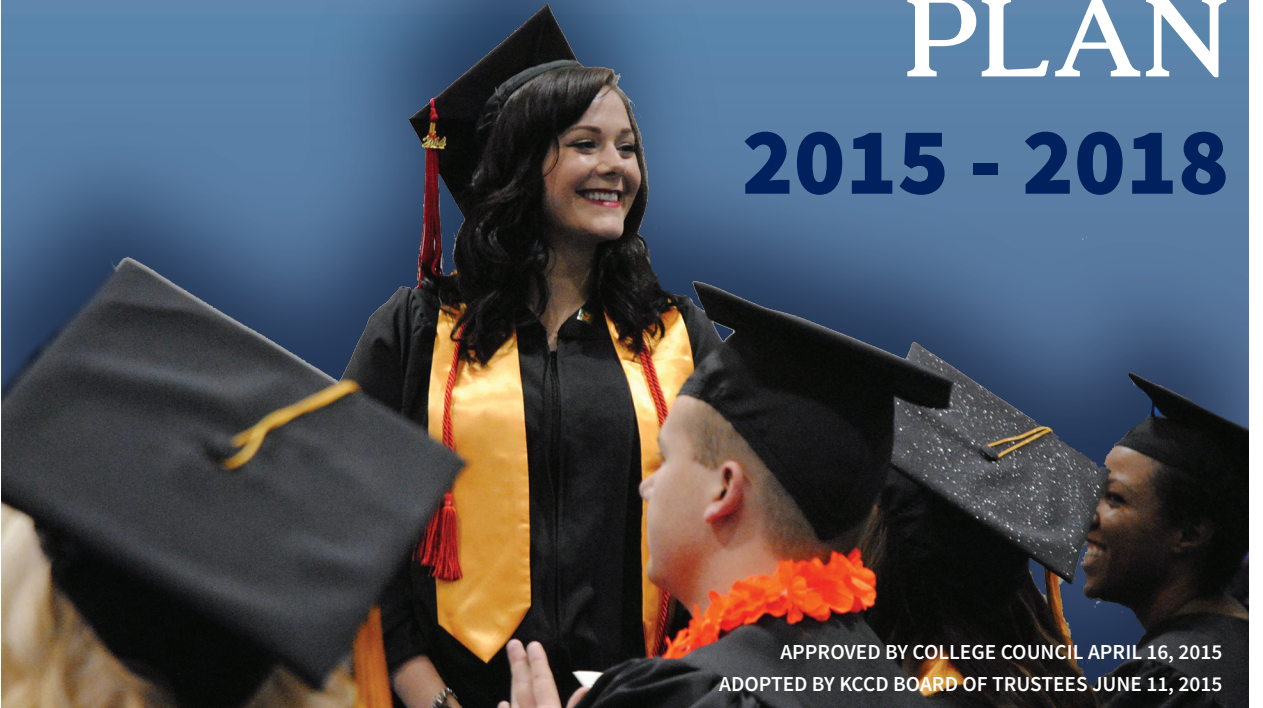




CERRO COSO  
COMMUNITY  
COLLEGE

# STRATEGIC PLAN

**2015 - 2018**



APPROVED BY COLLEGE COUNCIL APRIL 16, 2015  
ADOPTED BY KCCD BOARD OF TRUSTEES JUNE 11, 2015

# President's Message

The College Council of Cerro Coso Community College began its review of the College's Strategic Plan in the fall of 2014, while simultaneously participating in the revision of the Kern Community College District's Strategic Plan. The Council evaluated every aspect of the plan, resulting in the creation of a revised mission that represents our calling to provide educational opportunities to the diverse communities we serve through a variety of modalities, and retained the college motto "Educate, Innovate, Inspire, Serve." The goals emerged from our college-wide commitment to the completion agenda, to provide our communities with training that results in increased employment, and a conduit for students to transfer to the four-year universities, ensuring our learning environments are safe, and the need to be entrepreneurial in our efforts to secure external resources in support of our mission. These goals link directly to our district-wide goals and have measurable objectives for evaluating our progress and effectiveness.

