



GROSSMONT-CUYAMACA
COMMUNITY COLLEGE DISTRICT

2010-2011 Progress Report

Grossmont-Cuyamaca Community College District 2010-2016 Strategic Plan

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Introduction

This report contains year-end outcomes and accomplishments for the 2010-2011 academic year and serves as an evaluation tool for the first in our six year strategic plan. The 2010-2016 Strategic Plan represents goals and strategic directions for the Grossmont-Cuyamaca Community College District (GCCCD), which will allow us to respond to the changing educational needs of the San Diego East County region. Developed during the 2008-2009 and 2009-2010 academic years, the plan reflects the input of internal and external constituencies throughout the District service area and is informed by data about regional workforce and demographic trends.

The District embraces strategic planning as a critical process that guides the continuous improvement of student learning and overall institutional effectiveness. This report represents an annual evaluation of our strategic plan and accomplishments at each District site in the following areas:

- Reporting on activities consistent with our strategic plan's vision, mission, values, and goals.
- Data presented in this report helps the District assess progress toward achieving annual goals and evaluate outcomes as part of an ongoing and systematic cycle of integrated planning, resource allocation, implementation, and program evaluation.
- Information contained in this report is also intended to help assess the overall effectiveness of the institution in meeting our mission.

Strategic Areas of Focus

The Grossmont-Cuyamaca Community College District has identified the following strategic areas of focus to guide establishment of a supportive learning environment that encourages innovation and provides opportunities that anticipate, prepare for, and meet the future challenges of a complex democracy and a global society. Specific goals within these areas of focus, and the strategies for accomplishing them, are developed within the individual unit plans of Cuyamaca College, Grossmont College, and District Services.

STUDENT ACCESS

Ensure that all prospective students have an opportunity to benefit from the programs and services provided.

CORE INDICATORS OF SUCCESS:

- Increased proportion of high school graduates enrolled at GCCCD
- Increased number of students applying for financial aid
- Student demographics representative of our service area

LEARNING AND STUDENT SUCCESS

Provide programs and services that enable students to progress in a timely fashion toward the achievement of their identified educational goals. Promote a culture that values students, fosters academic excellence, and cultivates an environment that is conducive to sustained continuous improvement of learning.

CORE INDICATORS OF SUCCESS:

- Improved retention (top third in the state)
- Increased Degree/Certificate Completion Rates (top third in the state)
- Improved transfer rate (top third in the state)
- Closure of the achievement gap
- Achieve and maintain Sustainable Continuous Quality Improvement Level for Student Learning Outcomes (AACJC-WASC)

VALUE AND SUPPORT OF EMPLOYEES

Value and commit to fostering an inclusive, diverse, and professional environment where employees are encouraged to pursue and reach their potential.

CORE INDICATORS OF SUCCESS:

- Increased employee retention rates
- Workforce demographics representative of our service area
- Enhanced opportunities for employees to contribute to fulfillment of our mission
- Enhanced professional development opportunities

ECONOMIC AND COMMUNITY DEVELOPMENT

Pursue opportunities and partnerships that enhance college programs, promote a vibrant economy, and benefit the local community.

CORE INDICATORS OF SUCCESS:

- Increased placement rate in the workforce
- Increased licensure/certification pass rates
- Increased number of collaborative activities with the community
- Increased local employer/business satisfaction
- Increased economic impact to community

FISCAL AND PHYSICAL RESOURCES

Enhance District fiscal and physical resources with strategic and transparent stewardship.

CORE INDICATORS OF SUCCESS:

- Increased non-traditional revenue streams
- Increased contributions to Foundations and Auxiliary
- Improved Facilities Condition Index
- Updated Educational and Facilities Master Plans
- Procurement of resources for new Master Plan implementations

**GROSSMONT COLLEGE 2010/11
STRATEGIC PLANNING PROGRESS**

STUDENT ACCESS

Goal 1: Better serve students in historically under-served populations

STRATEGY	OUTCOME
Career Center and Adult Reentry Services	<p>Approximately 4700 adult reentry students were served.</p> <p>Approximately 10,521 students utilized Student Employment Services from 7/10-6/11 and 356 hires were identified.</p>
Early Assessment Opportunity	<p>506 first-time to college high school students successfully went through early assessment and orientation and received early registration.</p> <p>Approximately 85% of those students have enrolled in an average of 13 units per student for Fall 2011.</p>
First Year Experience Pilot	<p>Served 22 students resulting in 11% increase in student success and 15% increase in persistence over other like students.</p>
Children's theatre tour and High School Outreach Programs.	<p>The traveling theatre group visited four elementary schools during the Spring 2011 semester and performed for approximately 1100 elementary students and 10,000 high school students.</p>

LEARNING AND STUDENT SUCCESS

Goal 4: Promote Student Success for Historically Under-served Populations

STRATEGY	OUTCOME
Basic skills initiative	Provided tutorials to 1500 students, community service learning to 45 students, reading programs to 800 students, and mentoring services to 95 students.
Provide services for students through the Umoja program.	Served 20 students and yielded 6% greater course retention, 28% higher persistence, 22% higher success than other ethnically diverse students.
Chemistry, Biology tutors in Science Learning Center	Provided all students an opportunity to work with experienced tutors 35 hours/week.

