Strategic Plan
Cerro Coso Community College
July 1, 2010 through June 30, 2012

Introduction

Cerro Coso Community College (CCCC) is part of the Kern Community College District. Cerro Coso serves more than over 8,500 students in its 18,000 square mile service area.

During the 2008-2009 academic year the college undertook a planning process to revise and update a guide for the next two years. This plan reflects the goals included in the Strategic Plan of the Kern Community College District and updates the previous Strategic Plan of the college. The goals, strategies, and action items were developed with broad input that included Faculty Senate, Classified Staff, and management through the College Council. The plan was reviewed by the Faculty Senate and by the Administrative Cabinet, as well as College Council which includes faculty, classified staff, management, and student representation.

This plan will serve as a guideline for the next two years. During the 2011-2012 academic year, the plan will be evaluated and revised, adding two more years. It is deemed to be a living document, adjustable to changing times and the constant shifts in political climates, legislative direction, and the general economic changes of the region, the State of California, and the nation.

The Cerro Coso Community College Strategic Plan for 2010 – 2012 continues to focus on the following six goals.

1. Improve our response to community needs through customized educational opportunities, area workforce development, transfer program, and quality student services.

2. Improve service to under-prepared students and increase their success rates.

3. Seek opportunities to enhance the acquisition and use of resources.

4. Build upon our culture of accountability, responsibility, and collegiality amongst all stakeholders.

5. Identify and implement principles of effective communication in support of our mission.

6. Recruit, retain and develop employees who uphold the Cerro Coso culture of excellence.

These goals focus heavily on the integration of the planning processes and improvement of the assessment of our results in student learning outcomes and program review. Several of the initiatives and action items will serve to improve the way the college serves its students, its communities, and its employees. We will rely on the concept of data feedback loops to drive our decision-making processes.

Planning Process

The planning process began in the spring of 2009. The college elected to continue to focus on goals that reflected the Kern Community College District Strategic Plan, in order to bring Cerro Coso in the same direction.

The proposed revision to the Strategic Plan was discussed at College Council throughout the spring and fall semesters and revised accordingly. The College Council is a group consisting of faculty, staff, management and students with meetings open to all.

One of the focal points in developing the initiatives and strategies was to plan to continue meeting the recommendations of the Accrediting Commission for Community and Junior Colleges.

Members of the Strategic Planning Committee and the College Council who drafted and/or reviewed the plan include the following:

Shannon Bliss   Faculty Member, Science
Jill Board   Vice President, Student Services
James Fay   Vice President, Academic Affairs
Deanna Campbell   Director, Eastern Sierra College Center
Yihfen Chen   Faculty Member, KRV Campus, Math
David Cornell   Director, Admissions and Records
Lisa Couch   Accounting Manager
Shelley Crabtree   Classified Staff
Matthew Crow   Academic Senate President
John Daly   Manager, Maintenance and Operations
Louise Farmer   Administrative Assistant
Joann Clark   Director, Information, Development and Alumni Relations
Austin Hallinan   President, Associated Students
Valerie Karnes   Dean, Career Technical Education
Kimberlee Kelly-Schwartz   Coordinator, Student Activities
Gale Lebsock   Director, Administrative Services
Karen O'Connor   Faculty Member, Business and Computer Science
Mary O'Neal   Faculty Member, Child Development
Cori Ratliff   President, Classified Senate
Mary Retterer   President, Cerro Coso Community College
Kathy Salisbury   Administrative Assistant
Claudia Sellers   Faculty Member, Science
JoAnn Spiller   Director, Financial Aid & Scholarships
Paula Suorez   Faculty Member, Counselor

<u>Planning Environment</u>

Planning for Cerro Coso Community College was conducted within the environment of the mission, vision and values statements. These documents will provide an overarching context from which the strategies and activities will flow. As of the adoption of the budget by the Board of Trustees in September 2009, the economic climate of the California Community College System and the State of California has changed significantly. Cerro Coso Community College remains committed to maintain a basic level of infrastructure for effective functioning of the college.

<u>Mission</u>
Our mission is to educate, innovate, inspire and serve.
We demonstrate our commitment to student learning and accomplish our mission as we:

Educate students who seek transfer for baccalaureate degrees, career and technical education, career and workforce training, college preparation, and lifelong learning;

Innovate through our instructional processes, delivery systems, and business operations;

Inspire our students to strive for excellence in achieving their aspirations, our employees to deliver quality instruction and learning support, and our communities by supporting economic development and responding to their needs in a timely and professional manner; and

Serve our clients and our communities with relevance, timeliness and excellence.

<u>Vision</u>
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.

<u>Values</u>
At Cerro Coso Community College, we value;

Student learning and student success in all areas of endeavor;

Creativity and the implementation of best practices in a rapidly changing world;

Accountability to our students for their learning experience, our communities for good stewardship of public funds, and to each other through the participatory governance process;

Diversity in our students, our communities, our environment and our programs and services;

Our *Communities* and the partnerships and relationships we build with them; and

Our *Faculty and Staff* who turn the wheels of learning.