College Council is responsible for setting the mission, vision, and long-term direction of the institution, and through the collaborative process all constituent groups have the opportunity to provide feedback during the planning and review processes. The Strategic Plan was approved by



College Council on April 16, 2015, and will serve as the guiding document for the next three years. The Council will conduct an annual assessment of the goals and report at the end of each academic year. Our mission serves as the cornerstone of the institution and guides our decision-making and actions. The

goals provide direction to the various college departments as they develop plans to move the institution forward.

Ultimately this Strategic Plan represents our College's commitment to serving the students who reside in the many rural communities in our service area and being their first choice in meeting their educational and training needs.

JILL BOARD  
President

**Educate  
Innovate  
Inspire  
Serve**

# College Council Membership

JILL BOARD

President, Co-Chair

LAURA VASQUEZ

Academic Senate President, Co-Chair

COREY MARVIN

Vice President, Academic Affairs

HEATHER OSTASH

Vice President, Student Services

JENNIFER SAN NICOLAS

Mid-level Management, Representative

JOE SLOVACEK

Member at Large Representative

JOHN STENGER-SMITH

Academic Representative

GREG KOST

Counselor Representative

JULIE MAIKAI      MIKE BARRETT

CSEA Chapter 617 Representatives

CAMERON LA BRIE      KURTIS WILLIAMS

Student Government Representatives

DEANNA CAMPBELL

Eastern Sierra College Center Director

KRISTIN HANLE

East Kern Campus Manager

LISA STEPHENS

Kern River Valley Campus Manager

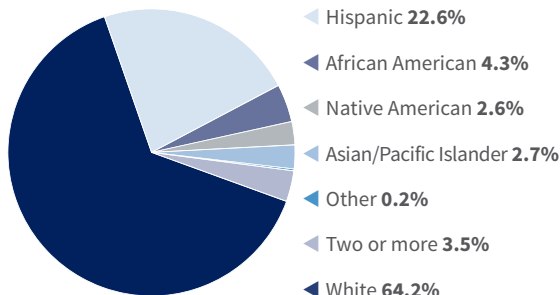
CHRISTINE ABBOTT

CCA Representative

# Understanding the Community and Students That We Serve

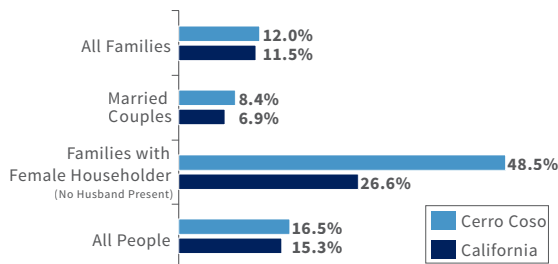
## Our Community

### Race and Ethnicity



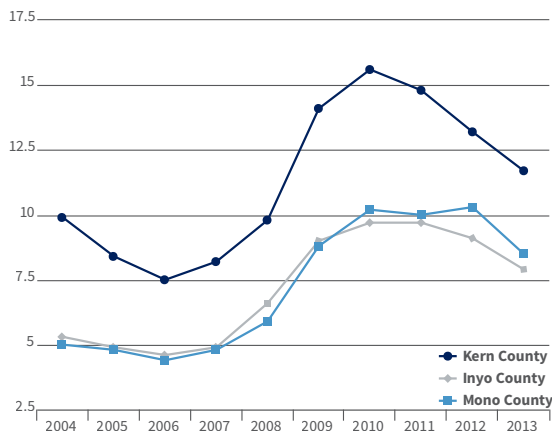
The 2013 Cerro Coso Community College service area population was 22.6% Hispanic and 64.2% White. By 2018, the Hispanic population is expected to increase to 25.4%, and the overall minority population is projected to be 39.5%.

### Income and Poverty



An estimated 12.0% of families live below the poverty level (\$23,500 for a family of four). Female head of household families have a significantly higher rate of poverty (48.5%) than that of married couple families (8.4%). Cerro Coso's service area median household income was slightly lower than \$37,500 in 2013 and is projected to increase 11.5% by 2018.

