

President's Office Department

ADP for Academic Year 2021-2022

February 2021

Executive Summary

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Cerro Coso Community College continues to be guided by its vision to be the first choice in higher education for the Eastern Sierra region, a source of programs and services for tomorrow's workforce, a model for student learning, and a valued partner with education and business in its communities. This report serves to provide our stakeholders with an annual update on the state of the college and our progress towards achieving our mission to improve the life of every student we serve. A number of metrics and observations are presented providing us with evidence of success in some areas, and opportunities for the continued pursuit of excellence in others.

Twenty-one of 56 benchmarks related to the strategic objectives were met or exceeded. These successful outcomes observed predominately within the strategic goals Maximize Student Success and Ensure Student Access, where 50%-70% of benchmarks met or exceeded targets. The largest gap in performance is around the goal Organizational Effectiveness as evidenced by the fall 2019 climate survey, it is here that we see less than .05% of targets met or exceeded. Cerro Coso Community College will be appointing a task force to look at our internal climate so that we are better positioned to serve one another and ultimately our students.

Cerro Coso Community College added seven new program career technical education programs, and revised another. Students completing their comprehensive education plans is up 12%. Of particular note is the Vision for Success goal of reducing the average number of units accumulated by California Community College students earning associate's degrees from 87 total units to 79 total units; Cerro Coso Community College is at 77.62 total units, well below the state average. Overall certificate and degree award recipients rose again from 837 to 866, a 3.5% increase year over year. When reviewing awards over a five-year period, we see an increase of nearly 82%.

The Tehachapi Campus' total course enrollments grew 81.6% (excluding dual enrollment and inmate education). In response to declining enrollment in Kern River Valley, Cerro Coso Community College has leased a space with a smaller footprint. While we will not be offering classes at this location, we will be maintaining much needed services to our students in the area. In the Eastern Sierra we have expanded upon our partnership with the Inyo County Office of Education, and construction is under way for a Bishop Job Spot that will serve as both an education and job resource center for Inyo County Residents. Many other facilities projects have been completed, or are nearing completion, examples include earthquake repairs, and a number of Measure J funded projects.

The 2019-2020 academic year brought with it not one, but two unprecedented events in the history of Cerro Coso Community College. In the summer of 2019 Cerro Coso Community College experienced a series of earthquakes, followed the COVID-19 global pandemic of 2020. These events required the reallocation of time and resources, impacting every aspect of college operation. We have experienced a decrease in enrollment, while experiencing significant increases in demand for instructional and student support services. During the COVID-19 Pandemic, Cerro Coso Community College has continued efforts to address food insecurities and the challenges students have faced with a remote learning environment by issuing grocery cards, hosting drive through food distribution events, and providing laptops and wireless access to students in need.

Cerro Coso Community College remains committed to diversity. There is evidence of progress towards closing equity gaps for those students from our disproportionately impacted populations. These equity gaps have become more prevalent during the COVID-19 pandemic. This is an all-hands-on-deck approach, whereby instruction, student services, human resources, information technology, and the foundation, are all working towards continued progress in meeting our students where they are. These efforts are captured in the annual unit plans, section plans, and division plans.

In the coming year, we will continue our efforts to identify opportunities for enrollment growth, starting with an enrollment management taskforce. This when coupled with a conservative fiscal approach to ensure sustainability, Cerro Coso will be better positioned for recovery. Cerro Coso has proven its resiliency and will once again demonstrate continued success in being both an educational and cultural center for the vast communities it serves.

Review And Planning

Equity

The campus has made strides towards engaging in conversations around equity, and providing professional development opportunities to staff, faculty, and administrators. As part of its commitment to diversity, equity, and inclusion, KCCD has engaged administrators across the district in an equity training series facilitated by Lasana Hotep. Lasana Hotep had previously presented to Cerro Coso Community College.

Data continue to show that Latinx and Black/African American students are not succeeding at the same rate as their white counterparts, demonstrating the need to be intentional in our approach to addressing performance gaps. Cerro Coso Community College continues its focus on closing equity gaps through professional development across the organization to strengthen culturally responsive teaching and learning and continue to clarify the path, especially surrounding career goals, and to offer PD opportunities for faculty and staff that focus on directing, connecting, nurturing, and engaging all students. The President's Office has been in discussion with the Director of Institutional Effectiveness to ensure that data are disaggregated appropriately and widely communicated to faculty, staff, and administrators in support of creating a culture of equity mindedness

Program Review

Prior Year Initiatives

The initiatives listed below were developed by the former president of Cerro Coso Community College. A new president was selected in the fall of 2020, and began his tenure of service in October of that year. The President's Office will continue its commitment to ensuring that professional development remain a priority given that the ongoing development of employees is a primary mechanism for change. The remaining initiatives will be reviewed for current relevancy and alignment with Cerro Coso Community College's Mission and College planning documents.

1. Apply to participate in the teacher credentialing pilot program which will be a collaboration between CSUB, KCCD Community Colleges, and the K12 Districts which we serve. The impetus for this will be the release of the RFP by the CCCCCO.
2. Continue to actively pursue funding to establish an endowment for the Cerro Coso Promise. The President's Office will have a new MOU Research Partnership in place by the end of spring 2020 that will establish a funding flow through the Noah's Arc Foundation. The realization of funds will be one source in helping the Cerro Coso Foundation realize their endowment.
3. Once agreed upon and published, continue to identify strategies and initiatives that will increase the stated measures of the new Student Centered Funding Formula.
4. Align professional development activities with the revised Professional Development Plan.
5. In partnership with the California Aerospace Institute of Technology Excellence (CATIE), the Air Force Research Laboratory, and Antelope Valley College, we are working toward establishing a multi-faceted research, design, education and training facility to be located at the Mojave Air and Space Port. This center will provide multiple service points to the aerospace and light manufacturing industries in the east Kern service area as well as the Antelope Valley.