Goal 5: Promote Student Success for Historically Under-prepared Populations

STRATEGY	OUTCOME
Work with area high schools, community colleges, and universities to align the curriculum so that students can experience a more seamless flow between high school, community college, and university level studies.	The Cal-PASS program has brought area secondary school, community college and university level instructors to the Grossmont College campus to develop ways to align English and ESL curriculum and to develop programs that make it possible for college-bound high school seniors to test out of the basic skills courses and enroll directly into freshman composition.
Hosted BE WiSE Event	Spring 2011 the Chemistry Department invited approximately 20 high school girls to participate in the BE WiSE (Better Education for Women in Science and Engineering) program to experience hands-on laboratory experiments in chemistry, aeronautics, and geology.
Summer "BIOTECH BOOTCAMP" in conjunction with the Southern California Biotechnology Center (SCBC) and San Diego Workforce Partnership (SDWFP)	Twelve high school students from diverse backgrounds completed a rigorous program introducing them to the techniques important to the biotechnical community in San Diego.

VALUE AND SUPPORT OF EMPLOYEES

Goal 11: Promote Employee Success

STRATEGY	OUTCOME
Enhance and support professional development of all employees.	CWPD committee and FPD co-chairs reviewed best practices to recommend a model for year round professional development. Transition to model will occur Spring 2012.

ECONOMIC AND COMMUNITY DEVELOPMENT

Goal 10: Develop Innovative Partnerships That Meet Long-term Community Needs

STRATEGY	OUTCOME
Provide intercultural opportunities for students in the Communication department and throughout the college by hosting a debate between Grossmont College students and students from the People's Republic of China.	The Grossmont College Forensics team traveled to China to participate in a Chinese debate tournament. This trip established a relationship with the Chinese team that led to them visiting here for the Griffin Tournament. The exchange of visits formed an important link with the local Chinese-American community, which, in turn, has increased the visibility of our Chinese language program to the community in the San Diego region.
Media Coverage for Grossmont College	<ul style="list-style-type: none"> • Media presence at grand openings, budget press conferences; • Three special morning TV appearances; and • More than 50 press releases written in addition to the internal publications.
"Deaf Deaf World." An event that includes partnerships from social services organizations.	Over 290 individuals and 20 volunteers from academic institutions and social services organizations within San Diego County participated.
Health and Science Pipeline Initiative	<ul style="list-style-type: none"> • Increased awareness of healthcare careers to meet public demand. • Partnered with statewide Health Workforce Initiative Directors and CA Department of Education.

FISCAL/PHYSICAL RESOURCES

Goal 8: Maximize Revenue from Traditional and Non-Traditional Sources

STRATEGY	OUTCOME
Development and submission of grant applications.	The college received \$2.23M in grant funds in fiscal year 2010-11.
Develop and maintain athletic facility rental relationships	On-going relationships with youth football, United States Adult Baseball, East Valley Volleyball, and San Diego Spirit Youth Soccer have produced increased revenue of \$21,950.00 for 2010-11.
Energy Management Efforts	<ul style="list-style-type: none"> • Griffin Center and the Student and Administrative Services buildings will be LEED Certified resulting in reduced annual operating costs. • Computerized irrigation system was installed that will result in reduced water costs. • Achieved reductions from prior year's consumption: gas 6.13%; water 16.5%; electricity 3.1%.
Implement technology rollover plan	Approximately 600 computers were rolled into various computers labs and areas on campus.
Affordable instructional material choices.	<ul style="list-style-type: none"> • Implemented textbook rental on 39% of sections allowing students a 55% reduction in cost. • Increased to 40% the availability of digital books saving students between 30-50%.
2010-11 Funds raised through the Grossmont College Foundation	Raised \$441,746 in 2010/11: <ul style="list-style-type: none"> • \$303,344 raised in 10/11—ending campaign at \$580,400 (56 Oshers) • \$50,000 Dreamkeepers Grant distributed to 116 students in need of emergency grants to stay in school • \$88,402 additional funds raised from special events

Cuyamaca College

Status of Action Plan 2010/2011

STRATEGIC PLAN FOCUS 1: STUDENT ACCESS

Strategic Priority 1: Develop and implement systems and services that promote access, equity and opportunities for academic success, professional development and individual growth that serve the diverse needs of the community.

Goal 1.1 Ensure and facilitate student access to college instruction and Student Development and Success services.

ACHIEVEMENTS

1. Registration Notification: Effective fall 2010, students are notified via email of their successful completion of registration.
2. Registration Appointments via Email: Students receive an e-mail with details related to their registration appointments. Additionally, wait-listed students receive an e-mail upon being placed in classes.
3. Student Access Enhanced: Key college brochures, flyers, and online resources including WebAdvisor are translated into Arabic and Spanish to facilitate smoother access for diverse populations of prospective students.
4. English as a Second Language (ESL) Link Program: Non-credit ESL Link program is successfully piloted to facilitate early preparation and success in subsequent credit ESL courses.
5. ESL Peer Advising/Counseling: Peer advisers assist new Arabic and Spanish speaking students in the application and registration processes to alleviate pressure on counselors. The advisers help students apply to college, navigate WebAdvisor, understand the financial aid process, and register in the appropriate classes. 98% of students who requested assistance requested it in Arabic, and 67% requested help using WebAdvisor.
6. ESL Study Skills Lab: The ESL program launches the ESL Study Skills Lab for new and basic level ESL students who need instruction, assistance and practice with technology. Working with the bilingual student hourlies, non-credit and credit ESL students practice computer skills, working with grammar and pronunciation software and receiving assistance with classroom assignments.
7. Writing Center: The college held 3,336 tutoring sessions in Spring 2011, 43% or 1,430 sessions were beneficial to Basic Skills students. Two hundred twenty-seven sessions were conducted for writing support in Career Technical Education (CTE) courses, and the majority was Basic Skills students. Allocations from Basic Skills funding allows for extended hours in the Center. A survey is conducted about the Writing Center and its benefits. Out of a possible 5, the following statement receives a 4.67 rating on the Leichardt scale: *My work with the writing tutors has made me more confident in approaching new writing tasks.*

