Cerro Coso Strategic Plan, 2015-2018

Strategic Goal #1: Student Success

1.1 Increase Completion

1.1.C.1 Strategy: Improve just-in-time communication to students

    1.1.C.1.a Action: Fully implement Degree Works
    1.1.C.1.b Action: Fully implement EAB
    1.1.C.1.c Action: Fully implement Grad Guru
    1.1.C.1.d Action: Fully implement SARS Alert

1.1.C.2 Strategy: Improve CTE completion rate

    1.1.C.2.a Action: Fully implement Class to Career program

1.2 Improve Milestone Achievements

1.2.C.1 Strategy: Increase persistence at KRV and among CTE students

    1.2.C.1.a Action: Enhance student support services at KRV
    1.2.C.1.b Action: Increase completion of long-term educational plans at KRV
    1.2.C.1.c Action: Provide CTE-specific tutoring opportunities
    1.2.C.1.d Action: Increase student affinity with the institution in CTE disciplines

1.2.C.2 Strategy: Improve basic skills achievement

    1.2.C.2.a Action: Implement the new position of LAC Coordinator
    1.2.C.2.b Action: Consolidate supplemental instruction in the math and writing centers
    1.2.C.2.c Action: Establish a referral norm in English and social sciences for tutoring

1.3 Increase Student Engagement

1.3.C.1 Strategy: Increase scope and use of ESCC Learning Assistance Center

    1.3.C.1.a Action: Increase number of workshops, receptions, and other events coordinated through the LAC's.
    1.3.C.1.b Action: Expand attendance at ESCC weekly Lunch and Learns
    1.3.C.1.c Action: Improve collaboration between ESCC LAC and instructional faculty

1.3.C.2 Strategy: Expand EOPS opportunities supportive of educational goals

1.3.C.2.a Action: Implement engagement activities focused on cultural enrichment, work-study/experience, and leadership opportunities

1.3.C.3 Strategy: Improve online student engagement

1.3.C.3.a Action: Develop and implement an ADA-compliant Moodle site
1.3.C.3.b Action: Develop and implement Moodle site responsive to digital devices
1.3.C.3.c Action: Identify online tutoring and proctoring services
1.3.C.3.d Action: Identify multimedia rich tools and promote their use in online course content
1.3.C.3.e Action: Produce videos for instructional and student services departments

Strategic Goal #2: Equity

2.1 Close Achievement Gaps

2.1.C.1 Strategy: Narrow gaps in access for underrepresented groups

    2.1.C.1.a Action: Increase enrollments for underrepresented populations, including male, 40 and older, American Indian, and White

    2.1.C.1.b Action: Work with faculty to overcome barriers for economically disadvantaged students in the area of texts and materials

    2.1.C.1.c Action: Provide help materials/guides online and hard copies in English and Spanish

2.1.C.2 Strategy: Narrow gaps in matriculation completion by underrepresented groups

    2.1.C.2.a Action: Implement additional workshops online, such as SEP workshops

    2.1.C.2.b Action: Engage staff and faculty in supporting student completion of matriculation components.

    2.1.C.2.c Action: Use data to proactively outreach to students to complete matriculation components.

2.1.C.3 Strategy: Narrow gaps in performance by underrepresented groups

    2.1.C.3.a Action: Increase the overall number of students completing a degree or certificate with a particular emphasis on male, 20-24 year olds, African-Americans , and American Indian students

    2.1.C.3.b Action: Increase the overall number of students transferring to 4 year institutions with a specific emphasis on African-American, American Indian, and socioeconomically disadvantaged students

2.1.C.4 Strategy: Improve success rates for DSPS and EOPS students, particularly in basic skills

    2.1.C.4.a Action: Re-examine and develop Peer Mentor program

    2.1.C.4.b Action: Develop and implement dedicated space for EOPS students to study, access resources, and support each other in education/classes

    2.1.C.4.c Action: Increase student, staff, and faculty awareness about DSPS services by improving website information and providing comprehensive DSPS orientations

2.1.C.5 Strategy: Review and analyze equity gaps at the campus level

    2.1.C.5.a Action: Work with the District Institutional Research Office to obtain equity data by campus location

Strategic Goal #3: Access

3.1 Optimize Student Enrollment

3.1.C.1 Strategy: Grow enrollments

    3.1.C.1.a Action: Develop Tehachapi campus in East Kern
    3.1.C.1.b Action: Develop incarcerated students program in East Kern
    3.1.C.1.c Action: Identify and implement dual enrollment and credit by exam opportunities in service area high schools
    3.1.C.1.d Action: Develop CTE programs at the KRV and East Kern campuses appropriate to local communities
    3.1.C.1.e Action: Collaborate with Kern Valley High School to offer a welding program