Next Year Initiatives

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Enrollment

- Development of a Strategic Enrollment Management Task Force
- Stability of Incarcerated Student Education Program
- Expansion of Dual Enrollment in all Service Areas

Diversity, Equity, and Inclusion

- Continued Professional Development Opportunities for Faculty and Staff
- Increase Access to and use of Disaggregated Data
- Implement Relevant Strategies Contained within the Vision for Success Diversity, Equity and Inclusion Integration Plan
- Assign Resources to Accomplish Stated Equity Goals
- Execute Distance Education Accessibility Plan for 2021

COVID-19 Response

- Increase Supports for Spring 2021

- Develop a Re-population Plan for Fall 2021

Financial Stability

- Implement use of the Recently Piloted Rubric for Budget Requests
- Plan for Economic Uncertainties Brought on by COVID-19

Organizational Effectiveness/Climate

- Convene Task Force to Address 2019 Climate Survey Results
- Develop Actionable Plan for Improvement

Strategic Planning

- Convene a Task Force
- Develop a Three-Year Strategic Plan for Academic Years 2021-22 through 2023-24

Resource Needs

Facilities

Information Technology

Public Information & External Relations requests a computer camera and headset with mic for virtual meetings.

Marketing

Additional funds are being requested to replace the Public Information and External Relations' (Marketing) department's 10 year old camera which is literally disintegrating. This was supported at the Division level last year but not funded. This remains a need for the department.

With regard to print production, it is difficult to anticipate paper usage increases due to course expansion in the ISEP, but there is a known increase in upcoming P.O.S.T. academies that will warrant a great deal of additional paper. Each academy utilizes about 1/2 pallet of paper. The department must continually request a budget augmentation to meet paper and maintenance fees. An increase is being requested of \$2,000.

There is a need to replace the very old paper folder in the print shop which may be original to the facility. It should be noted that current requests related to paper could possibly be paid through HEERF funds when considering the impact of COVID-19 on the print shop as a result of moving to correspondence education for the ISEP.

Professional Development

For the new president of Cerro Coso Community College, consideration should be made in order to take advantage of the Community College of California's professional development conferences and New CEO training (e.g. California League of Community Colleges Annual Conference (CCLC) ; CCLC Legislative Conference (in tandem with advocacy with the KCCD Leadership Academy); CEO Symposium (typically held in March) , "New CEOs Workshop Part II"; and the CEO Leadership Academy).

Additionally, the President will be active in the Central Valley Higher Education Consortium as a member of the Board of Directors requiring approximately three meetings in the Central Valley, as well as presence at Central Valley Community College CEO Caucus.

For the PIO/Institutional Advancement, consider sending the Web Content Editor to advanced training on website accessibility at a cost of approximately \$1500.00. Additionally, the PIO is requesting reinstatement of \$2,000 for Director travel to attend the annual

PIO and Fundraising Conferences.

Human Resources anticipates participation in the Association of Chief Human Resources Officer (ACHRO) conferences and training programs. Participation in Southern 30 Human Resources Consortium Training, Title IX training, staff diversity and equity training Ellucian Live Online trainings from Liebert, Cassidy & Whitmore (LCW), and various HR related trainings for all HR staff.

The President's Office regularly budgets money to support staff professional development events that support engagement. This amount is reflected with the budget worksheet for professional development.

Research and Data

HR will work closely with Institutional Research to identify data trends with recruitment in terms of ethnicity, gender and disaggregated by department and campus location.

IT would like data on student who need technology for online studies and attending classes VIA zoom. This data could change what type of technology we are purchasing. An example would be, "should we purchase more mobile technology and less on-ground lab computers."

Public Information & External Relations department will continue to request the assistance of IR with event surveys and data needs for the annual community report. Assistance will be needed from IR in developing data points for benchmarking marketing efforts and material, and in developing program surveys.

The President's Office will be working with the research office in identifying tools to readily identify performance gaps for disproportionately impacted populations (e.g. race/ethnicity), and how the college is performing against its stated equity goals reflected with the Student Equity Plan, Strategic Plan Goal 2, and the Vision for Success.

Staffing Requests Not Already Listed In Prior Plans

1000 Category - Certificated Positions

2000 Category - Classified Staff

Human Resources Technician

Location:

Ridgecrest/IWV

Salary Grade:

43.5

Number of Months:

12

Number of Hours per Week:

40

Salary Amount:

84,753.43

Justification:

Human resources positions are funded through district services not CCCC.

In December 2018 the part-time human resources assistant position became vacant, leaving only one full-time human

resources assistant as department support. The human resources assistant is responsible for four payrolls, while at the same time trying to maintain the daily demands. During payroll deadline periods, other work is set aside. It has become increasingly difficult to maintain quality service to employees and the public with limited staff. E-human services in development will also create additional work at the campus level such as job building and recruitment services.

In addition to providing daily support, a human resources technician will give a higher level of support by providing technical expertise and administrative functions related to the applicant tracking system, job building, worker's compensation and long term leave tracking. This position will also assist in generating various reports necessary to ensure compliance with mandated training, along with assistance to the HR manager with HR district projects.