8. Embedded Tutoring: To help address the challenge of Basic Skills students in the lowest level reading classes (English 90 & 98R), reading tutors are embedded in and outside of the classroom and offer one-on-one and small group assistance. One hundred forty Basic Skills students receive a total of 224 tutoring hours.
9. Math Workshops: *GearUp for Success* enrolls students in Math 90, 103, or 110 who demonstrate low success rates and lack of awareness of resources available. Two-hour workshops are developed by instructors for students entering Math 90, 103 and 110, and are offered over two days before the start of the semester to review important skills which students will need to be successful. Student surveys indicate 90% of students feel this workshop is helpful in reducing fears and anxiety about taking Math.
10. AfterMath Workshops: These workshops offer a “safe” place for Basic Skills students to get help. The tutors receive special training to work with Basic Skills students. At the workshop, special supplemental worksheets and practice tests are generated and made available to student to prepare for exams. In spring 2011, the workshops were held for 15 weeks and 105 students were given assistance, including final exam preparation. According to student surveys the AfterMath participants demonstrate higher success rates in Math 90 and 110 than do students who do not participate.
11. Categorical Programs: Continue to increase enrollment in categorical programs such as Extended Opportunity Programs & Services (EOPS), Disabled Students Programs & Services (DSPS), and CalWORKs to facilitate access and promote early success.
12. Student Services Web Pages: Enhance Student Services web pages to facilitate smooth student transactions as they matriculate to the college.

Goal 1.2 Increase early awareness of the community college as an option, and the need for K-12 students and parents to prepare for college success.

ACHIEVEMENTS

1. Cuyamaca Link for High School Students: Local area high school students are able to participate in matriculation services on-site at Granite Hills, Steele Canyon and Valhalla High Schools via Cuyamaca Link.
2. Services for High School Students: Robust high school services are offered including on-site advisement, interactive high school classroom presentations, application workshops and campus tours.
3. Focus on High School Events: Host annual High School Counselors Luncheon and “Got Plans?” event to promote community college as a viable option to K-12 students, teachers, parents, and community members.
4. Grant Opportunities for K-14: Collaborate with middle school, high school and district officials from Grossmont Unified School District, University of California, and California State University to explore grant opportunities focused on K-14, while concurrently promoting community college as a viable option.

STRATEGIC PLAN FOCUS 2: LEARNING AND STUDENT SUCCESS

Strategic Priority 2: Support student learning and success by strengthening academic programs and services to facilitate student transfer, degree/certificate completion, professional opportunities and personal growth.

Goal 2.1 Identify and support “at-risk” students.

ACHIEVEMENTS

1. Process Developed for BSI Proposals: Proposals for Basic Skills Initiative (BSI) funding are evaluated and funded based upon categories established by the California Community Colleges Chancellor’s Office (CCCCO), and local criteria that include integration with the college strategic plan, feasibility, access for under-represented/under-served student populations, coordination between instruction and student services, professional development, and research and dissemination. Progress reports are submitted and reviewed by the committee at mid-year and end-of-year. The BSI Committee has developed a framework for a gap analysis, submitted it to Institutional Research and eagerly awaits the results of the analysis.
2. Faculty and Administrative Support of BSI: The Academic Senate appoints faculty to the BSI Committee who represent student services and instruction. Faculty in disciplines from math, ESL, English, Science, Counseling and DSPS serve and actively participate on the committee and in decisions regarding program development, resource allocation and assessment. In addition, the Dean of Counseling & Enrollment Services, Dean of Instruction - Division I, Dean of Instruction - Continuing Education/Workforce Training, and the Vice President of Instruction serve on the committee. The Vice President of Student Services attends as schedule permits.
3. Basic Skills Initiative Coordinator Appointed: A BSI Coordinator is appointed to a two year term, July 2010.
4. Focus on Assessment: Accountability Reporting for the Community Colleges (ARCC) data is reviewed and discussed in a variety of venues including BSI Committee, Academic Senate, Instructional Council, Student Services Council, Deans' Meeting, Administrative Council, President's Cabinet, Innovation & Planning Council, and the Governing Board. The Student Learning Outcomes (SLO) & Assessment Committee focus on assessment of basic skills courses for the 2010-2011 academic year (English, ESL, and Math). The Math department conducts two assessment cycles of math courses below the college level and as a result, regularly discusses teaching strategies for specific course objectives, adjusted curricula, and assessment test cut scores. The ESL faculty has conducted assessments, meet regularly to discuss teaching and learning strategies, have implemented a more formal bridge between non-credit and credit ESL courses, and eagerly await assessment report from SLO & Assessment Committee.

Goal 2.2 Develop effective practices for enhancing students' ability to attain degrees and certificates.