### Unemployment Status

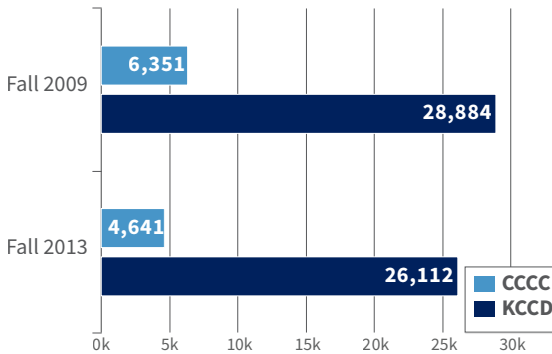


Unemployment is reported by the California Department of Finance by county. The 3 major counties within the college service area (Kern, Inyo, and Mono) have experienced a similar pattern of unemployment over 10 years. Unemployment was typically highest in 2010 and has declined since.

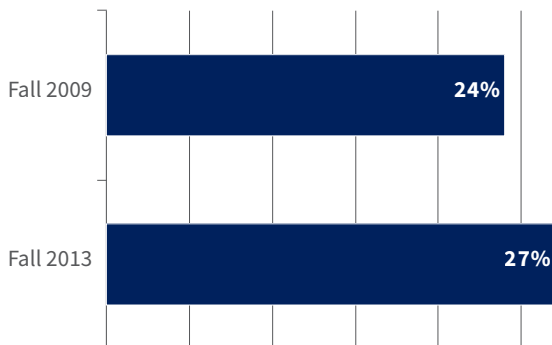
- Unemployment in Kern County has varied from a low of 7.5% in 2006 to a high of 15.6% in 2010. In the latest complete year (2013), it was 11.7%.
- Unemployment in Inyo County has varied from a low of 4.6% in 2006 to a high of 9.7% in 2010. In the latest complete year (2013), it was 7.9%.
- Unemployment in Mono County has varied from a low of 4.4% in 2006 to a high of 10.2% in 2012. In the latest complete year (2013), it was 8.5%.

# Our Students

## Headcount

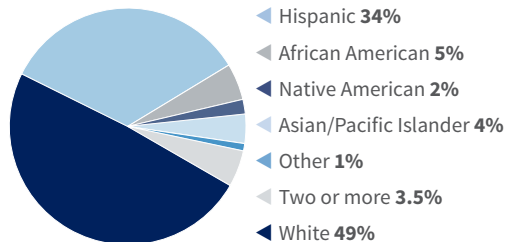


The chart above shows the headcount for Cerro Coso for Fall 2009 and Fall 2013. In general, the KCCD headcount declined in that time period with Cerro Coso experiencing the largest decrease (27%).



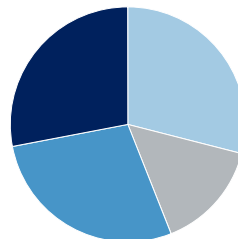
The chart above shows incoming students as a percentage of the total student population for Cerro Coso for Fall 2009 and Fall 2013. A student is considered incoming if their first term enrolled at KCCD equals the specified fall term or the previous summer term. Incoming students constitute a higher percentage of the Cerro Coso student body in 2013 compared to 2009.

## Race and Ethnicity



The majority of students at Cerro Coso are White, with Hispanic/Latino being the second largest population. However, the College has experienced an increase in Hispanic/Latino students over the past 5 years and a corresponding decrease in White students.

