

President's Office Department

Annual Division Plan for Academic Year 2016-2017

January 2016

Review And Planning

Performance and Equity Gaps Still to be Addressed

2014-2015 will long be remembered as “the year of planning.” I do not believe there has been any point in time when the community colleges were tasked to stop ‘business as usual’ related to their on-boarding processes and instructional practices to analyze benchmark data, milestone markers, and disaggregated data in order to develop intentional strategies to address identified gaps. What made the development of the SSSP Plan, Student Equity Plan, and the Adult Education Plan a bit easier was the precursor investment we had already made in the Achieving the Dream Plan. The beauty of this planning is that created a meaningful dialog across disciplines and between instructional and counseling faculty which is already having a positive effect on student learning. Evidence being the end of term data for Fall 2014 is showing a strong 5% increase in student success overall with a 5.4% increase for CCOOnline. This is directly attributed to the faculty to faculty training on effective use of supplemental instruction, classroom pedagogy and management strategies, as well as faculty developing and using streaming video lessons in their online instruction.

As we enter into the last leg of the C6 grant students are finishing their LVN Program six months earlier. The Welding Program that compressed their program and added supplemental instruction placed seven students into jobs upon completion. Kern River Valley Campus graduated their first cohort of LVN students December 12, and ESCC Mammoth and IWV also graduated cohorts of LVN Students at the end of the Fall 2014 semester. Through compressed offerings in expanded locations 39 students are ready to sit for their State nursing boards.

Cerro Coso had four students graduate with their Engineering Degree from CSU Long Beach Extension Program in Lancaster December 17, 2014. This program was made possible due to our partnership with CSULB and as a partner in a STEM grant with Antelope Valley College. These engineering students attended Cerro Coso and were given guaranteed admissions to the CSULB Engineering Program in Lancaster.

Another key accomplishment is the progress made toward the revising and development of degrees using the transfer model curriculum. Currently there are six active AA-T/AS-T pathways, and one aligned but not yet approved. As these programs are revised the local degrees are being discontinued in order to better serve our students. We are seeing an increase of associate transfer degrees in our Liberal Arts and Sciences programs which are projected to have a total of eight (8) transfer degrees by the end of the 14-15 academic year, with six more identified to be completed in 2015-16. In tandem there is an expectation that departments will identify populations of potential students and develop and direct more targeted marketing and outreach to them.

We intentionally refocused our workforce on how to respond to an active shooter on campus. Over the past five years the training has changed, therefore at each of the three staff development days in May, August and November all employee groups, including our adjuncts viewed the latest training video developed through partnership with Kern Sherriff Department and Kern County Office of Education. Now that all classrooms and offices having newly installed VOIP phones they will be utilized as communication devises during emergencies. We are one step closer to being fully equipped if this should happen at any of our campuses.

In keeping with ACCJC’s theme of continual quality improvement, the College Council assessed their effectiveness through a process of having council members and their constituencies evaluate themselves through a survey. Through reviewing and comparing the outcomes of both groups glaring gaps emerged related to the lack of communication and involvement. This resulted in an intentional review of each constituency structure and revisions to all constituency senate’s agendas to increase transparency, communication and engagement. Even though the feedback indicated otherwise, during the spring College Council had a Governance Tab on inside CC developed that provided a space for all College Council and associated committees agendas, minutes, and material to be posted to increase transparency and access to information. However, it was our best kept secret! That said, having done this it made addressing the survey gaps much easier as we moved forward.

The college completed its Follow-Up Report to ACCJC which closed the loop providing evidence on our “planning driving budgeting process” and assessment of all we do. This positioned us to begin drafting the Mid-Term Report that will be due fall 2015. All members of the College Accreditation Committee and all administrators completed the Accreditation Basic Training found on the

ACCJC Website. This strategy is being used to reinforce that accreditation is not an event as we address our progress on action plans and recommendations from 2012.

