

# President's Office Department

## Annual Division Plan for Academic Year 2017-2018

December 2016

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### Review And Planning

#### Performance and Equity Gaps Still to be Addressed

I would be remiss if I didn't start by acknowledging one major key accomplishment this year was the passing of Measure J! Passing this bond addresses many identified facility and grounds issues which are related to student safety, improving the path of travel, and decreasing our utility costs and water usage. The Cerro Coso Community College Foundation funded our portion for the consultant who did the initial study leading up to the campaign and the legal amount toward the campaign to the tune of \$36,000.00. In the efforts toward the passage of Measure J we reached out to the various small service clubs, chambers, and economic development councils across East Kern which gave us the opportunity to keep them apprised of how students are being served, the partnerships we have built with their local K12 districts, besides what our various needs were and why Measure J was important to continue to address those unmet needs. These connections consequently are feeding our data gathering for the next Educational Master Plan and will be used to open doors for student apprenticeships and internships as we implement our CTE and Workforce Development Plan utilizing the enhanced funding from the State.

As is known, we are now at impasse with the contractor for the Main Building Modernization Project. Which means we are coming upon the end of the third semester of being in swing space modular. While this impasse is being dealt with there are several unforeseen ramifications of the building not getting completed such as a decline in FTES at the IWV Campus and a remarkable decline in the IWV staff moral leading to unprecedented resignations, unnecessary grievances, and overall discontent with management.

To address the low morale issue classified leadership and I met to discuss their overall position regarding the low morale. This led to pulling together all classified for a day long leadership staff development event centered around John C. Maxwell's book, "Leadership 101: What Every Leader Needs To Know" which was facilitated by Associate Vice Chancellor Michele Bresso. A Staff Engagement Committee, made up of classified employees across Departments and led by the college president, was then formed to address the prioritized input from this day. This group developed a work plan to increase engagement across all campuses and employee groups with the intent to communicate appreciation, and develop an onboarding of new classified employee orientation and mentoring program set to launch January 2017. Clearly our employees were not only reacting to having been dislocated from one another but also from our lack of formalized onboarding of our employees and tapping into those classified who are willing to 'champion' the new employees coming in.

In regards to the decline of FTES at the IWV Campus, while some of the lost FTES can be contributed to our construction, but the bulk of the 9.8% decline at the IWV campus is directly tied to the decision to not offer our lowest levels of Math and English. Rather we partnered with the Adult Schools to offer those levels so to more quickly remediate those students deficit using the Plato LMS. We have been able to deflect this issue through the growth in our East Kern area. The issues of soft enrollment and building up a core mass of enrollments in the East Kern service area were identified under the header of Weakness, Challenges, Threats and Areas for Improvement in the 2015 State of the College. However, in recent reports we are projected to see a 1% growth at the end of the 2017 academic year.

The college has increased dual enrollment and pathway courses at all the feeder high schools and increased offerings in the Prisons in California City and Tehachapi. Additionally we are now poised to participate in the CCCCO Online Education Initiative since we have migrated from Moodle over to Canvas. This is expected to bring new FTES our way.

The Eastern Sierra Sub-Region Adult Education Consortium continues to work together to serve the adults in the East Kern Region. Over spring 2016 Edmentum/Plato, an online Learning Management System, was adopted and implemented as early as summer session. By fall 2016 all K12 Districts had launched the program with newly hired faculty and Adult Ed Liaisons. Additionally, welding labs in Mojave and Mammoth Lakes have been established with courses being offered. Many of the Adult Education programs also are adopting the Plato Course Bank for their A through G Requirements for adults to complete their high school diplomas.

Due to the increased partnerships with the sixteen feeder K12 high schools, Cerro Coso hosted our first Superintendent/Principal

Summit fall 2016. This provided the opportunity to discuss dual enrollment across the service area, a college promise structure that might serve our East Kern County students, legislative advocacy regarding informing the metric indicators for college and career readiness as it relates to the new K12 School Accountability System, and identifying gaps in facilitating a college going culture. Two task forces were created, one to address legislative advocacy as stated, and the other to address transportation for students in the South East Kern communities.

Over the summer Achieving the Dream (ATD) recognized Cerro Coso as a Leader College due to the institution's work over the past three years and the impact that work has had on student success and completion. It is the agenda that the college set forth that also informed our Student Equity Plan which has begun to develop and institutionalize the use of data informed decision making. Continuing on this theme, this past June Cerro Coso applied for and is receiving an Institutional Effectiveness Partnership Initiative grant of \$150,000 for three years to have a Peer Review Team work with our college and a newly hired Research Analyst to identify best practices for a college of our size. The work is to identify the most effective infrastructure that will drive the institutions research agenda. We see this as the next step in institutionalizing a culture of inquiry into our college's continuous efforts to improve on institutional effectiveness and student achievement outcomes, and to best support the work started with ATD, the student equity agenda, and SSSP.