## Incoming Student Placement



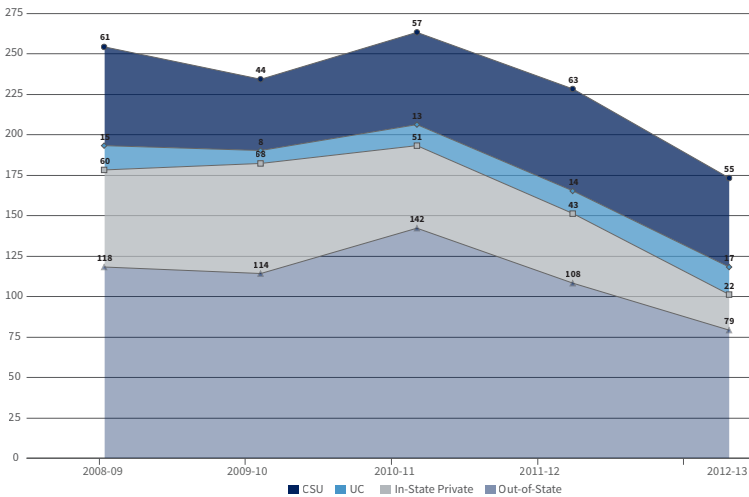
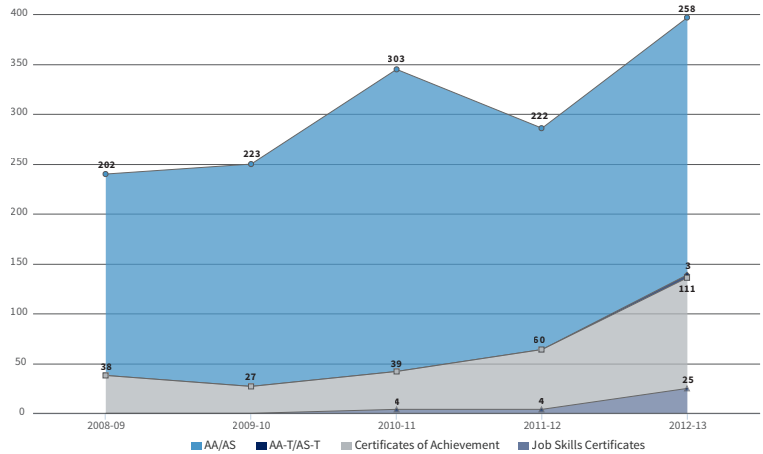
This section details placement information for incoming students who completed assessment testing. The chart displays the number of areas (English, Math, and Reading) in which a student needed remediation, among incoming students who completed at least one

assessment. Of all Fall 2013 incoming students who completed at least one assessment test, 72% of Cerro Coso's incoming students needed remediation. Another metric of interest is the percentage of incoming students who did not complete any assessment testing. Cerro Coso has experienced a decrease, with just under half of their incoming students not completing assessment in Fall 2013.

# Our Focus is Student Success

## Awards

The table to the right shows the number of awards earned at Cerro Coso over five years. Cerro Coso has had the largest increase in awards (65%), which is mostly from Certificates of Achievements.



## Transfers

The table above shows the number of transfers at Cerro Coso over five years. After a spike in 2010-11, Cerro Coso experienced a decline in transfers. A similar trend exists at the state level as well. Almost half of Cerro Coso's transfer students attended a college located out-of-state.



## Cerro Coso Community College Trends

Results within the five-year trend at Cerro Coso are generally positive. The only measure with a downward trend was Career Technical Education—which declined by 9 percentage points during the time period. Measures with the highest increases were Completion (both Overall and Prepared Students), 30 Units Attained (both Overall and Unprepared Students), and Remedial Math.

When compared to statewide rates, Cerro Coso results tend to be lower. An exception was Completion, where rates for both the Overall and Prepared Students were above the state-wide rate. The metrics with the lowest results compared to state-wide were 30 Unit Attainment, Remedial English and Math, and Career Technical Education. When compared to the highest score in the Peer Group (which is only reported for the Overall Completion rate), Cerro Coso’s results were lower—49.8% compared to 58.6%.