The most notable accomplishment for this area was the implementation of parking fees. Not only did the Director of Finance and Administrative Services coordinate this big change in culture for our college, she also chaired the effort of standardization of vendor services district wide. There was considerable work in regards to maximizing energy usage and water conservation to increase utilities savings. The college is working with SCE, NAM, and CCCF to identify rebate programs, and to enhance, maintain and monitor the effectiveness of our Photovoltaic Field. Examples of this are contracting with Helio Power to maintain and monitor the PV field to maximize the output of the solar array, and replacing all HVAC units on the gymnasium building.

The Department of Information Technology (IT) kept our various campuses up and running while moving the college forward technologically speaking. The College has cut over to Digital 395 which has increased our bandwidth throughout the 395 corridor immensely. Prior to the move Cerro Coso's bandwidth usage held at 99% during peak periods, now at the same point in time we are holding at 27%. IT has increased our network storage from 4 TB to 39 TB. Instructional classrooms have been standardized with multimedia enhancements. This ranges from installing sound in various classrooms, to standardizing the multimedia capabilities, to updating classrooms to being smart classrooms with state of the art instructional equipment.

This past year Human Resources provided HR related training topics to management, staff, and faculty. Sexual Harassment and Title IX training was provided by Chris Hine, General Counsel. The department increased its service to employees by providing live scan services on campus. Web time entry was implemented for student workers and an Equal Employment Opportunity and Staff Diversity Plan was written. Input was provided from various college constituencies towards the development of the web based HR Procedure Manual. HR is in the process of writing its first comprehensive program review. This is a pilot that will be presented to Consultation Council in the spring 2015.

Cerro Coso Community College Foundation spent this year working under their new structure and bylaws, which has resulted in an tremendous increase in the amount of work being accomplished. The Foundation's assets have increased 38.78% and three new scholarships were established. Employee giving increased 42.5% and the amount of money given out in scholarships is up 31.75%. This increase resulted in the need for the Foundation to hold a separate Student Scholarship Awards Luncheon in October. A new website was rolled out in the spring of 2014 to create the more accurate impression of KCCD being one district with three colleges. This also created a better first impression of the college, our services and programs. Advertising has been expanded through the use of social media. Specialized campaigns were completed for OneCard, Parking, and GradGuru. Lastly, ticket sales to events increased by 57%.

Progress Made on Prior Year Initiatives

Increase the level of student success, retention, and completion in all subject areas

The action plans (2.2.2,2.3) listed above were all completed and implemented going into the Fall 2015 semester. The Enrollment Management Plan recommendations were presented to me on January 23, 2015 of which I accepted at face value. The recommendations were such that some overlapped with the other program plans listed in 2.2 as well. Additionally, the Professional Development Committee took the lead and set the focus for the 2015-2016 addressing strategies that address student equity gaps. In measuring the success of the implemented strategies, per the KCCD Fast Facts for 2014 we are seeing an increase of 2.7 percentage points overall and increase in all sub-categories. Our completion rates for degrees increased by 254 between AY14 and AY15. Distance Ed Success and completion rates additionally have risen as well. In regards to success measure 3.2 through implementing the enrollment management recommendations we are seeing a steady sustainable increase to our FTES without a significant decrease in our productivity. Lastly, since AY16 is the first year of our Professional Development activities being tied directly to closing the equity gaps the effect is to be determined.

Address any identified gaps found through the accreditation self-evaluation process and address the actionable improvement plans to ensure we meet the appropriate level of progress in the areas of Program Review, Planning Documents, and Student Learning,

The IEC regularly reviews the Institutional Learning Outcomes and the gaps. These gaps inform the need for professional development and are now used by the Professional Development Committee to create trainings needed by faculty and staff. All actionable improvement plans related to our accreditation self-evaluation were addressed and reported out in our mid-term report. Since this Action plan was written the IEC has been fully implemented and the planning and budget development process has been

used successfully.

