of Student Development for interested administrators to join her in the endeavor. Charged with creating a vision for the division, the initial planning group included the directors of Academic Advising, Counseling, Financial Aid, Recruitment and Programs for New Students, Student Life, Testing, the Registrar, the Dean of Students and the Associate Dean of Students. Consultation with the office of Institutional Research assisted with the development of the first meeting where the team presented on topics that included staffing, programming, technology, facilities, budget, professional development and the upcoming 2004 SACS visit.

To foster involvement of the division and the college community in the planning process, the next step engaged staff, students, and faculty in focus groups. Three questions were posed to the groups: 1. What do we (students, faculty) value in Student Development, 2. What processes/procedures need to be changed to support our values, and, 3. What type of facility do we need to support our processes and procedures? We processed information from a total of 6 focus groups. Institutional Research conducted focus groups concerning topics related to professional development programming. These results were considered separately from the student development planning process.

Planning for change and expansion involves a process of assessment, evaluation, planning, and training. Therefore, as the Student Development Division looks forward to the opening of new facilities at SCC and PRC by 2006, the planning process will emphasize these steps. The first year will see the formation of committees chaired by the student development leadership and with representation from both professional and support staff. The work of these committees will contribute to the vision of a fiscally responsible, technologically innovative, and responsive service-oriented program aligned with the strategic goals of the institution. Committees include: Technology, Staffing, Budget, and Programming.

Staffing: To examine student development models that emphasize the integration of services and the removal of information “silos”. This may include a restructuring of current staff and an examination of effective utilization of staff talents and resources.

Budget: To work in conjunction with the staffing committee, to explore processes for student development to function in a cost effective manner, as well as examine ways for possible savings.

Programming: To conduct a departmental review of current programs and to develop a time line for new programs with linkages to staffing and budget needs.

Technology: To research best practices of web-based service delivery and to develop a plan for implementation of these services in conjunction with the transition to web-based software.

Creative Staffing and Budget Proposal

Development of the Creative Staffing and Budget Proposal was accomplished by considering the following goals:

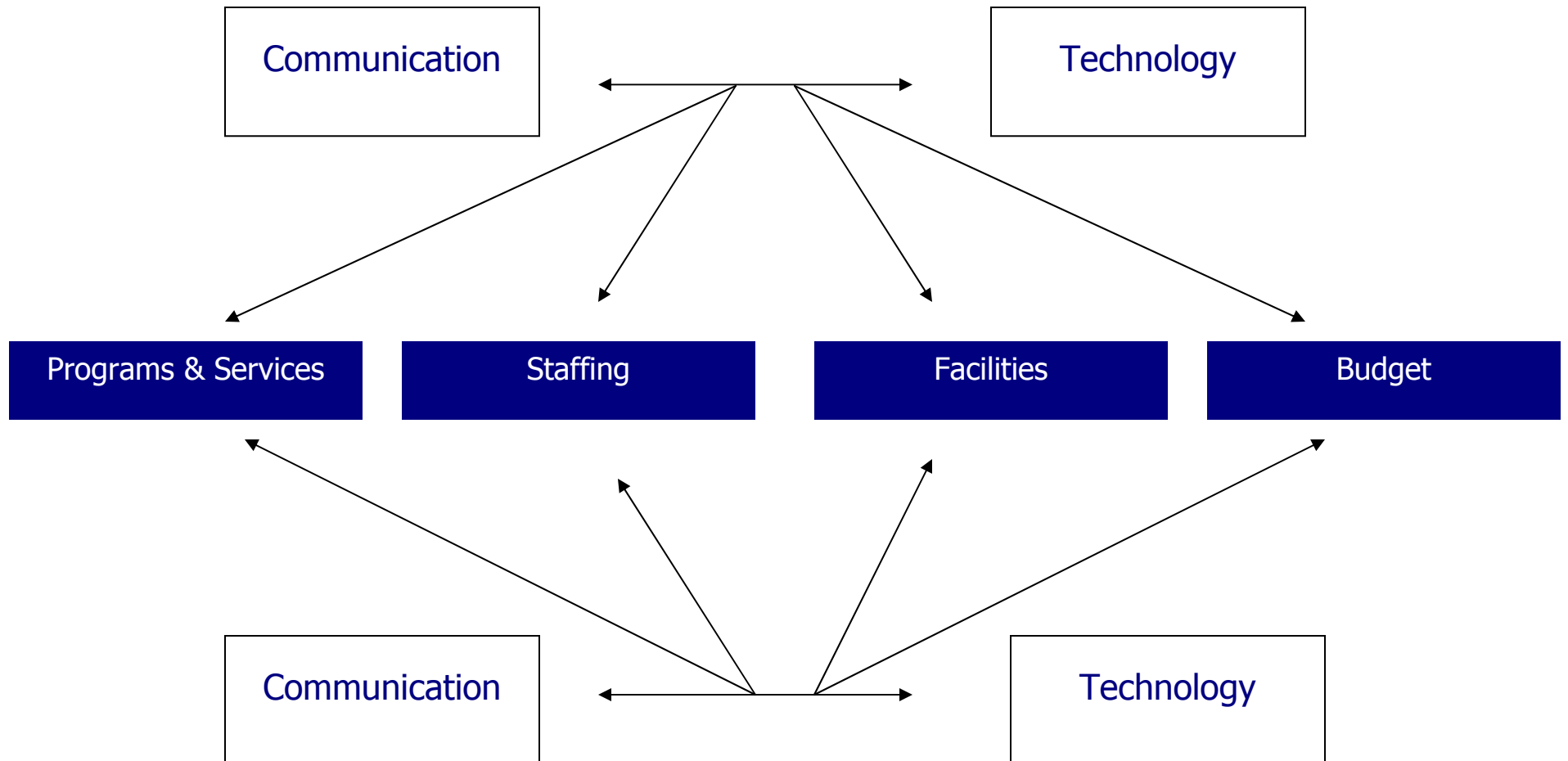
1. To foster teamwork among staff within the student development units.
2. To emphasize quality, efficiency of service, and cost effectiveness.
3. To develop the tools necessary to get the job done.