Cerro Coso Community College Student Success Scorecard Metrics		Trend for the Most Recent Five Cohorts					Trendlines	2007-08 Comparisons	
		2003-04 thru 2008-09	2004-05 thru 2009-10	2005-06 thru 2010-11	2006-07 thru 2011-12	2007-08 thru 2-12-13		Highest Peer Grp Rate <sup>1</sup>	Statewide Rate
Completion	Cohort Size	542	518	416	490	458			
	Overall Outcome Success Rate	45.0%	45.2%	47.1%	49.6%	49.8%			48.1%
	Prepared (avg 25% of cohort)	75.4%	77.3%	66.4%	72.9%	83.2%		58.6%	70.2%
	Unprepared (avg 75% of cohort)	35.4%	36.5%	40.5%	40.9%	37.2%			40.5%
Persistence	Cohort Size	542	518	416	490	458			
	Overall Outcome Success Rate	61.6%	59.5%	57.9%	63.3%	64.2%			70.5%
	Prepared (avg 25% of cohort)	65.4%	63.6%	57.9%	66.2%	68.0%			71.9%
	Unprepared (avg 75% of cohort)	60.4%	58.3%	57.9%	62.2%	62.8%			70.1%
30 Units	Cohort Size	542	518	416	490	458			
	Overall Outcome Success Rate	50.4%	52.3%	54.6%	55.7%	58.5%			66.5%
	Prepared (avg 25% of cohort)	44.6%	45.5%	45.8%	42.1%	48.8%			70.1%
	Unprepared (avg 75% of cohort)	52.2%	54.2%	57.6%	60.8%	62.2%			65.3%
Remedial English	Cohort Size	599	591	525	499	436			
	Outcome Success Rate	24.2%	24.5%	22.5%	24.4%	24.8%			43.6%
Remedial Math	Cohort Size	670	623	499	460	522			
	Outcome Success Rate	23.7%	23.3%	27.3%	28.3%	27.2%			30.6%
Remedial ESL	Cohort Size	24	37	<10	<10	<10			
	Outcome Success Rate	0.0%	0.0%	-	-	-			27.1%
Career Technical Education	Cohort Size	336	386	393	540	605			
	Outcome Success Rate	48.5%	44.8%	44.5%	42.6%	39.6%			53.9%

<sup>1</sup>Peer Group Comparison is only available for the Overall Completion metric. This peer group is comprised of 15 colleges (avg score = 48.6%).

# Our Mission

The mission of Cerro Coso Community College is to provide tailored programs and equitable services to the students in the communities and rural areas we serve. We demonstrate a conscious effort to produce and support student success and achievement through traditional and distance delivery.

To accomplish this mission we will provide:

Degrees and certificates in transfer and career technical education;

Remedial instruction;

Comprehensive support services;

Learning opportunities that develop ethical and effective citizenry; and

Continuing education that is compatible with the institution's primary mission.

# Vision

Cerro Coso Community College will be recognized as a leader in higher education, a source of programs and services for tomorrow's workforce, a model for student learning, and a partner with its diverse clientele and communities.

# Values

The Values at Cerro Coso Community College provide the foundation for all student, academic, and community activities.

**Educate** We are committed to student's learning and achievement;

**Innovate** We encourage individual and collective creativity in a rapidly changing world;  
We implement best practices that facilitate and encourage innovation and success;

**Inspire** We model a culture of life-long learning;

**Serve** We celebrate the diversity of each individual: student, staff, and faculty;  
We strive to deliver equitable services to all students at all sites; and  
We foster community partnerships and the relationships we build with them.



# Strategic Goal 1

## Maximize Student Success

### OBJECTIVE 1—Increase Completion

**Target:**

- Student Success Scorecard Completion Rate (6 year cohort): 51%
- Annual Transfer Rate (6 year cohort): 50%

STRATEGY	ACTION
Improve just-in-time communication to students	Fully implement Degree Works
	Fully implement EAB
	Fully implement Grad Guru
	Fully implement SARS Alert
Improve CTE completion rate	Fully implement Class to Career program

### OBJECTIVE 2—Improve Milestone Achievements

**Target:**

- Student Success Scorecard Persistence Rate (6 year cohort): 68%
- Student Success Scorecard Remedial English Rate (6 year cohort): 28%
- Student Success Scorecard Remedial Math Rate (6 year cohort): 30%

STRATEGY	ACTION
Increase persistence at KRV and among CTE students	Enhance student support services at KRV
	Increase completion of long-term educational plans at KRV
	Provide CTE-specific tutoring opportunities
	Fully implement SARS Alert
	Increase student affinity with the institution in CTE disciplines
Improve basic skills achievement	Implement the new position of LAC Coordinator
	Consolidate supplemental instruction in the math and writing centers
	Establish a referral norm in English and social sciences for tutoring