Plan and provide targeted staff and professional development opportunities linked to faculty assignments, leadership development and job expectations

In 2014 President's Cabinet nominated Julie Cornett (Librarian) and John Stenger-Smith (Chemistry) as our candidates who were given the John and Suanne Roueche Excellence Award at the Annual League for Innovations in the Community College Conference. At this same conference I organized a private meeting for all KCCD employees attending to meet with Dr. Terry O'Banion to discuss and ask questions related to his Monolog on Student Success and Completion. This was well attended by the KCCD Leadership Academy (of which we had four employees participating) and others. During the Q&A Dr. O'Banion asked for individuals who were addressing him to identify what positions they held at their respective campuses. At a later date, Dr. O'Banion contacted me and wanted to share how impressed he was that KCCD was having this type of dialog with employee members who were outside of academic affairs and student services. Kudos to KCCD to be on top of the curve in understanding that all areas effect student success and completion!

This year's assigned reading for President's Cabinet and the Deans and Directors has been, "The Tipping Point" by Malcolm Gladwell; and the reading for all administration has been "Who Killed Change" by Ken Blanchard, John Britt, Judd Hoekstra, and Pat Zigarmi. Through the readings administrators engaged in meaningful dialog regarding the points made by each author and how it relates to the work we do at the community college.

Classified were provided professional development on one day during Classified Appreciation Week. On that day they were provided the outcomes of the Strategic Planning Survey and the College Council Survey focusing on the importance of the CSEA voice on matters that are discussed within the college governance structure were covered as the State of the College; Active Shooter Training was provided by the Ridgecrest Police Department; Lunch was provided and the staff recognition for years of service along with recognition of retirees was done; then the college broke into department meetings since all employees from all sites were present.

Faculty Flex Days focused on the theme of Achieving the Dream and learning the importance of interpreting data by our lead faculty data coaches as well as faculty lead panels reflecting on best practices used teaching online.

Personally, I applied to attend the President's Symposium at Harvard University, was accepted and attended Fall 2014. The experience provided me insight to how other Presidents are handling the shifting higher education expectations as well as increased my network of individuals. The focus ranged from emergency preparedness, the growing reach of online education by private for profit institutions, and the ever increasing federal legislation to name just a few topics.

The previous prediction was that through our ongoing professional development of all employees we would see an increase in moral. In reviewing the outcome of the 2013 Climate Survey as compared to the outcome of 2011 there was a 6 percentage point increase on the question that states, "The morale at my work locatoin is high." Moving the needle from 59% to 65%. This still seems rather low to me and morale can reflect more than the outcome of our local efforts, ie. contract negotiations and the like. It is the vision that through showing all our employees that they are valued and through investing in their professional growth that these survey results will continue to increase.

Initiatives for Next Academic Year

Ensure Student Access

Action Plan:

1.1 Facilitate the implementation of the Adult Education Plan throughout the East Sierra Sub-Region to increase the high school completion rate which opens doors to students to enter the community college and qualify for financial aid if needed.

1.2 Through the use of Plato, ensure adults entering being college ready or placed no lower into two levels below college level English and Math.

1.3 Through establishing welding labs in our local Adult Education schools, provide a pathway for students to be college ready to complete a welding certificate leading to a living wage job.

1.4 Establish a smooth transitional pathway for potential adult ed students so they can pursue workforce and college educational

goals.

Measure of Success:

Adult Education Plan Strategies are implemented and there is an increase in adult education students completed their degrees and transitioning to our college's programs throughout our service area.