In future planning, a central person (generalist) will be identified to complete our plan of integrated student development services at SCC.

It is suggested that during the construction process (PRC and SCC) training of staff and team-building activities be conducted to reduce skepticism and to help build enthusiasm for the project (process).

In lieu of writing proposals for the budget hearing process, the following suggestions (based on staffing and budgeting requests for 3-year plan) were submitted for the Student Development division. Integrated Services Training (IST) is strongly recommended throughout the division. Directors for each department will be responsible for assigning participants and implementing IST schedules. Suggested models for IST between some areas are provided below. The division will pilot IST during Summer 2003.

EDUCATION OF STUDENTS



STUDENT LEARNING

GOAL 1: COMMUNICATION

Analyze and develop a program that ensures that each contact with student development will provide quality, accurate, consistent, and responsive information that contributes integrally to the educational experience of students, division and institutional staff, faculty and community.

<u>Timetable</u>	<u>Description</u>	<u>Status</u>
1. Programming		
03-04	1.1 Organize a committee to collect, examine, and analyze student development procedures with the purpose of standardizing procedures. Additionally, to adapt procedures to web-based delivery (what is being done well/what might be improved)	
03-04	1.2 Explore programs to increase interaction with academic divisions	
03-04	1.3 Coordinate departmental development of policy and procedure manuals.	
03-04	1.4 Explore methods to enhance the relationships between the academic advising process and academic affairs.	
2. Facilities		
Summer 03	2.1 Expansion of testing center SCC	
Summer & Fall 03	2.2 Office of Student Life/Lounge remodel at SCC	
Summer 04	2.3 Expansion of testing center PRC	
04-05	2.4 Student development center site expansion SCC	
04-05	2.5 Student development center site expansion PRC	
03	2.6 Develop staging plans for SCC/PRC Student Development Centers	
3. Staffing		
Spring 03	3.1 Determine immediate staffing needs	Completed
Summer 03	3.2 Pilot IST	
03-05	3.3 Explore reorganization of current staff with emphasis toward integration of services and effective utilization of talents and skill	
4. Budget		
Spring 04	4.1 Determine immediate budgetary priorities for fiscal year 04-05	
03-04	4.2 Explore budgetary impact of reorganization of current staff	

GOAL 2: TECHNOLOGY

Utilizing web-based and technological advancements to attract, educate, and maintain relationships with students, faculty, and community, to build enduring relationships. Technology will provide personalized and unprecedented service and create positive experiences and relationships to and with the institution.