## OBJECTIVE 3—Increase Student Engagement

### Target:

- Score on Community College Survey of Student Engagement area Support for Learners: 50%

STRATEGY	ACTION
Increase scope and use of ESCC Learning Assistance Center	Increase number of workshops, receptions, and other events coordinated through the LAC's Improve collaboration between ESCC LAC and instructional faculty
Expand EOPS opportunities supportive of educational goals	Implement engagement activities focused on cultural enrichment, work-study/experience, and leadership opportunities
Improve online student engagement	Develop and implement an ADA-compliant Moodle site Develop and implement Moodle site responsive to digital devices Identify online tutoring and proctoring services Identify multimedia-rich tools and promote their use in online course content Produce videos for instructional and student services departments



## Strategic Goal 2

# Advance Student Equity Measures

## OBJECTIVE 1—Close Achievement Gaps

**Target:**

- Student Equity Proportionality Index Measures for Service Area Population vs. Student Population
  - Males: 1.00
  - 40 and Older: 0.80
  - Native American: 1.00
  - White: 1.00
  - Socioeconomically Disadvantaged: 1.00
  
- Student Equity Proportionality Index Measures for Degree/Certificate Completion
  - Male: 1.00
  - 20-24 Year Olds: 1.00
  - African-American: 1.00
  - Native American: 1.00
  
- Student Equity Proportionality Index Measures for Transfer Preparedness
  - African-American: 1.00
  - Native American: 1.00
  - Socioeconomically Disadvantaged: 1.00
  
- Student Equity Proportionality Index Measures for Persistence
  - Socioeconomically Disadvantaged: 1.00
  - DSPS: 1.00

STRATEGY	ACTION
Narrow gaps in access for underrepresented groups	Increase enrollments for underrepresented populations, including male, 40 and older, Native American, and White
	Work with faculty to overcome barriers for economically disadvantaged students in the area of texts and materials
	Provide help materials/guides online and hard copies in English and Spanish
Narrow gaps in matriculation completion by underrepresented groups	Implement additional workshops online, such as SEP workshops
	Engage staff and faculty in supporting student completion of matriculation components
	Use data to proactively outreach to students to complete matriculation components

STRATEGY	ACTION
Narrow gaps in performance by under-represented groups	<p>Increase the overall number of students completing a degree or certificate with a particular emphasis on male, 20-24 year olds, African-Americans , and Native American students</p> <p>Increase the overall number of students transferring to 4-year institutions with a specific emphasis on African-American, Native American, and socioeconomically disadvantaged students</p>
Improve success rates for DSPS and EOPS students, particularly in basic skills	<p>Re-examine and develop Peer Mentor program</p> <p>Develop and implement dedicated space for EOPS students to study, access resources, and support each other in education/ classes</p> <p>Increase student, staff, and faculty awareness about DSPS services by improving website information and providing comprehensive DSPS orientations</p>
Review and analyze equity gaps at the campus level	Work with the District Institutional Research Office to obtain equity data by campus location



# Strategic Goal 3

## Ensure Student Access

### OBJECTIVE 1—Optimize Student Enrollment

**Target:**

- Annual FTES: 3,000
- Number of Concurrent Enrollments: 350

STRATEGY	ACTION
Grow enrollments	Develop Tehachapi campus in East Kern
	Develop incarcerated students program in East Kern
	Identify and implement dual enrollment and credit by exam opportunities in service area high schools
	Develop CTE programs at the KRV and East Kern campuses appropriate to local communities
	Collaborate with Kern Valley High School to offer a welding program
Increase assistance with prospective and first-year students in Financial Aid and Admissions and Records	Implement Financial Aid TV
	Maximize the number of students eligible for and receiving financial aid by implementing Financial Aid Literacy program



STRATEGY	ACTION
Expand student enrollment in engineering pathway to CSULB	Work with HIS-STEM partners to identify and employ an engineering faculty member as a champion of the program
	Provide support by creating a team comprised of job developer, transfer counselor, and Director of Student Activities, Outreach and Recruitment
	Work with industry partners to provide internship opportunities for Cerro Coso students