ACHIEVEMENTS

1. Improvements for Student Preparation: Both math departments revisit the math assessment instrument and changes are made to ensure appropriate placement into math courses. Links on the college Student Services websites are also developed to better prepare students for testing.
2. Online Assessment: Faculty participate in statewide efforts via California Community College (CCC) Assess to explore options to utilize an online assessment instrument. Related discussions are in progress.
3. Student Services Departments: Financial Aid, Counseling, and other Student Services departments improve dialogue and collaboration within the context of existing structures. More formalized, cost-neutral professional development opportunities will be explored for all Student Services departments in the future.
4. Orientation & Advising: Joint orientation and advising sessions are being conducted for all first-time students to Cuyamaca College. The division is exploring options for bringing these services and others into an online modality.
5. Cross Training: Representatives from Financial Aid and Counseling participate in DSPPS staff meetings to improve knowledge of available resources for students with disabilities.
6. Improved Collaboration: All Counseling programs, including General Counseling, EOPS, DSPPS, and CalWORKs host joint meetings on a regular basis to promote collaboration among staff and faculty to deliver seamless services to students seeking counseling services.
7. Early Matriculation: Continue to facilitate participation in early matriculation services among first-time high school students via Cuyamaca Link.
8. College First-Year Experience Program: Planning and initial implementation of the Cuyamaca College First-Year Experience program moves forward to facilitate early retention and persistence.
9. Learning Communities: Continue to offer cohort-based "learning communities" linking personal development courses with key Basic Skills courses to promote instructional and student services integration to facilitate student success.
10. Enrollment Priorities: Initial discussions via the Enrollment and Student Success Task Force have transpired that may allow for changes to enrollment priorities to facilitate completion among students who are close to graduation and/or transfer.

11. Integrated Planning: Develop a revised resource allocation model that builds on existing best practices for all units in our college to link SLOs, program review, master planning and budget. Pilot implemented in Student Services in spring 2011. Full implementation to continue in summer & beyond.

12. AA Degrees: Develop and receive approval from CCCCO for three AA degrees based on transfer model curriculum (Communication Studies, Psychology, and Sociology) in response to SB1440. Others are in development. Cuyamaca College was one of only 14 community colleges to complete the required three associate degrees by the fall 2011 deadline.

Goal 2.3 Continue to explore new technologies for student learning and to promote its effective use.

ACHIEVEMENTS

1. Improved Web Sites: Enhance Student Services web sites to promote easy access to college information.

2. Enhanced Access for Students: Add smart phone feature by developing a unique bar code for students to access the college class schedule.

STRATEGIC PLAN FOCUS 3: VALUE AND SUPPORT OF EMPLOYEES

Strategic Priority 3: Value and support our employees in their efforts to provide leadership in response to the growing needs of the college and community, by ensuring sufficient resources and promoting a healthy and nurturing work environment

Goal 3.1 Increase professional development for faculty, staff, and administration.

ACHIEVEMENTS

1. Expanded Professional Development Activities: Participate in Human Resources sponsored professional development activities for faculty, staff and administrators such as Leadership Training, Supervisor Boot Camp, Cultural Diversity, Microsoft Office 2010, Dealing with Difficult People, Incident Command Systems 100/200, and more.

2. Counselor Training: Counseling faculty participates in training and certification of the Myers-Brigg Type Indicator (MBTI) to enhance knowledge and skills in the area of career counseling.

3. Improved Practices: Participate in presentations, discussions, and working sessions on effective practices in program review, SLO assessment and planning in Student Services.

STRATEGIC PLAN FOCUS 4: ECONOMIC AND COMMUNITY DEVELOPMENT

Strategic Priority 4: Anticipate and respond effectively to the economic and workforce development needs of the community through strategic partnerships, community activities and innovative educational programs.

Goal 4.1 Provide leadership in the area of economic and workforce development.

ACHIEVEMENTS

1. Grant Activity: Actively and successfully pursue support from local foundations, regular, state and federal grants. Continuing Education & Workforce Training (CEWT) has successfully pursued additional and ongoing grants.
2. Community Connections: Deans, directors and program managers through Continuing Education & Workforce Training are actively involved in community. Relationships with local and regional partners have and will continue to be optimized as evidenced by their support of ongoing and new grants. CEWT-hosted events bring visibility to GCCCD such as The Green Summit held on May 20th with over 300 participants.
3. Improvements in Green Programs: Convert grant activities to fee-based certifications in green technologies, solar photovoltaic, solar, thermal, Building Performance Institute (BPI) and water conservation auditor training. Formalize the bridge from non-credit to credit program in Environmental Health Safety Management. We served 251 participants who earned 394 Continuing Education Certificates that are industry recognized. In addition, they earned 138 nationally recognized certificates. We exceeded the grant goals by developing an entrepreneurial training series and by providing access to the WorkReadiness Lab which allowed students to develop their basic skills and business management acumen. This \$1 million dollar grant had two audits with no findings.
4. Green Certificates & Trainings: The Gateway to Green program offers two entry-level courses. The program served 55 students and 51 completed training and received certificates in water conservation and landscape water management. Seventy-eight Key Train certificates were awarded to the students of the Gateway to Green program in reading and math. Twenty of these students were enrolled in water/wastewater technology and Ornamental Horticulture credit courses at Cuyamaca College fall 2010 and spring 2011. This grant was audited with no findings.
5. Workplace Learning Resource Center: The Workplace Learning Resource Center trains 9 faculty and staff to be trainers in Situational Self-Leadership for College Students at a saving to the college of over \$66,000. Faculty and staff receive nationally recognized certifications to facilitate student workshops. Student workshops began May 6, 2011 and are currently serving 20 students.
6. Solar & Safety Programs: Solar Photovoltaic (PV) and Solar Thermal programs serve 90 students. In addition, 84 of those students also complete and earn certificates in OSHA 510 Construction Safety Standards and OSHA 3095 Low Voltage Electrical Standards. Fifty-nine students receive OSHA 10-hour cards. The Sustainable Energy Program – Solar Thermal and Solar Photovoltaic (PV) Training Grant was audited with no findings.