Improve our response to community needs through customized educational opportunities, transfer program, area workforce development, and quality student services

KCCD Goal Number One: Greater response to community needs through programs offered, the establishment of college areas of particular strength, and area workforce development

A. Strengthen instructional programs and services.
- Maintain availability of comprehensive quality associate degrees and transfer program
- Move Program Review to the level of Proficiency as defined by Accrediting Commission for Community and Junior Colleges (ACCJC)
- Maintain progress on Student Learning Outcomes to achieve the level of Proficiency by 2012 (Defined by ACCJC)

B. Stabilize career and technical education and workforce development in our diverse service area.
- Continue to assess the needs of our communities
- Expand the annual Employer Summit to include health careers and business
- Improve student success rates and productivity numbers in CTE programs and classes

C. Improve support for Distance Education
- Develop and implement a comprehensive Distance Education Plan
- Stabilize learning support services that support Distance Education
- Replace outdated equipment
- Review and update training certificate and best practices for online instructors
- Develop a training program and best practices for iTV instruction
- Analyze and improve student success rates for Distance Education

D. Evaluate strategies to maintain or improve the scope and quality of Student Services college-wide
- Stabilize Student Support Services to support Matriculation, articulation, transfer, career technical education, basic skills, outreach, and recruitment college-wide, given the state of the economy
- Develop strategies that continue to offer quality and effective student services programs
- Expand student life activities to all campuses, including online
- Strive to serve the underrepresented populations in our communities

E. Improve college-going rates with area K-12 school districts
- Research grants that will engage the college with local high schools
- Evaluate the K-16 Bridge program and plan for expansion
- Facilitate interactions between a broad range of Cerro Coso faculty and our feeder schools

F. Offer alternative instructional venues for meeting community and employer needs
- Develop and implement a vibrant and cost-effective program for Contract Education and Community Service Education
- Assess Contract and Community Service Education through data feedback loops

Cerro Coso Goal Number Two:
Improve service to under-prepared students and increase their success rates.
KCCD Goal Number 2: Respond more effectively to the needs of under prepared students.

A. Implement best practices in Basic Skills
- Address the holistic learning needs of developmental students
- Integrate instruction and advising services
- Provide a comprehensive basic skills program serving all communities
- Utilize data to drive decisions to improve the program
- Analyze the needs of under-prepared students in our communities
- Create a program which meets those needs

B. Train all faculty and staff to understand and effectively teach developmental students
- Institute professional development activities that support the success of developmental students across the curriculum
- Establish a developmental faculty training program for all instructors in the program
- Apply data analysis to improve professional development

Cerro Coso Goal Number Three:
Seek opportunities to enhance the acquisition and use of resources.
KCCD Goal Number 3: Increased funding for KCCD functions

A. Together with the CCCC Foundation expand the fund raising horizons of the college and the foundation.
   - Institutionalize the current fund raising events: Star Party, Denim & Diamonds Ball, Book Scholarship Golf Tournament
   - Develop a Capital Campaign
   - Implement Alumni and Employee Giving Programs

B. Clarify the process for business entities to support a particular program or class
   - Clarify the acquisition and allocation process for donations
   - Implement a recognition process for all donors
   - Create a data base of all specific program donors for future reference

C. Complete and obtain at least one Federal grant
   - Solicit additional Federal and private support for all disciplines
   - Follow up with the National Science Foundation to maximize the likelihood that Cerro Coso's grant application will be approved
   - Work with the Bishop-Paiute tribe grant on renewable energy training and other needs

D. Develop affordable textbook alternatives and funding streams to support textbook scholarships
   - Encourage faculty to adopt textbooks less frequently
   - Review textbook alternatives, like open-source e-textbooks
   - Develop an additional funding stream for textbook scholarships

E. Institute a more timely and inclusive budget development process
   - Develop initial list of priorities in the fall
   - Disseminate the initial priorities college-wide to gain consensus
   - Reduce the list to an attainable number of priorities in College Council
   - Use these priorities to develop the new budget in the spring

Build upon our culture of accountability, responsibility, and collegiality amongst all stakeholders.

KCCD Goal Number 4: *Creation and maintenance of trust between employee groups, the colleges, and the District Office*

A. Restore and maintain institutional research functions necessary to meet the needs of the college

B. Increase the college's reliance on data-driven decision making
   - Secure regular and dependable research data
   - Tie budget development to unit plans, student learning outcomes, and budget priorities
   - Complete Program Reviews on schedule
   - Use data feedback loops to drive decisions

C. Encourage more collegial discourse on important issues
   - Increase transparency of participatory governance groups by posting agendas and publishing minutes
   - Update the college's internal procedures to match the board policies
   - Offer training in workplace communication and team building

Cerro Coso Goal Number Five:
Identify and implement principles of effective communications in support of our mission.

KCCD Goal Number 5: Establish adequate and effective communication throughout the KCCD

A. Ensure all stakeholders are knowledgeable about college issues
- Identify frequently asked questions and place on website
- Introduce proposed changes, their benefits, transition period, and what they mean to stakeholders
- Focus on the conveyance of information to and from College Council

B. Improve and enhance communication to and from our communities
- Develop an Annual Report from the college in time for the Denim & Diamonds event
- Provide our communities with opportunities for input to the college

Cerro Coso Goal Number Six:
Recruit, retain, and develop employees who uphold the Cerro Coso culture of excellence.

KCCD Goal Number Six: Recruit and retain an effective workforce and promote high morale

A. Explore creative alternatives for recruiting employees

B. Develop a schedule of recognition events that include all campuses and recognize employee longevity, leadership, enthusiasm, and achievement
  - Assure that the events are replicable at all centers
  - Continue the NISOD reward for those selected as Outstanding
  - Remember to thank people for their accomplishments

C. Develop staff events that motivate & improve morale
  - Develop measures and assess college climate and morale
  - Reassess climate at the end of the planning period

D. Develop a sustainable approach to professional development
  - Identify short- and long-term professional development needs
  - Incorporate *i-Stream* from the League for Innovation for staff, faculty, and student development
  - Recruit speakers to address development needs
  - Expand the scope of the In-House Training Center
  - Facilitate the exchange of effective instructional strategies among faculty

Revised
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