<u>Timetable</u>	<u>Description</u>	<u>Status</u>
1. Programming		
Summer/Spring 2003	1.1 Analyze wireless project and develop plans for expansion	
04-05	1.2 Analyze current web-applications, evaluate and develop an implementation schedule	
2. Facilities		
04-05	2.1 Develop plan for technology in new facilities, including testing center expansion and student development centers and remodel of SCC Student Lounge	
03-04	2.2 Utilize current inventory of equipment to create a replacement plan document	
03-04	2.3 Develop acquisition plan for PC's in ARO prior to web-based software implementation	
3. Staffing		
04	3.1 Develop a training plan for training staff on new technologies	
4. Budget		
Ongoing	4.1 Develop budget projections related to acquisition of equipment, development of web-based programs and training costs.	

Programs and Services

Programs & Services		
Timetable	Description	Status
Advising		
03-04	• Develop a mentoring program with international students	
03-04	• Develop a plan for early identification of students on academic probation – to provide intensive advising	
03-04	• Assess pilot of assigned advisors	
04-06	• IST with ACCESS, Career Services, Student Life, ARO and Recruitment	
ACCESS		
03-04	• Develop a plan to increase services at PRC & CPC campuses	
03-04	• Explore grant writing activities for additional resources	
04-06	• IST with Advising, ARO and Dean of Students.	
ARO		
05-06	• Implement software for 24/7 web access	
Current	• Online class rolls and applications	
Summer 03	• Online enrollment verification, online degree verification, online graduation petition	
Currently exploring	• Develop an alternative ID system rather than social security number	
Summer 03	• Expansion of OASIS hours	
04-06	• IST with Advising, Financial Aid and Testing.	
Career Services & Co-op		
04-05	• Utilize automated scoring for COPS & COPES	
03-04	• Increase classroom presentations	
03-04	• Increase career development resources & opportunity	
03-04	• Broaden use of Myers-Briggs throughout the college	
03-04	• Expand co-op offerings to provide increased opportunities for students	
04-06	• IST with Advising, Counseling and Student Life	

Counseling		
04	• Expand programs to help support students with special issues (i.e. sexual assault, domestic violence, disabilities)	
03-04	• Expand programs for displaced homemakers, single parents and non-traditional students	
04	• Develop programs to help assist students with mental illness with transition to college	
04-06	• IST with Advising, ACCESS, Career Services and Student Life (Programming)	
Dean of Students		
03-04	• Develop and implement a peer mediation process for students.	
03-04	• Expand faculty and student awareness related to academic dishonesty issues.	
04-06	• IST with ACCESS and Financial Aid.	
Financial Aid		
04-06	• IST with Advising, Testing, Career Services and ARO	
Professional Development		
03-04	• Create a professional development plan for each department	
Recruitment & Programs for New Students		
03-04	• Develop online student orientation and virtual tours	
04-05	• Plan for growth and development of dual credit/concurrent enrollment programs	
04-05	• Expand and enhance outreach services to special populations	
	• Expand mentoring program to help students achieve more balance in college	
04-06	• IST with Advising, Financial Aid and Student Life	
05-06	• Expand and institutionalize orientation program	
Student Life		
03-04	• Offer more diversity programming	
04-06	• IST with Advising, Counseling, Dean of Students and Recruitment	
Testing Center		
03-04	• Expand online testing capability	

Staffing

Staffing Timeline

ACCESS	1 Part-Time Advisor	FY 04-05
Advising	1 ISO Advisor ¹	FY 04-05
	1 Advisor for PRC ²	FY 05-06
ARO	1 Staff, Records Management Center	FY 04-05
	1 Clerical Staff	FY 05-06
Dean of Students	1 Associate Dean of Students CPC	FY 04-05
Counseling Services	Part-Time Counselor- PRC to become full time	FY 05-06 FY 06-07

1. If request is not within budget IST one part time advisor to cover specific numbers of hours in ISO.
For 05-06: Split duties of one full time advisor to work in ISO
2. If request not within budget, hire one limited full time advisor.