7. Hazardous Waste Operations & Emergency Response Standard (HAZWOPER) Trainings: The Environmental Training Center provides training to 776 people in areas such as 8-hour HAZWOPER Refresher, 40-hour HAZWOPER Training, and the Department of Transportation environmental and health safety certification course.
8. Workforce Readiness Lab: The Workforce Readiness Computer Lab serves 3,526 students who are in short-term vocational training or non-credit ESL classes.
9. Clean Energy Trainings: The Clean Energy Workforce Training Program provides training to building analysts and envelope shell auditors, energy auditors, solar PV installers, teaching OSHA 510 Standards for the Construction Industry, OSHA 3095 Electrical Standards and State Energy Efficiency Standards.

Goal 4.2 Establish the college as the center of the arts, science and culture in East County.

ACHIEVEMENTS

1. Community Events: Implement first Coyote Music Festival, annual Garden Festival (18th), annual Sustainable Landscape Conference (2nd), annual Green Jobs Summit (2nd), and CTE Program Advisory Committees.
2. Performing Arts Productions: Plan, implement and promote a variety of performing arts productions for o East County residents.

Goal 4.3 Identify appropriate college niche to respond to green/sustainable needs.

ACHIEVEMENTS

1. Resource Preservation: Send all-site email promoting green practices and resource conservation. Post additional paper-saving tips in Duplicating and substitute operational materials with green and local products. Promote green purchasing for college Bookstore/Food Services. Staff meetings utilize less paper and more Intranet. Study waste reduction management.
2. Intranet Accessibility: Spring 2011 - Intranet sites for councils, committees and task forces are in development. Sites which are partially implemented to date: Accreditation Steering Committee, Instructional Council, Online Committee, and Curriculum Committee (course outlines of record). Intranet sites for all other councils, committees, and task forces to be implemented by fall 2011.
3. Paper Saving: Student Affairs, Student Government and the Health Center also use the dry whiteboard to eliminate paper usage, and participate daily to recycle paper.
4. Utilities Conservation: Centralized locations in Student Services for appliances allow the college to minimize the use of personal appliances.

5. Energy Cutbacks: Student Affairs, Health Center and Student Government turn off all lights and computers daily; use “green” cleaners in work areas and remove or reduce other appliances. One-Stop Center staff is maintaining a consistent effort in shutting down power to unused equipment, and fully powering down for nights and weekends.
6. College-wide Conservation: Reduction of paper usage by 12%.
7. Grounds Water Management: Implement Cal-Sense Water Conservation Program. Reduce water, electricity and gas usage by approximately 8%.

STRATEGIC PLAN FOCUS 5: FISCAL AND PHYSICAL RESOURCES

Strategic Priority 5: Enhance human, fiscal and physical resources through professional development and diversity, cultivating and securing new funding, and manage existing resources to maximize efficiencies and productivity.

Goal 5.1 Promote and develop sustainability initiative.

ACHIEVEMENTS

1. Spreading the Word about Management of Resources: Ideas for cost savings which are shared by employees in a number of venues, including Innovation & Planning Council, Budget Committee, Instructional Council, College Budget Forums, and Districtwide Strategic Planning & Budget Council will be implemented.
2. Summer Savings: Summer session classes are scheduled during times and in locations designed to realize cost savings with HVAC, utilities and custodial services. Classes meet during regular business hours and are clustered in locations that will permit closure of large buildings for the summer.
3. Fee-Based Certifications: Community Education implements fee-based certifications in green technologies occupations initially developed via grants (July 2011).
4. Changes in Continuing Education: Community Education converts non-credit course offerings to fee-based certifications where feasible (planning - spring 2011, implementation - summer-fall 2011).
5. Market & Environmental Scan: Co-sponsored labor market and environmental scan of green technologies employment in East San Diego County (May 2011).
6. Webinar Training: Vice President of Instruction, Deans, and members of Curriculum Committee participate in webinar training on use of Labor Market Information, sponsored by CCCCCO (April 2011).

7. Solar Technologies: College is awarded two Workforce Innovation Partnership (WIP) grants that expand pathways developed in solar technologies (begin July 2011).
8. Sustainability: Continue to develop Sustainability Master Plan with focus on four areas: a) Facilities and Operations; b) Educational Program; c) Community Relations; and d) Staff Development.
9. Hosting Workshops: Hosting Statewide Environmental Urban landscape workshops.
10. Conserving Resources: Faculty Senate endorses Standard Practices of Conserving Resources.
11. Energy Conservation: Promote energy conservation through audits, central plant and utility usage.
12. Document Imaging: Student Services has embarked upon a "Document Imaging Project" to facilitate a paperless environment. Thus far, Admissions & Records, Financial Aid, and DSP&S have been imaging documents that will be housed in a centralized online environment. Additionally, key student forms have been converted to downloadable PDF files, reducing the college's use of paper.

Goal 5.2 Develop alternative sources of revenue to reduce overall reliance on state funding.

ACHIEVEMENTS

1. Grant Awards: College is awarded \$2.3 million dollars, including the following grants: Workplace Learning Center; Career Technical Education; California Clean Energy; Green Building Pre-apprentice; Industry Driven Regional Collaborative Solar Program; Workplace Learning; and Environmental Training Center.
2. OSHER Scholarships: Exceed OSHER scholarship goal of \$239,291 by \$27,000 through the support of Cuyamaca College Foundation, businesses and employees.