## OBJECTIVE 2—Be the Higher Education Option of First Choice

### Target:

- Feeder High School Enrollment Rate: 30%
- Adult Participation Rate: 140.0

STRATEGY	ACTION
Optimize strategies for recruitment and outreach	Hire Director for Outreach and Student Activities
	Develop and implement a comprehensive outreach and recruitment plan for all campus locations and programs
Improve public awareness and participation in the college programs, services, and activities	Initiate a comprehensive rebranding of the college
	Communicate a relevant brand promise that promotes the college as higher education option of first choice
Increase high school yield	Hold strategic planning and monthly working group meetings with service area superintendents, principals, and counselors to develop and implement a plan to increase HS yield
	Develop and implement strategies for converting high school dual and concurrent enrollment students to full-time students upon graduation
	Attend and present at student, staff, and parent meetings at all Inyo County schools
	Increase support for Inyo concurrent students in the LAC

# Strategic Goal 4

## Enhance Community Connections

### OBJECTIVE 1—Provide Workforce and Economic Development Programs that Respond to Local Industry

**Target:**

- Percentage of CTE Programs Meeting Core Indicator Goals: 58%
- Student Success Scorecard CTE Completion Rate: 40%

STRATEGY	ACTION
Increase college prominence in local workforce development	Increase employment of CTE graduates in local industry
	Increase number of student interns with local industry
	Improve employer satisfaction with student preparedness
Implement Adult Education Plan (AB86)	Complete the development and submission of the AB86 Adult Ed Plan
	Work with partners to establish a roll-out of the defined plan
	Assess the implementation of the plan after year 1, identify gaps, design and implement improvements

### OBJECTIVE 2—Reflect the Communities We Serve

**Target:**

- Percentage of Diversity in the Applicant Pool
  - Male: 52%
  - Hispanic: 23%

STRATEGY	ACTION
Promote a diverse workforce and provide specific plans for ensuring equal employment opportunity	Review recommendations from 14-15 climate survey and implement improvements
	Participate on the district-wide EEO Committee (to be established)
	Review and implement additional strategies as developed by the EEO and Staff Diversity Plan
Increase the percentage of available childcare opportunities going to student families	Child Development Center staff work with Student Services to improve number of students making satisfactory progress

# Strategic Goal 5

## Strengthen Organization Effectiveness

### OBJECTIVE 1—Provide Effective Professional Development

**Target:**

- Percentage of Employees who Feel They Have Adequate Training: 82%
- Percentage of Employees who Feel There are Opportunities to Learn and Grow: 73%
- Percentage of Employees who Feel Encouraged and Supported: 81%

STRATEGY	ACTION
Provide targeted professional development for faculty to support goals, objectives, strategies, and actions in this Strategic Plan	Develop and offer professional development content and activities for faculty to address equity gaps
	Develop Moodle 3.0 training course
	Develop and offer professional development training for improved student engagement in distance education
Establish an infrastructure for ongoing professional development	Develop and implement a menu of options for faculty professional development beyond flex days
	Develop and implement an ongoing schedule of safety and security training provided to all stakeholders on a regular basis
Improve employee understanding of board policies and procedures.	Plan, coordinate, and provide HR-related training topics





## OBJECTIVE 2—Meet and Exceed Internal and External Standards and Requirements

**Target:**

- Percentage of SLO’s at Course Level with Ongoing Assessments: 95%

STRATEGY	ACTION
Meet External Standards for SLO Assessment and Internal Standards for Program Review Completion	Achieve 90% courses and programs with ongoing assessment of learning outcomes
	Stay current on program reviews
Improve the effectiveness of the Continuing Education program	Develop learning outcomes
	Complete a Program Review
Improve the effectiveness of the Budget Development committee	Develop and implement evaluation tool for Budget Development committee