Staffing Timeline

Financial Aid	1 Secretary, PRC	FY 04-05
	1 Advisor- CPC	FY 04-05
	2 Advisors, PRC, SCC	FY 05-06
	1 Assistant Director	FY 06-07
Recruitment & Programs for New Students	1 Assistant Director	FY 05-06
	Part-Time Dual Credit/Community Outreach Staff	FY 06-07
Student Life	Diversity Program Coordinator	FY 05-06
Testing Center	1 Part-Time, SCC	FY 04-05
	1 Clerk, PRC	FY 04-05
	1 Clerk, SCC	FY 05-06
	1 Clerk, PRC	FY 05-06

Integrated Service Training (IST)	
Advising	Integrated Service Training in Career Services, ARO, ACCESS (Designated advisors), Recruitment and Student Life
ACCESS	Integrated Service Training in Advising and ARO
ARO	Integrated Service Training in Advising
Career Services & CWE	Integrated Service Training in Advising, Student Life and Counseling
Counseling Services	Integrated Services Training in Advising, ACCESS and Student Life (Programming)
Recruitment and Programs for New Students	Integrated Service Training in Advising and Financial Aid
Student Life	Integrated Service Training in Advising, Career Services, Counseling (Programming), Dean of Students and Recruitment.

Student Development IST Chart

ACCESS IST with	Advising IST with	ARO IST with	Career Services & CWE IST with	Counseling Services IST with	Recruitment IST with	Student Life IST with
Advising	ACCESS	Advising	Advising	Advising	Advising	Advising
ARO	Career Services & CWE		Counseling	ACCESS	Financial Aid	Counseling (Programming)
	Student Life		Student Life	Student Life (Programming)	Career Services & CWE	Dean of Students
	ARO					Recruitment
	Recruitment					

Professional Development

In conjunction with the evolution of the three-year plan, CCCC's Office of Institutional Research conducted a series of focus groups. The resultant themes will be analyzed and specific objectives described during 2003-2004. The general themes and recommendations follow.

Professional Development

General Themes	Recommendations	Status
I. Front-line staff members lack access to professional development opportunities.	Take the training to the employees rather than the employees to the training. This could be accomplished by offering professional development workshops and Continuing Education courses at all campuses, putting training online, using two-way interactive video/audio, producing CD-ROMs, etc.	In process
II. There is a lack of appropriate professional development topics.	Increase course offerings that deal with interpersonal, communication, security procedures, office procedures, institutional procedures, and supervisory skills.	Fall 03
III. Substantial disparity exists among supervisors' interpretations of what is appropriate professional development for their front-line staffs. That disparity, in turn, creates a sense of unfairness among front-line staff members regarding access to professional development.	Develop guidelines as to what are appropriate professional development activities within a department and/ or within a position.	In process
IV. Front-line staff members perceive that administrators lack commitment to the professional development of front-line staff.	Provide managers and mid-managers with guidelines as to what is appropriate professional development for their employees.	
V. Timing of professional development activities creates problems.	Use the Master Calendar to schedule professional development workshops and Continuing Education courses during times when CCCC employees are less busy.	Fall 03
VI. Professional development and its aims are not clearly defined at CCCC.	Clearly define the mission, objectives, and goals of professional development at CCCC.	*
VII. In general, managers and mid-managers defined professional development as participation in professional conferences and perceived professional development workshops or Continuing Education courses as relatively meaningless professional development activities.	Offer professional development workshops and Continuing Education courses that are applicable to managers and mid-managers, such as time management, conflict management, and supervisory skills.	03-04
VIII. Managers tended to be unaware of the professional development needs of their front-line staff.	Encourage managers and mid-managers to discuss the professional goals of their staff during employee evaluations and set up a professional development plan for the employee's next year.	Summer 03