Beginning in the 2016 academic year, I began a three year appointment as a member of the Academic, Student and Community Development Commission for the American Association of Community Colleges. It was at the 2015 meeting I learned of the National Behavior Intervention Team Association, whose vision is to make our campuses safer environments where development, education, and caring intervention are fostered and encouraged. To develop and implement this strategy across our many campuses a Safety and Security Coordinator Professional Expert was hired. This aligned our efforts in managing risk management with that of the District Office's Director of Risk Management.

In an effort to bring a four year university option to our community, Bellevue University entered into an MOU with Cerro Coso which established their presence on our campus, leasing space for their Recruitment and Outreach Manager who is partnering with our own employees responsible for outreach to recruit students to complete their first two years at Cerro Coso and then transfer to Bellevue University to complete their Bachelor's degree. Bellevue University is a brick and mortar University out of Nebraska who, like Cerro Coso, developed comprehensive online programs that mirror the same offered at their on-ground campus. More importantly is that they have programs that are similar to those programs that lead to work in our service area so that the pathway will benefit our students. Samples of these programs are Adult Education, Business, CIS, Cyber Security, RN to BSN, Psychology, and Web Technology to name just a few. Future plans are to facilitate articulation meetings between our college and university faculty so to establish pathways in the same majors for students. This may be the open door for me to accomplish establishing a "Great Teacher Experience Seminar" that I continue to envision!

## **Progress Made on Prior Year Initiatives**

### **Develop a white paper that outlines the institutional construction needs that support a Bond in 2016**

Relying on our Educational Master Plan and annual planning documents the institutional capital outlay and schedule maintenance needs were identified for our campuses located in East Kern County and San Bernardino County. Throughout the spring and summer 2016 Natalie Dorrell and I spoke to various service clubs, community EWD committees, and chambers to educate them on our progress on ongoing campus needs. Then in July the BOT voted to float a 503 million dollar bond for KCCD, which passed on November 8th.

### **Complete the Main Building Modernization Project**

The plan for swing space was developed and implemented. All of administration and student services moved into modular buildings on the west side of campus, with nursing, AJ and faculty offices being established in modular building below East Wing. Science eventually needed to relocate which we are using the WW classrooms and welding lab for use of the ventilation for chemistry. My estimated opening of the Modernization of the Main Building has been pushed to December 2017.

### **Expand Student Enrollment in Engineering Pathway to CSULB**

Due to lack of enrollment and interested students, after attempting various strategies to establish this as a viable program, the decision was made to delete the program. Not only could we not find an Engineering faculty member off of NAWC-WD, but what became evident is that our own faculty could not get behind recruiting for the CSULB Engineering Program specifically. Therefore this goal is withdrawn.

### **Implement Adult Education Plan**

The AB86 Adult Ed Plan was developed and implemented throughout the East Sierra sub-region. Funding for three years was established that supported our plan of implementing basic skills courses, A-G Adult Ed High School Degrees, and welding and computer certificates. Plato LMS is being used for the general education courses and those English and math courses were articulated with those at the college so students would have a successful transition into college English and math.

## **Increase student access, success, retention, and completion in all subject areas**

2.1: The strategies laid out in our Enrollment Management Plan have been implemented with varying success in regards to our student success, retention, and completion rates. The college's overall success rates When compared to that of the Academic Year (AY) 2014 has grown from 66.1% to 70.1 % in the AY 2016. Our overall five year percentage change increased by 32% and certificates of Achievement have increased 54.2% over the past five years. WE have seen an increase of 3.2% in our retention rate since AY2014 as well. Distance Ed shows a 2.9 increase in student success percentage points and retention rates increased by 3.4 percentage points. The 2016 Institutional Scorecard was not as complementary as it measures a different, smaller cohort than our own college wide summary. Unfortunately the gap in the success rates between Distance Ed and Traditional delivery of courses increase 1.9 percentage points, however this is because of the 4.9 percentage point increase in traditional sections over the last two years.

2.2: Tehachapi has been established at the Education Center in Tehachapi. Staffing has been completed and students are being served. There is a long term schedule that is being used to ensure students can complete programs and also qualify for financial aid if needed.

2.3: The improvement of the educational environment at the KRV Campus is in progress. Phase I, the remodel of the restrooms, was completed however the decision was made to wait for the outcome of measure J bond. Since the Bond passed we now have the plans to move forward in the first allotment of funding to complete the project.

2.4: All three plans (SSSP, Student Equity, and ATD)) and their strategies have been implemented and the impact on student disaggregated data is being used to assess the effectiveness of them. This said, we have applied and will be having a visit from the Institutional Effectiveness Program Initiative Program Review Team to write a plan to institutionalize our college research agenda in the Spring of 2017. This will then drive the work of the newly hired researcher analyst.