3.1.C.2 Strategy: Increase assistance with prospective and first year students in Financial Aid and Admissions and Records

    3.1.C.2.c Action: Implement Financial Aid TV
    3.1.C.2.d Action: Maximize the number of students eligible for and receiving financial aid by implementing Financial Aid Literacy program

3.1.C.3 Strategy: Expand student enrollment in engineering pathway to CSULB

    3.1.C.3.a Action: Work with HIS-STEM partners to identify and employ an engineering faculty member as a champion of the program
    3.1.C.3.b Action: Provide support by creating a team comprised of job developer, transfer counselor, Director of Student Activities, Outreach and Recruitment
    3.1.C.3.c Action: Work with industry partners to provide internship opportunities for Cerro Coso students

3.2 Be the Higher Education Option of First Choice

3.2.C.1 Strategy: Optimize strategies for recruitment and outreach

    3.2.C.1.a Action: Hire Director for Outreach and Student Activities
    3.2.C.1.b Action: Develop and implement a comprehensive outreach and recruitment plan for all campus locations and programs

3.2.C.2 Strategy: Improve public awareness and participation in the college programs, services, and activities

    3.2.C.2.a Action: Initiate a comprehensive rebranding of the college
    3.2.C.2.b Action: Communicate a relevant brand promise that promotes the college as higher education option of first choice

3.2.C.3 Strategy: Increase high school yield

3.2.C.3.a Action: 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

3.2.C.3.b Action: Develop and implement strategies for converting high school dual and concurrent enrollment students to full-time students upon graduation

3.2.C.3.c Action: Attend and present at student, staff, and parent meetings at all Inyo County schools

3.2.C.3.d Action: Increase support for Inyo concurrent students in the LAC

Strategic Goal #4: Community Connections

4.1 Provide Workforce and Economic Development Programs that Respond to Local Industry

4.1.C.1 Strategy: Increase college prominence in local workforce development

    4.1.C.1.a Action: Increase employment of CTE graduates in local industry
    4.1.C.1.b Action: Increase number of student interns with local industry
    4.1.C.1.c Action: Improve employer satisfaction with student preparedness

4.1.C.2 Strategy: Implement Adult Education Plan (AB86)

    4.1.C.2.a Action: Complete the development and submission of the AB86 Adult Ed Plan
    4.1.C.2.b Action: Work with partners to establish a roll-out of the defined plan
    4.1.C.2.c Action: Assess the implementation of the plan after year 1, identify gaps, design and implement improvements

4.2 Reflect the Communities We Serve

4.2.C.1 Strategy: Promote a diverse workforce and provide specific plans for ensuring equal employment opportunity

    4.2.C.1.a Action: Review recommendations from 14-15 climate survey and implement improvements
    4.2.C.1.b Action: Participate on the district-wide EEO Committee (to be established)
    4.2.C.1.c Action: Review and implement additional strategies as developed by the EEO and Staff Diversity Plan

4.2.C.2 Strategy: Increase the percentage of available child care opportunities going to student families

    4.2.C.2.a Action: Child Development Center staff work with student services to improve number of students making satisfactory progress

Strategic Goal #5: Organization Effectiveness

5.1 Provide Effective Professional Development

5.1.C.1 Strategy: Provide targeted professional development for faculty to support goals, objectives, strategies, and actions in this Strategic Plan

    5.1.C.1.a Action: Develop and offer professional development content and activities for faculty to address equity gaps (

    5.1.C.1.b Action: Develop Moodle 3.0 training course

    5.1.C.1.c Action: Develop and offer professional development training for improved student engagement in distance education

    5.1.C.1.d Action: Develop and offer CTE-specific professional development to increase student affinity, persistence, and completion

5.1.C.2 Strategy: Establish an infrastructure for ongoing professional development

    5.1.C.2.a Action: Develop and implement a menu of options for faculty professional development beyond flex days

    5.1.C.2.b Action: Develop and implement an ongoing schedule of safety and security training provided to all stakeholders on a regular basis

5.1.C.3 Strategy: _____ (HR)

    5.1.C.3.a Action: Plan, coordinate, and provide HR related training topics

5.2 Meet and Exceed Internal and External Standards and Requirements

5.2.C.1 Strategy: Meet External Standards for SLO Assessment and Internal Standards for Program Review Completion