Budget

Projected Budget			
Revised Budget ¹	FY 2003-2004	FY2004-05	FY 2005-06
Salaries/Staff	\$3,905,366.00	\$ 3,905,366.00	\$ 3,905,366.00
Projected Staffing estimates ²	No Additional Staff	\$ 193,612.50	\$ \$224,774.00
Operating	\$738,140.00	\$ 529,251.00	\$ 529,251.00
Equipment/Technology	Included in Operating	\$ 112,630.04	\$ 102,765.66
Total Budget Projections	\$4,643,506.00	\$ 4,740,859.54	\$4,762,156.66

1. Based on revised figures for 2002-2003 following mid-year budget cuts
2. Salary amounts may be increased pending the approval of projected staff positions

Projected Staffing Budget *						
Department	Est. Staffing 2004-05	Est. Amount 2004-05	Est. Staffing 2005-06	Est. Amount 2005-06	Est. Staffing 2006-07	Est. Amount 2006-07
ARO	Adm/Rec Asst— Records Mgmt Center	\$17,625.00	Clerical Staff	\$17,625.00		
ARO-CE						
VP—Student Dev						
Counseling			1 PT Counselor- PRC	\$20,370.00	1 Counselor- PRC	\$40,741.00
Financial Aid	Secretary- PRC 1 Advisor- CPC	\$18,872.00 \$29,064.00	1 Advisor-SCC 1 Advisor—PRC	\$29,064.00 \$29,064.00	1 Asst. Director- CPC	\$35,273.00
Career Services, Co-op & Dean of Students	1 Associate Dean of Students/CPC	\$58,018.00				
ACCESS	1 PT Advisor	\$14,532.00				
Advising	International Advisor SCC	\$29,064.00	1 Advisor PRC	\$29,064.00		
Student Life			Diversity Program Coordinator	\$29,064.00		
Staff Development						
Recruitment/PNS			Assistant Director	\$35,273.00	Part-Time Dual Credit Staff	\$13,500.00
Human Dev.						
Testing Center	1 Clerk PRC 1 PT Clerk SCC	\$17,625.00 \$8,812.50	1 Clerk SCC 1 Clerk PRC	\$17,625.00 \$17,625.00		
Totals		\$193,612.50		\$224,774.00		\$89,514.00

* No additional staff for 2003-04

Equipment Needs	FY 03-04	FY 04-05	FY 05-06
PC's for Replacement	48	38	48
PC's for New Hires	03	03	03
Printers	07	08	06
Scanners	01	01	3
Wireless Laptops	18 PRC	16 CPC	32 SCC

Wireless	
Current	Pilot programs are underway in the following areas: ACCESS, Counseling Services registration and ACPE.
Future	Expand utilization of wireless technology beyond current pilot projects. Provide notebooks for students to check out and access college services including registration, testing, career assessments and counseling online services.

Online Services

Critical to the goals of communication and technology will be the development and implementation of online student services. Through the planning and utilization of web-based technology, the Student Development Division will be a leader in providing a seamless, integrated, and relational/experiential milieu for the Collin County Community College community. The plan for online services follows.

Communication/Technology

Online Services		
Timetable	Description	Status
General Needs		
	<ul style="list-style-type: none"> Resolve Student Development navigation issues on the college website Improve accessibility of the website Develop links to external web based resources and campus services 	
ACCESS		
03-04	<ul style="list-style-type: none"> Develop forms that students can submit online 	
04-05	<ul style="list-style-type: none"> Revise campus maps to include a physical accessibility guide and parking areas 	
ARO		
05-06	<ul style="list-style-type: none"> Develop true web application that feeds directly to SIS web-based software implementation 	
Advising		
04-06	<ul style="list-style-type: none"> Assign advisor to coordinate online student services 	
04-06	<ul style="list-style-type: none"> Offer online advising 	
Financial Aid		
03-04	<ul style="list-style-type: none"> Develop interactive and printable forms for the web 	
03-04	<ul style="list-style-type: none"> Provide personal student loan information online 	
03-04	<ul style="list-style-type: none"> Improve application process 	
Career Services & Co-op		
04-05	<ul style="list-style-type: none"> Expand offering for computerized testing online 	
04-05	<ul style="list-style-type: none"> Offer career guidance online 	
03-04	<ul style="list-style-type: none"> Develop online seminars 	
Counseling		
03-05	<ul style="list-style-type: none"> Provide link to suicide prevention resources and web based substance abuse education tools Increase online mental health assessments 	
Dean of Students		
Spring 04	<ul style="list-style-type: none"> Provide information on students rights, responsibilities and college policies on the web 	