2.5: All staff development events are assessed for effectiveness and the outcomes are reviewed leading to changes in future plans/events.

## **Initiatives for Next Academic Year**

### **Prioritize all the Measure J projects**

#### **Action Plan:**

Using the five year list of capital outlay projects and schedule maintenance needs, prioritize those attached to Measure J, creating five groups of projects that will last the 30 years of the bond. The take the first group and prioritize those to best meet the needs of the college's campuses.

#### **Measure of Success:**

Plans are created and prioritized.

#### **Person Responsible:**

President, with the VP Admin Services, and the Director of M&O

#### **It directly addresses a college Strategic Goal or Objective**

Strategic Goal 5, Strengthen Organization Effectiveness, Objective 4- Improve Facilities and Maintenance.

### **Establish a President's Circle to increase a sustainable flow of income to the Foundation for operational costs and support of students and programs.**

**Action Plan:**

Hire a professional expert whose work plan will be the following:

1. Establish a President's Circle that will create a recognized group of donors whose gifts will be used for the Foundation's operational costs and for a sustainable income source to support the College Promise, PTK Program, and other ancillary programs supporting faculty disciplinary learning outcomes.
2. Re-establish the Alumni Organization as another source of funding that supports the Foundation's mission.
3. Recruit and retain Board of Directors, providing professional development opportunities so to increase the effectiveness of the Foundation's committee work and as the Board in its entirety.
- 3, Participate in the development of the College Promise so to be part of the plan that fiscally supports the students.

**Measure of Success:**

President Circle is established and one event is held with a realization of income.

Alumni Organization is re-established with an annual program developed and an on-going strategy to gain members and involvement, including a realization of income to support student access, success and completion.

College Promise is developed and implemented throughout the service area with sustainable income established to support students access.

**Person Responsible:**

President, PIO, Marketing, and Community Development Manager, Professional Expert

**It directly addresses a college Strategic Goal or Objective**

This initiative touches on several of our Strategic Goals and Objectives.

- Strategic Goal 2: Advance Student Equity Measures through narrowing gaps in access to underrepresented groups through the College PRomise and scholarships.
- Strategic Goal 3: Ensure Student Access through providing financial resources that should increase the high school yield rate
- Strategic Goal 5 Strengthen Organization Effectiveness, Objective 6- Generate Revenue through the strategy of improving alumni base, interactions and relationships AND Strengthen CCCC Foundation, Inc. through providing vision, leadership, strategic direction, and administrative oversight

**Support the goals, strategies and objectives created by CTE Division utilizing the external funding of Doing What Matters and the Enhanced Workforce Initiative****Action Plan:**

- 1.1 Ensure my participation at the CEO level in regards to the funding source being distributed among our region's districts and within KCCD so to maximize what we receive to support our identified CTE Programs.
- 1.2 Through our new Education Master Plan, prioritize facility modernization to support those programs being developed or revised.

**Measure of Success:**

Emerging and revised CTE Programs will be offered for students to complete and be placed into the workforce for their designated career.

**Person Responsible:**

President, VPI, and Dean of CTE and Workforce Development

**It directly addresses a college Strategic Goal or Objective**

Strategic Goal 4: Enhance Community Connections: Objective 1 - Provide Workforce and Economic Development Programs that Respond to Local Industry

Strategy : Increase college prominence in local workforce development.

**Increase Trust and Create a Collaborative Culture throughout the organization****Action Plan:**

1. Provide effective professional development opportunities to all employee groups that is relevant to enhancing their job skills and moving the institution forward.
2. Revitalize regular visits and holding forums to meet face to face with employees and community members at all campuses to increase trust and promote a culture of inclusiveness.
3. Support the newly developed Mentor Program and look to expand its concept throughout our organization for all employee groups.
4. Institutionalize the "Thirsty Thursday", "Meet and Greet" and Birthday Celebrations as part of our institutions culture.

**Measure of Success:**

1. A well developed professional development plan needs created and submitted to College Council for AY2018 for approval.
2. Visits and forums held at the various campuses throughout the service area.
3. Participate as needed in the Mentor Program and have the concept shared to the various employee groups (faculty and Managers) for consideration.
4. Activities calendared, championed, and participated in throughout the future Academic Years.

**Person Responsible:**

President, Professional Development Committee, and various champions of activities from the Staff Engagement Committee

**It directly addresses a college Strategic Goal or Objective**

Strategic Goal 5: Strengthen Organization Effectiveness, Objective 1 - Provide Effective Professional Development and Objective 3: Increase Trust and Create a Collaborative Culture.

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## Resource Needs

### Facilities

### Information Technology

### Marketing

### Professional Development

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## **Staffing Requests Not Already Listed In Prior Plans**

**1000 Category - Certificated Positions**

**2000 Category - Classified Staff**