2010-2011 Goal Accomplishments:

Site: District Services

Department: Accounting & Payroll

Strategic Goal	Planned Activity and Outcome
Student Access	Helped IS/DIT enhance and clarify student payment plan and payment process on WA
Value and Support of Employees	Revised and clarified the annual PEAR Plan participant letter
	Helped facilitate implementation of PEAR Plan Intranet and Internet FAQ's
	Implemented PEAR Plan invoice review process
Fiscal and Physical Resources	Reduced processing turn-around time 40% for Quick \$ Requests by creating a task-sharing process
	Reduced paperwork by using Docs on-line for storage resulting in paper and shredding cost reduction and decreased need for warehouse storage space
	100% reduction in storage of bank-cleared Financial Aid checks using storage media (CD's)
	Developed techniques to increased collections per semester – increased collection emails by 33%

Remaining Action Items

Develop Quick References for Quick \$ Requests, Travel Claims, Mileage Reimbursements
Increase Direct Deposit communication and participation
Identify collection process for outstanding student debt

2010-2011 Goal Accomplishments:

Site: District Services

Department: Advancement & Communications

Strategic Goal	Planned Activity and Outcome
Student Access	In the process of transitioning to new Advancement and Communications office
Learning and Student Success	Created District Facebook page and assisted in development of college FB pages
	Created District blog and Twitter account, with regular updates and new content
Value and Support of Employees	Helped craft chancellor messages to employees about budget and internal issues
Economic and Community Development	Arranged for chancellor to speak to East County service groups
	Created more than 50 press releases about District events
	Created and staffed booth at Innovations Conference in February
	Created Report to the Community and District's Annual Report
	Sent out memo and worked with employees on correct use of District logo
Fiscal and Physical Resources	Partnered with Grossmont on grand opening of Health and Sciences Complex

Remaining Action Items

Complete transition to Advancement and Communication office
Increase following on District social media pages
Continue to review outreach publication strategies
Improving District's website pages

2010-2011 Goal Accomplishments:

Site: District Services

Department: Auxiliary

Strategic Goal	Planned Activity and Outcome
Learning and Student Success	Increased communications by meeting with program managers to discuss contract and grant implementation
Value and Support of Employees	Launched a 401(k) deferred comp program with powerful web-based access for employees to manage their funds
	Improved the timely transmittal of monthly payroll deductions to the 401(k) plan administrator compared to prior plan
Fiscal and Physical Resources	Added tools and features to the Auxiliary website
	Supported the District resource development initiative through the grants development manager
	Developed a process to issued invoices quickly after the financial close each month and reduced invoice size to single page.
	Upgraded to reliable and green office equipment
Remaining Action Items	
Streamline the reporting of sick leave and vacation leave balances on payroll paystubs for 60 benefits-eligible employees.	

2010-2011 Goal Accomplishments:

Site: District Services

Department: Budget & Fiscal Services

Strategic Goal	Planned Activity and Outcome
Learning and Student Success	Implemented meetings with the Vice President of Administration Services
	Improved communications by participating in college leadership meetings and presenting information
Value and Support of Employees	Updated Intranet to include valuable information for District employees
	Assisted in IFAS 7i implementation
Fiscal and Physical Resources	Improved communications on budget issues between District Services and colleges
	Enhanced transparency and participation in GCCCD budget
	Implemented districtwide budget forums
	Linked budget decisions to planning

Remaining Action Items

Improve timeline of processing paperwork
Improve the professional appearance of work area
Improve automation of program review fiscal component

2010-2011 Goal Accomplishments:

Site: District Services

Department: Chancellor & Governing Board Office

Strategic Goal	Planned Activity and Outcome
Student Access	Consolidated oversight of District's efforts to improve diversity, equity, and inclusion for all students by creating Diversity, Equity, and Inclusion Council (DEI); formed Refugee and Immigrant Planning Team with Board member representation
Learning and Student Success	Highlighted programs and initiatives that promote student success: Completed California Leadership Alliance for Student Success (CLASS) Initiative and report; developed schedule of <i>Conversations about Student Success and Completion</i> by completing eight pre-board workshops and launching the BRIC Initiative
Value and Support of Employees	<p>Developed new and improved methods of communication via the Employee Intranet for Chancellor's Extended Cabinet, Districtwide Executive Council, Districtwide Strategic Planning and Budget Council, DEI Council, and information regarding bargaining, strategic planning, Education Master Plans, staffing plans, District Services, and information for employees</p> <p>Promoted staff appreciation through messages, events, and trustee and staff involvement at college events and activities</p>
Economic and Community Development	Improved Chancellor communication to the external community by distributing <i>The Report to the Community</i> ; held numerous face-to-face Chancellor meetings with leaders throughout the county. Served as SDICCCA President and visited SDSU and SDICCCA colleges. Increased Chancellor attendance at community meetings and events, co-hosted the national <i>2011 Innovations Conference</i>
Fiscal and Physical Resources	<p>Improved use of space and professional image in District Offices</p> <p>Created the Foundation for Grossmont and Cuyamaca Colleges</p> <p>Developed a balanced 2011/2012 District Budget</p>

Remaining Action Items

Governing Board approval of the Diversity, Equity and Inclusion (DEI) Council into the District Governance and Committee Structure
Launch new DEI/College/District Services DEI committee structure with DEI plans
Promote fundraising for the Refugee and Immigrant Planning Team Action Proposals
Continue discussions and workshops on topics of student success
Roll-out new C&GBO webpage and promote office services
Promote Grossmont College's and the District's 50 th Anniversary
Maintain distribution of monthly Chancellor messages
Hold forums on Educational Master Planning with students and community
Introduce and promote new foundation to community
Chancellor's continued involvement in community events and meetings
Sponsor activities that bolster employee morale: all-managers and supervisors work retreat and all-employee event
Continue Chancellor employee appreciation communications

