



# Strategic Plan

July 1, 2007 through June 30, 2009

## Introduction

Cerro Coso Community College is part of the Kern Community College District. Cerro Coso serves more than 5,000 students in its 18,000 square mile service area.

During the 2006-2007 academic year the college undertook a planning process to develop a guide for the next two years. This plan reflects the goals included in the Strategic Plan of the Kern Community College District. The goals, strategies, and action items were developed with a committee that included Faculty Senate, Classified Staff, and management. The plan was reviewed by the Faculty Senate and by the Administrative Cabinet, as well as College Council which includes these groups and student representation.

This plan will serve as a guideline for the next two years. During the 2008-2009 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 local 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 2007 – 2009 focuses on six strategic goals. These goals are:

- 1. Improve our response to community needs through customized educational opportunities, area workforce development, and quality student services.**
- 2. Improve service to under prepared students and increase their success rates.**
- 3. Seek opportunities to enhance the development and use of resources.**
- 4. Build upon our culture of accountability, responsibility, and civility 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 manner in which the college serves its students, its communities, and its employees, and fulfills its mission.

## Planning Process

The planning process began in September of 2006 and ran through May of 2007. Regular meetings of the Strategic Planning Committee were held throughout the year. Meetings were held in rooms that could accommodate video conferencing to allow for participation from all sites. Once drafts were developed, they were presented at the College Council, a group consisting of faculty, staff, management and students with meetings open to all, for additions and deletions.

The committee's work was guided by the Strategic Plan of the Kern Community College District and the recommendations of the Accrediting Commission for Community and Junior Colleges, which arose as a result of their visit in October of 2006. Each of these recommendations is addressed in the plan.

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

Michael Barrett	President, California School Employees Association
Shannon Bliss	Faculty Representative, Community College Association
Jill Board	Vice President, Student Services
Deanna Campbell	Director, Eastern Sierra College Center
Yihfen Chen	Faculty Member, KRV Campus, Math
David Cornell	Director, Admissions and Records
Lisa Couch	Director, Human Resources
Shelley Crabtree	Classified Staff
John Daly	Director, Maintenance and Operations
Louise Farmer	Assistant to the President
Lisa Fuller	President, Academic Senate
Joann Handeland	Director, Information, Development and Alumni Relations
Jane Harmon	Interim Vice President, Academic Affairs
Ted Hagle	President, Associated Students
Valerie Karnes	Dean, Career Technical Education
Debby Kilburn	Faculty, Computer Science
Gale Lebsock	Director, Business Services
Jan Moline	Counselor / Student Activities Coordinator
Karen O'Connor	Faculty, Business Office Technology
Mary O'Neal	Faculty, Child Development
Cori Ratliff	President, Classified Senate
Mary Retterer	Interim President, Cerro Coso College
Kathy Salisbury	Classified Staff
JoAnn Spiller	Director, Financial Aid
Gayle Whitlock	Director, Kern River Valley Campus

# Planning Environment

Planning for Cerro Coso Community College was conducted within the environment of the college's mission, vision and values statements. These statements provide an overarching context for the development of the strategies and activities.

## Mission

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, 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.

## 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

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.

# Goals, Strategies, and Activities

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

### A. Strengthen instructional programs and services.

1. Assess the learning needs of our service area. (Accreditation Requirement #4)
2. Enhance student awareness of transfer opportunities .
3. Implement assessment of Student Learning Outcomes and response to these assessments. (Accreditation Requirement #3)
4. Promote student awareness of the Learning Assistance Center.
5. Fully implement the Program Review process and schedule all units. (Accreditation Requirement #2)
6. Increase support for distance education.
7. Develop a college-wide Technology Plan. (Accreditation Requirement #1d)

### B. Improve career and technical education and workforce development in our diverse service area.

1. Assess workforce needs throughout our service area.
2. Develop a plan to meet these needs and schedule the plan for implementation.
3. Develop industry/college/K-12 partnerships.
4. Develop a contract education program.
5. Expand the newly developed Job Placement Program.

### C. Improve collaboration and communication with area K-12 school districts.

1. Develop a master schedule of high school visits.
2. Develop a schedule of events where K-12 students visit our campus.
3. Develop and/or enhance articulation of occupational programs with service area high schools.
4. Examine grant opportunities for rural colleges and K-12 collaboration agreements.

### D. Expand the scope and quality of Student Services college-wide.

1. Standardize the support and services offered at each location.
2. Consolidate all counseling and support services at the KRV site by creating a One-Stop area.
3. Consolidate Student Services for a functional One-Stop Center at the IWV site.
4. Expand student life activities at all sites.
5. Increase services to Spanish-speaking populations, including ESL and Spanish language publications.
6. Promote the Faculty Mentoring Program.
7. Increase the visibility of the College Transfer and Career Center.

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

# Goals, Strategies, and Activities

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

- A. Analyze best practices for serving under-prepared students.
  - 1. Review literature found in Basic Skills as a Foundation for Student Success in California.
  - 2. Take part in Basic Skills Regional Workshop.
  
- B. Assess current Cerro Coso College practices serving under-prepared students.
  - 1. Assess organizational and administrative practices.
  - 2. Assess program components.
  - 3. Assess staff development.
  - 4. Assess instructional practices.
  
- C. Develop college-wide Emerging Scholars Program for under-prepared students.
  - 1. Form plan based on best practices and assessment of current practices.
  - 2. Include organization, program components, staff development, and instructional practices.
  - 3. Make data-driven decisions based on analysis of retention and persistence of under-prepared students moving from pre-college to college level courses.
  