Recruitment & Programs for New Students		
03-05	<ul style="list-style-type: none">• Provide a virtual tour and online orientation• Create online special admissions manual	
04-05		
Student Life		
04-05	<ul style="list-style-type: none">• Create online student organization manual• Provide links to student organization web pages• Provide links to campus and community involvement opportunities• Provide online activity approval process	
Spring 03		
04-05		
05-06		

Wireless Initiative

A major initiative in meeting the communication and technology goals will be maintenance and expansion of the utilization of wireless technology throughout the Student Development Division. The plan for the wireless project follows.

Wireless Initiative
Project Calendar 2003-2004, 2004-2005, 2005-2006

Timetable	Description	Status
Spring 2003 Pilot	<p>Use: Registration by advising and admissions staff. Each notebook set up for SIS. Founder's Hall – Shawnee Room January 6-10</p> <p>Reason: Quicker and safer setup and breakdown to facilitate registration.</p> <p>Notes: Accessible for staff and students to use during high volume registration time. Ease the slow connection of the terminal during high volume time. Teaching students how to use web-line for registration. Increased mobility so that students can view screen with advisors.</p>	*
Spring 2003 Pilot	<p>Use: Students can view and print their schedule. Founder's Hall – Atrium area January 13 & 14</p> <p>Reason: Prevent student frustration and to best utilize space and time.</p> <p>Notes: No longer have to wait in long lines just to print schedule. Frees up advising and admissions staff to work with students on adding and dropping courses. Students have access to their records by using their ID and PIN numbers.</p>	*
Spring 2003 Pilot	<p>Use: Notebooks available for check out through ARO. Student Development Office -PRC January 13–May 10</p> <p>Reason: Allows students privacy in screenings, tutoring and testing.</p> <p>Notes: At times throughout the semester, a student may need to use a notebook in various ways both in and out of the classroom.</p>	*
Spring 2003 Pilot	<p>Use: Students may submit financial aid forms on-line. January 13-May 10 PRC (district wide by 2002-2005)</p> <p>Reason: Forms that are currently available include, FASFA, CCCCD Foundation Scholarships, information about mapping your future and the Federal Student Aid (FSA) web site.</p> <p>Notes: Provides more opportunity for students to utilize current technology. Time saver for students who have busy schedules. Cuts down the application time.</p>	*

Spring 2003 Pilot	<p>Use: Assist in advising and enrolling students into Summer Courses. April 28 – May 2, 2003</p> <p>Reason: Beginning the week web-line registration is open for all students, 2 study skills classes will be targeted for advising and registering.</p> <p>Notes: These classes are typically filled with high risk students who wait until the last minute to register and thus end up with odd schedules and classes that they do not need. These are generally the students who we lose or drop out. By assisting them early we have a greater chance of keeping them and helping them to be successful.</p>	
Summer 2003	EVALUATION	
Fall 2003	<p>Use: Students can view and print schedules. University Hall (addition to spring pilot) Dates: TBA</p> <p>Reason: Prevent student frustration and to best utilize space and time.</p> <p>Notes: No longer have to wait in long lines just to print schedule. Frees up advising and admissions staff to work with students who are adding and dropping courses. Students have access to their records by using their ID and PIN numbers.</p>	
Fall 2003	<p>Use: Assist in advising and enrolling students into Fall Courses. November 24 – 28</p> <p>Reason: Beginning the week web-line registration is open for all students (spring semester).</p> <p>Notes: All study skills classes will be targeted for advising and registering. These classes are typically filled with high risk students who wait until the last minute to register and thus end up with odd schedules and classes that they do not need. These are generally the students who we lose or drop out. By assisting them early we have a greater chance of keeping them and helping them to be successful. This will be done each semester and across the district. Dates: TBA</p>	
Spring 2004	<p>Use: Students can view and print schedules in Heritage Hall.</p> <p>Reason: Prevent student frustration and to best utilize space and time. Dates: TBA</p> <p>Notes: No longer have to wait in long lines just to print schedule. Frees up advising and admissions staff to work with students on adding and dropping courses. Students have access to their records by using their ID and PIN numbers.</p>	
Summer 2004	<p>EVALUATION</p> <p>Options: Survey and/or data research</p>	