## OBJECTIVE 3—Increase Trust and Create a Collaborative Culture

**Target:**

- Percentage of Employees Who Feel a Satisfactory Level of Communication
  - Relevant information affecting your location as a whole is communicated throughout the organization: 72%
  - My representatives on governance committees adequately inform me about important college/district issues: 77%
  - My representatives on governance committees ask for my input on important issues: 70%
  - Information flows well upward through the organization structure: 57%
  - Information flows well downward through the organization structure: 53%
  - My supervisor keeps me informed of issues relevant to my job: 82%
  - My supervisor asks for my input before making decisions that affect my work: 78%

STRATEGY	ACTION
Improve communication internally	Develop periodic newsletters in areas like Planning, Accreditation, Achieving the Dream, and Student Equity
	Improve flow of information down and up the participatory governance ladder

## OBJECTIVE 4—Improve Facilities and Maintenance

### Target:

- Percentage of Employees Who Feel Facilities are Adequately Maintained: 77%
- Percentage of Work Orders Completed: 93%

STRATEGY	ACTION
Complete the main building modernization project	Plan for swing space and appropriate occupancy timelines to reduce interference of services to students
Complete Kern River Valley campus renovation project	Plan for swing space and appropriate occupancy timelines to reduce interference of services to students
Improve M&O response time for work requests	Provide college-wide reminders of the use of SchoolDude for submitting work requests
	Ensure tasks are assigned to appropriate personnel
	Provide training to employees and proper tools to complete assigned tasks
Improve grounds	Aerate, irrigate, and use strategies to maximize fertilizers, seeding, and water consumption on all grassy areas and tree wells in order to improve landscaping of the campus
Keep technology current	Upgrade core network and infrastructure
	Update East Wing classroom technology
	Implement hardware replacement plans annually for campus staff and classrooms

## OBJECTIVE 5—Improve Institutional Effectiveness

### Target:

- No Target

STRATEGY	ACTION
Increase opportunities for ongoing feedback to Financial Aid and Admissions and Records	Implement a point-of-contact survey
	Install comment boxes at A&R window
	Increase efficiency in financial aid by using computer labs already set-up for counseling orientation

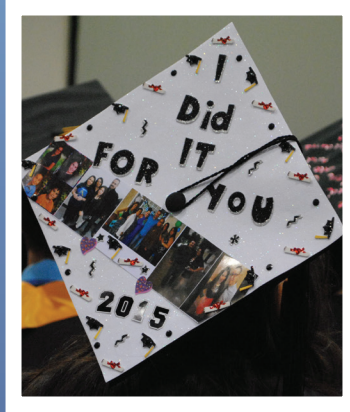
STRATEGY	ACTION
Increase automated processes in Admissions and Records	Implement end-of-term automatic process
	Increase restricted classes open for students to register
	Implement graduation audit through DegreeWorks
	Decrease or eliminate pick-up options for parking permits
Ensure consistency of HR functions	Utilize the HR Procedures Website to bring a consistent application of procedures district-wide
	Contribute feedback to improving the HR Procedure Website
	Contribute system improvements to FLAC and Web-Time Entry, first rolled out in 14-15
Foster Fiscal Responsibility	Increase reporting and procedure resources for grant program managers

## OBJECTIVE 6—Generate Revenue

### Target:

- No Target

STRATEGY	ACTION
Actively pursue CTE grants that align with the mission of the district and the college	Locate and apply for grant opportunities
	Partner with regional section navigators to locate and apply for grant opportunities
Improve alumni base, interactions, and relationships	Host two donor campaigns a year
	Build alumni volunteer database
Strengthen CCCC Foundation, Inc. through providing vision, leadership, strategic direction, and administrative oversight	Increase scholarship amounts awarded
	Create a program of donor stewardship, recognition, and engagement
	Lead CCCC Foundation planning effort to support goals, objectives, strategies, and actions in this strategic plan



# CERRO COSO

COMMUNITY COLLEGE

## CAMPUSES

Indian Wells Valley  
Ridgecrest

Kern River Valley  
Lake Isabella

East Kern Center  
Edwards AFB, California City, Tehachapi, and Mojave

Eastern Sierra College Center  
Bishop and Mammoth Lakes

CC Online

[www.cerrocoso.edu](http://www.cerrocoso.edu)