- D. Develop comprehensive non-credit program for under-prepared students that serves needs of community.
  - 1. Do needs analysis of all communities served by Cerro Coso College.
  - 2. Based on community needs, create plan which includes enhanced funding for ESL and basic skills.
  - 3. Develop non-credit matriculation services.
  - 4. Develop a bridge program for transitioning students from non-credit to credit programs.

*KCCD Goal Number Two: Respond more effectively to the needs of under-prepared students.*

# Goals, Strategies, and Activities

## **3. Seek opportunities to enhance the development and use of resources.**

### A. Increase the efficiency and effectiveness of instructional programs.

1. Develop and implement an Enrollment Management Plan.
2. Develop and implement a systematic marketing plan across our service area.
3. Utilize data on class size and efficiency to make decisions regarding offering of sections and recommendations for the hiring of full time faculty.

### B. Develop external funding sources.

1. Engage the foundations that support the campuses in a campaign to fund endowments for student excellence.
2. Increase efforts to solicit grants from state, federal, foundation, and corporate sources.
3. Develop partnerships with K-12, other state agencies and industry to offer new career technical programs supporting local economies.

### C. Maximize existing resources through the budget development process.

1. Develop a budget allocation process that funds both programs and activities.
2. Develop a staffing plan for all locations.
3. Use Program Review and Unit Plans to guide staffing and capital expenditure decisions.
4. Develop a method for funding new or emerging programs and program review requests.

*KCCD Goal Number Three: Increased funding for KCCD functions.*

# Goals, Strategies, and Activities

## **4. Build upon our culture of accountability, responsibility, and civility amongst all stakeholders.**

### **A. Clarify the structure and methodology of the College Council and the decision-making process.**

1. Finalize the Participatory Governance Handbook.
2. Establish and implement a written policy that maps the decision-making process college-wide and defines the roles and responsibilities of all college constituents. (Accreditation Requirement #6)
3. Develop an integrated flow chart of all aspects of planning, decision making, and staffing and identify the tools to evaluate these processes. (Accreditation Requirement #1c)
4. Secure administrative leadership at each campus within our service area.
5. Participate in and support community initiatives and activities, including visibility of all staff.
6. Create connections among the communities we serve through available technology.

### **B. Develop an information-based decision process with all decisions supported by evidence that is factual, available to all, and consistent. (Accreditation Requirement 1f, 1g)**

1. Train all administrators and faculty chairs on the use of the Oracle Data Base (ODS) information database and/or other data resources.
2. Whenever possible, provide specific formats for requests that include data on which the request and decision will be based.
3. Improve the wide distribution of information and participation from every site. (Accreditation Requirement #1a, 1e, 1h)

### **C. Develop a sense of community within the college.**

1. Widely distribute the adopted mission, vision, and values throughout the college and explain through meetings and workshops.
2. Recognize excellence as it demonstrates our mission and vision and values.
3. Weave these elements throughout the institution's planning, performance, and accountability. (Accreditation Requirement #1b)

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

# Goals, Strategies, and Activities

## **5. Identify and implement principles of effective communications in support of our mission.**

A. Maintain communication that is ongoing, timely, accurate, and appropriate between and among service sites.

1. Post meeting minutes on the intranet.
2. Develop a weekly newsletter for email distribution internally.
3. Support the use of iTV and video-conferencing to communicate between sites.

B. Increase the external public relations for each campus and the College as a whole.

1. Develop a public relations plan for timeliness of press releases, content, and process.
2. Distribute a publicity request form for organizers of events and activities to submit.
3. Promote the contributions of the Kern Community College District and Cerro Coso Community College to the communities we serve.
4. Expand the distribution of the Coyote Howler.

*KCCD Goal Number Five: Establish adequate and effective communication throughout the KCCD.*



# Goals, Strategies, and Activities

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

- A. Continue to recruit quality instructors, management, and support staff.
  - 1. Investigate and implement methods to streamline the search process while remaining within board policy (such as electronic copies of materials for review).
  - 2. Track advertising results to assure we are using the right media and propose changes as needed.
- B. Create a Professional Development Plan to include funding sources, priority of activities, cost estimates, and projected outcomes.
  - 1. Renew the orientation plan for new staff and faculty.
  - 2. Provide necessary training for faculty and staff in technology use, Banner, and other tools that will enhance student learning and employee efficiency.
  - 3. Budget a set amount each year for professional development that includes faculty travel, as well as on-campus speakers and other activities that motivate and celebrate growth and excellence.
  - 4. Provide orientation and ongoing training for all faculty on Distance Education Technologies.
  - 5. Develop and institutionalize adjunct orientation to the College as an institution.
- C. Reward outstanding employees in a manner that celebrates excellence and motivates others.
  - 1. Develop a celebration that rewards longevity and recognizes the outstanding faculty and staff each year.
  - 2. Budget funding to send outstanding faculty and staff honorees to the NISOD conference annually.
  - 3. Recognize other indicators of excellence such as publications, honors, recognitions, and other external awards received by employees.
- D. Establish a staffing model for all sites and offices based upon the assessment of program objectives, minimum staffing by functional area, and criteria for the establishment of high quality instructional programs leading to identified student outcomes. (Accreditation Requirement #5)
  - 1. Determine the services that are essential to meet student learning outcomes at all locations and online.
  - 2. Analyze the staffing required to support students and student learning, by function, at each location and online.
  - 3. Prepare a recommendation and a plan for required base staffing.
- E. Develop an ongoing plan to ensure a safe learning and working environment.
  - 1. Upgrade the Emergency Services Manual for the IWV Campus.
  - 2. Develop manuals and plans for each of the other campuses.
  - 3. Schedule on-campus law enforcement training for each campus.
  - 4. Explore partnerships with law enforcement agencies.

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