Fall 2004	Use: Registration by advising and admissions staff. Each notebook set up for SIS. PRC Dates: TBA Reason: Staff will assist students in registering for courses and checking course availability. Notes: Allow students the opportunity to search for courses available and register themselves in courses with staff assistance when necessary.	
Fall 2005	Use: Registration by advising and admissions staff. Each notebook set up for SIS. Central Park Campus & Spring Creek Campus. Dates: TBA Reason: Quicker and safer setup and tear down to facilitate registration Notes: Accessible for staff and students to use during high volume registration time. Ease the slow connection of the terminal during high volume time. Teaching students how to use web-line for registration. Increase mobility so that students can view screen with advisors.	
Fall 2005	Use: Students can view and print their schedule. Central Park Campus & Spring Creek Campus Dates: TBA Reason: Prevent student frustration and to best utilize space and time. Notes: No longer have to wait in long lines just to print schedule. Frees up advising and admissions staff to work with students on adding and dropping courses. Students have access to their records by using their ID and PIN numbers.	
Fall 2005	Use: Notebooks available for check out through ARO. Student Development Office –CPC/SCC Dates: TBA Reason: Allows students privacy in screenings, tutoring, and testing Notes: At times throughout the semester, a student may need to use a notebook in various ways both in and out of the classroom.	
Spring 2006	EVALUATION Options: Survey and/or data research	

* - Status in use at this time

Next Steps & Evaluation

A draft proposal will be presented to the planning committee, the student development staff and Academic Deans, for feedback and recommendations. In addition, members of faculty and student focus groups will receive feedback about the process. A draft of the plan will be presented to the Vice President of Student Development by April 7 for presentation to the Leadership team at their April meeting.

While planning is an ongoing process characterized by feedback and revision, this beginning foundation creates a roadmap toward increased seamless delivery of services while maintaining fiscal integrity and responsibility. As the division makes progress toward fulfilling the goals of this first three-year plan, the planning process will continue with goals and objectives being re-evaluated, refined, completed and re-generated. Establishment of a vibrant and innovative division involves all staff members contributing their talents, energy, and creativity to this process.

To remain consistent with Institutional Research reporting procedures, the division will report on the progress and make any revisions to the plan at both mid-year and year-end. The bi-annual status report will allow the division to monitor progress as well as shift planning to address evolving issues that may present themselves.

The Student Development Three-year Plan fully supports and complements the following strategic goals and achievement indicators of the Collin County Community College District.

Strategic Goals

The Student Development Three-year Plan fully supports and complements the following strategic goals and achievement indicators of Collin County Community College:

Goal # 1: Exhibit visionary leadership to provide educational experiences that enable students to excel academically and to be civically engaged.

AI 1.3 Provide students with exemplary learning resource environments

Goal # 2: Develop a systematic process that integrates academic, student development, technology, facilities, administrative services, and budget planning

AI 2.1 Create a holistic (systematic) approach to defining and meeting student and community needs.

AI 2.3 Provide a technological environment that allows the incorporation of advanced systems to improve the efficiency of the District's operations and educational processes.

Goal # 3: Meet the State challenge of broadening access to educational opportunities and support services for all student populations

A.I. 3.3: Broaden the support services offered to all students to encourage continuation of their educational goals and improve overall retention rates.

Goal # 5: Maximize the development and use of CCCCD's human, technological, and capital resources to sustain and strengthen academic and financial vitality.

A.I. 5.3: Ensure financial vitality