Person Responsible:

President, Vice President Academic Affairs, Faculty Chairs

It directly addresses a college Strategic Goal or Objective

Strategic Goal 3: Ensure Student Access; Objective 1 - Optimize Student Enrollment and Objective 2 - Be the Higher Education Option of First Choice

Strengthen the College's culture of safety

Action Plan:

1.1 Establish a permanent Safety and Security Coordinator to focus on the multiple campuses needs related to increased preparedness related to the safety and security of students and staff

1.2 Under the supervision of the Vice President of Fiscal and Administrative Services lead the following duties across all campuses where applicable:

1. Facilitate the Safety and Security Committee
2. Attend College Council to report out on progress made in this area
3. Attend training on mandatory reporting: introduce him to Chris Hine, Suzanne Galindo, and Joe Grubbs
4. Update Emergency Action Plan to reflect latest legislation regarding active shooter training and drills
5. Coordinate and facilitate emergency preparedness drills
6. Provide training for the EOC
7. Monitor and provide training to employees on SIMS and NIMS
8. Develop and Implement Behavior Implementation Teams on each campus, including training from NaBITA
9. Organize traffic and security for the IWV Graduation in May

Measure of Success:

Through this focused and trained position all employees at all sites will be better trained and can best lead their classes through various drills which will increase our emergency preparedness.

Person Responsible:

President, Vice President of Fiscal and Administrative Services, Safety and Security Coordinator Professional Expert

Other

While our Strategic Plan does not reflect this initiative, due to the increased incidents on college campuses it is prudent that a trained individual in law enforcement step in and shore up our safety and security plan and activities to ensure we continue to provide the safest educational environment possible.

Establish a President's Circle

Action Plan:

1.1 Research through CASE the different models of established President's Circle and the most effective process of establishing one.

1.2 Make a recommendation to the CCCC Foundation on how to establish the President's Circle to be most inclusive across the college's service area

1.3 Implement the plan

Measure of Success:

The newly formed President's Circle will be implemented with the move into the main building and will have a broad representative base of individuals across the various communities we serve. From this there will be an established revenue of funding to support ongoing functioning of the CCCC Foundation.

Person Responsible:

President, PIO-Marketing-Foundation Liason Manager, CCCC Foundation Board of Directors

It directly addresses a college Strategic Goal or Objective

Strategic Goal 5: Strengthen Organization Effectiveness: Objective 6 Generate Revenue

Resource Needs

Facilities

None

Information Technology

None

Marketing

The opportunity to join the President's Circle will need to be marketed and brochures will need to be made for circulation in mailers, as presentations are made to service clubs and chambers, and to include donors each year as it grows.

Professional Development

1. The establishment of Behavior Intervention Teams as part of our enhancing our culture of safety comes with a training requirement of all employees at one level and more specific training of those who serve on the BIT as well. Additional professional development for leaders in this implementation would be to attend the NaBITA Annual Conference as well. This needs to be built into the Safety and Security Budget for 2016-2017.

2. Because President's Cabinet select those individuals to be honored for their Excellence in Education, I have carved that potential travel cost out of the Staff Development Budget and placed it into the President's budget.

3. For professional development of the Administrative Assistant to the President, participating in the Administrative Professional Network and attending the annual conference is being included in the President's Budget.

Staffing Requests Not Already Listed In Prior Plans

1000 Category - Certificated Positions

2000 Category - Classified Staff

Safety and Security Coordinator - Professional Expert

Location:

College-wide

Salary Grade:

n/a

Number of Months:

12

Number of Hours per Week:

20

Salary Amount:

\$31,200

Justification:

Due to the increased incidents on college campuses it is prudent that a trained individual in law enforcement step in and shore up our safety and security plan and emergency preparedness activities to ensure we continue to provide the safest educational environment possible. The work needing to be done is listed in this plan's initiatives and is ongoing. Some of this work had been previously assigned to the Maintenance and Operations Manager who did his best in keeping us compliant in the reporting aspect and in coordinating the minimum emergency drills related to fire and earthquake. However in the era that we are now in it is prudent that we turn to individuals who are trained in dealing with the other aspects of safety and security as we establish active shooter drills, trainings, and testing of hardware and technology to best keep our students and employees safe.