    5.2.C.1.a Action: Achieve 90% courses and programs with ongoing assessment of learning outcomes

    5.2.C.1.b Action: Stay current on program reviews

5.2.C.2 Strategy –   Improve the effectiveness of the Continuing Education program

    5.2.C.2.a Action: Develop learning outcomes

    5.2.C.2.b Action: Complete a Program Review

5.2.C.3 Strategy: Improve the effectiveness of the Budget Development committee

    5.2.C.3.a Action: Develop and implement evaluation tool for Budget Development committee

5.3 Increase Trust and Create a Collaborative Culture

5.3.C.1 Strategy: Improve communication internally

5.3.C.1.a Action: Develop periodic newsletters in areas like Planning, Accreditation, Achieving the Dream, and Student Equity

5.3.C.1.b Action: Improve flow of information down and up the participatory governance ladder

5.4 Improve Facilities and Maintenance

5.4.C.1 Strategy: Complete the main building modernization project

5.4.C.1.a Action: Plan for swing space and appropriate occupancy timelines to reduce interference of services to students

5.4.C.2 Strategy: Complete Kern River Valley campus renovation project

5.4.C.2.a Action: Plan for swing space and appropriate occupancy timelines to reduce interference of services to students

5.4.C.3 Strategy: Improve M&O response time for work requests

5.4.C.3.a Action: Provide college-wide reminders of the use of SchoolDude for submitting work requests.

5.4.C.3.b Action: Ensure tasks are assigned to appropriate personnel.

5.4.C.3.c Action: Provide training to employees and proper tools to complete assigned tasks.

5.4.C.4 Strategy: Improve grounds

5.4.C.4.a Action: Aerate, irrigate, and use strategies to maximize fertilizers, seeding, and water consumption on all grassed areas and tree wells in order to improve landscaping of the campus

5.4.C.5 Strategy: Keep technology current

5.4.C.5.a Action: Upgrade core network and infrastructure

5.4.C.5.b Action: Update East Wing classroom technology

5.4.C.5.c Action: Implement hardware replacement plans annually for campus staff and classrooms

5.5 Improve Institutional Effectiveness

5.5.C.1 Strategy: Increase opportunities for ongoing feedback to Financial Aid and Admissions and Records

5.5.C.1.a Action: Implement a point-of-contact survey

5.5.C.1.b Action: Install comment boxes at A&R window

5.5.C.1.c Action: Increase efficiency in financial aid by using computer labs already set-up for counseling orientation

5.5.C.2 Strategy: Increase automated processes in Admissions and Records

5.5.C.2.a Action:	Implement end-of-term automatic process
5.5.C.2.b Action:	Increase restricted classes open for students to register
5.5.C.2.c Action:	Implement graduation audit through DegreeWorks
5.5.C.2.d Action:	Decrease or eliminate pick-up options for parking permits

5.5.C.3 Strategy: Increase efficiency on student account processes

    5.5.C.3.a Action: _____ (Business Services)

5.5.C.4 Strategy: Ensure consistency of HR functions

5.5.C.4.a Action:	Utilize the HR Procedures Website to bring a consistent application of procedures district-wide
5.5.C.4.b Action:	Contribute feedback to improving the HR Procedure Website
5.5.C.4.c Action:	Contribute system improvements to FLAC and Web-Time Entry, first rolled out in 14-15

 5.5.C.5 Strategy: Foster Fiscal Responsibility

    5.5.C.5.a Action: Increase reporting & procedure resources for grant program managers

5.6 Generate Revenue

5.6.C.1 Strategy: Actively pursue CTE grants that align with the mission of the district and the college

| 5.6.C.1.a Action: | Locate and apply for grant opportunities |
| 5.6.C.1.b Action: | Partner with regional section navigators to locate and apply for grant opportunities |

5.6.C.2 Strategy: Improve alumni base, interactions, and relationships

5.6.C.2.a Action:	Host two donor campaigns a year
5.6.C.2.b Action:	Increase alumni activities
5.6.C.2.c Action:	Build alumni volunteer database

5.6.C.3 Strategy: Strengthen CCCC Foundation, Inc. through providing vision, leadership, strategic direction, and administrative oversight

5.6.C.3.a Action:	Increase scholarship amounts awarded
5.6.C.3.b Action:	Create a program of donor stewardship, recognition and engagement
5.6.C.3.c Action:	Lead CCCC Foundation planning effort to support goals, objectives, strategies, and action in this strategic plan