2010-2011 Goal Accomplishments:

Site: District Services

Department: District Public Safety

Strategic Goal	Planned Activity and Outcome
Student Access	Improved facilities, signage, and campus safety
Value and Support of Employees	Increased training opportunities for employees
Economic and Community Development	Improved communication between District Public Safety and outside agencies
	Developed and implemented building evacuation procedures and campus readiness for daily operations
	Developed and implemented a GCCCD Safety Enhancement Plan
	Utilized Districtwide Strategic Planning and Budget Council (DSP&BC) to develop an integrated planning process through collegial consultation

Remaining Action Items

Update and enhance District website
Utilize DSP&BC to develop an integrated planning process through collegial consultation

2010-2011 Goal Accomplishments:

Site: District Services

Department: Employee & Labor Relations

Strategic Goal	Planned Activity and Outcome
Value and Support of Employees	Negotiated CSEA contract
	Compensation survey started
	Established manager training
	Developed recommendations for increasing relationships within Public Safety
Economic and Community Development	Preventative issues started
	Completed reorganization of Risk Management
Remaining Action Items	
Negotiate AFT, Administration Association, and CSEA contracts	
Develop LOA process and forms	

2010-2011 Goal Accomplishments:

Site: District Services

Department: Employment Services & Benefits

Strategic Goal	Planned Activity and Outcome
Student Access	Incorporated understanding of student access as a qualification in job announcements and recruitment plans
Value and Support of Employees	Documented Personnel procedures
	Created fourteen Quick References
	Identified personnel procedures that need updating and updated four operating procedures
	Added student access criterion to applicant screening

Remaining Action Items

Develop wellness initiatives
Review options for digitizing personnel files
Develop an employer branding campaign
Create an Intranet-based student/hourly employee orientation, District Services and basic training information
Develop a safety awareness program
Create focus group on employee attitudes on GCCCD as an employer for branding
Conduct a survey to send to current employees and retirees with active e-mail asking their favorite/least favorite things about working at GCCCD, why they applied, why they stay or go, and what they would tell a friend about our culture from a workplace perspective
Contact some recent applicants and people who resigned and ask them why they applied, and in some cases why they left
Use this information to start developing brand image the following year
Develop file processes and procedures
Gather representatives from Employment Services, Benefits, Labor Relations, and Payroll. Coordinate when employee files are closed out, and where they should be collected, stored and logged. Record this process on an internal Quick Reference.

2010-2011 Goal Accomplishments:

Site: District Services

Department: Facilities Planning, Development & Maintenance

Strategic Goal	Planned Activity and Outcome
Student Access	Purchase evacuation chairs
	Create building signage process
	Interim signage complete at Grossmont for existing buildings, new buildings signage completed
Learning and Student Success	Increased satisfaction with learning and support facilities
	Improved student perception of campus readiness for daily operations
Fiscal and Physical Resources	Building facilities that incorporate all user requirements by meeting with task force members to develop overall comprehensive approach for the final building design
	Completion of Health and Sciences Complex at Grossmont, Business and Technology Building at Cuyamaca, and LRC Remodel/Expansion at Cuyamaca
	Construction underway for Griffin Gate and Student and Administrative Services buildings at Grossmont College, all projects support the requirements of all task force members
	Construction projects planned and executed to be ready for start of Fall/Spring semesters
	Continued positive <i>Prop R</i> fiscal and performance reviews
	All fiscal audits have been completed with no findings
	Performance reviews have been positive
	Completed building projects
	Business and Technology Building – Cuyamaca
	LRC Remodel/Expansion – Cuyamaca
	Health and Sciences Complex – Grossmont
	Update Facility Master Plan via collegial consultation process
	Currently Educational Master Plan is underway and when completed the update of the Facility Master Plan will follow

Remaining Action Items

Update Facility Master Plan via collegial consultation process
Currently Educational Master Plan is underway and when completed the update of the Facility Master Plan will follow
Comprehensive Facility Maintenance and Replacement Plan
5-Year Scheduled Maintenance Plan completed each year
Parking lot repairs
Re-roof Grossmont College campus – project complete by Fall 2011

2010-2011 Goal Accomplishments:

Site: District Services

Department: Information Systems

Strategic Goal	Planned Activity and Outcome
Learning and Student Success	Upgraded Colleague system
	Upgraded Blackboard system
	Improved Colleague reporting
	Linked Colleague to Barnes & Noble website for book lists and purchases
Fiscal and Physical Resources	Implemented emergency notification system
	Upgraded network equipment
	Replaced virus protection system
	Implemented wireless network
	Supported technology installation in new and remodeled buildings

Remaining Action Items

Replace staff
Upgrade to Office 2010
Upgrade to Exchange 2010
Implement new website design
Implement and upgrade advancement systems

2010-2011 Goal Accomplishments:

Site: District Services

Department: Purchasing, Warehouse & Contracts

Strategic Goal	Planned Activity and Outcome
Value and Support of Employees	Full implementation, migration and training of IFAS users to Dashboard
	Reorganized department to change Senior Purchasing Assistant to Intermediate Buyer
	Provided opportunities and release time for staff to attend no or low cost learning activities
Economic and Community Development	Enhanced online posting of bid documents with the upgrade of Microsoft 2010
Remaining Action Items	
Post bid results online	

2010-2011 Goal Accomplishments:

Site: District Services

Department: Research, Planning & Institutional Effectiveness

Strategic Goal	Planned Activity and Outcome
Learning and Student Success	Performed an external scan update to support the 2011 Educational Master Plan
	Provided updated local community demographics to Employment Services twice during 2010-11
	Provided support for integrated planning and development of KPI's throughout the District, and initial districtwide KPI's were shared with Board in January 2011
	Developed new data sources (NSC for enhanced transfer data) for research, program review, and web reports to support student learning
	Obtained approval of two student success committees now developing college research agendas, and District guidelines for institutional research
	Consulted with Information systems to produce two customized Colleague reports during 2010
	Consulted with Instructional Operations office at both campuses to address CB 21 recoding, proposed course limitations suggested by the state LAO's office, and the new changes to Title IV involving gainful employment
Value and Support of Employees	Reviewed department mission and values and posted updated information to new department web page in Fall 2010
	Reviewed job descriptions for current content and relevance in Fall 2010
	Redesigned research request form and submission process during Fall 2010
	Developed a workload tracking system for research requests in Fall 2010

Remaining Action Items

Develop an online customer feedback instrument for coming year

Develop an annual calendar for training and workshops for training staff and training college and District staff

Develop mechanism to research and publish data regarding local business and economic growth

Develop mechanism and opportunities to consult on the development of grants, specifically for the evaluation component of grants.

2010-2011 District Services Survey

Table 1. October 2010 District Services survey – outcomes

Questions Common to all Departments	Ave Score
1. Handles my requests efficiently	4.07
2. Provides helpful information	4.11
3. Communicates Effectively	4.05
4. Shows consideration and respect	4.21
5. Demonstrates competence in their field*	4.15
Average Score:	4.10

*Note: Not asked for Employee & Labor Relations

Table 2. October 2010 District Services survey – department averages

District Services Departments	Ave Score	Frequent Users**
1. Accounting	4.15	64
2. Chancellor & Governing Board Office	4.25	20
3. District Public Safety & Parking Services	4.15	49
4. Employee & Labor Relations	4.00	27
5. Employee Services & Benefits	4.16	24
6. Information Systems	4.02	114
7. Institutional Research	3.89	8
8. Payroll	4.42	40
9. Purchasing, Contracts & Warehouse	4.09	56
10. Facilities Planning & Development & Electrical–Electronic Maintenance	4.19	26
11. Budget & Fiscal Services	4.07	26
12. Government Relations & Public Information	3.94	4
13. GCCCD Auxiliary	3.94	9

**Note: Out of 382 respondents

Table 3. October 2010 District Services survey – participants by category

Respondent Categories	#	% Responding
1. Faculty	97	25.2
2. Classified	159	41.6
3. Administrator	25	6.5
4. No Response	101	26.4
Total	382	100.0

2010 Operational Performance Indicators: District Services

Department	Activity	Outcome Indicator	2010-11 Data
Accounting & Payroll	Decrease student calls following the sending of collection emails	Number of reduced paperwork projects completed	12 OH batch reports reduced to 2 reports 18 boxes/year cancelled checks reduced to 0
	Decrease student letters requesting clarification of COTOP debt	# of student letters received	23
	District Services survey	Average score	Accounting 4.15, Payroll 4.42
Advancement & Communications	Increase Media coverage press releases that are picked up by newspapers, online, television, etc.	# of press releases picked up by media annually	150
	Increase activity on District social media pages	# of District Facebook fans	37 Average 150 impressions per post
	Increase positive feedback, internal and external, on communications and website	# of positive feedback received from staff and community	20
	District Services survey	Average score	3.94
Auxiliary	Meet with project managers	# of meetings	Average 6/month
	Produce monthly invoices quickly	Completion time	Reduced 4 days to 2 days
Budget & Fiscal Services	District Services survey	Average score	3.94
	Improve transparency of state and federal compliance reports	# of workshops completed	5 workshops provided
	Improve report preparation timelines	% of reports completed on time	95%
	Reduce audit findings for state and federal reports	# of audit findings	0
Chancellor & Governing Board	District Services survey	Average score	4.07
	Improve awareness of programs that help students succeed	# of college/Governing Board workshops	8/year
	Increase Community partnerships	# of Chancellor attendance at community meetings and events to build productive relationships and partnerships	Chancellor-average 8/month Trustees-average 9/year
	Distribute strategic communications that provide information about District internally and externally	# of Chancellor messages distributed	15
	District Services survey	Average score	4.25

Department	Activity	Outcome Indicator	2010-11 Data
District Public Safety	Increased online information and services	# of information and services reports posted online	Annual Security Report Fire Safety Report
	Increased visibility of Public Safety officers	# of foot patrol daily assignments	2 beats on each campus foot and vehicle patrol in specific lots
	Improved employee knowledge of emergency procedures	# of emergency practice drills conducted	3 table top exercises 3 practice drills
	District Services survey	Average score	4.15
Employee & Labor Relations	Conduct 3-4 trainings per year	# of workshops completed	8
	Contract Negotiations for 3 collective bargaining agreements	# of contracts completed	2
	District Services survey	Average score	4.00
Employment Services & Benefits	Worker's Comp Training	# of workshops completed	2
	Qualification Screening	# of screenings	54%
	Evaluation Tracking	Percentage of CSEA evaluations completed	70.4%
	Update and convert operating procedures to Quick References	# of documents completed	4 operating procedures 14 quick references
	District Services survey	Average score	4.16
Facilities Planning, Development and Maintenance	Complete Master Plan projects	# of completed projects	GC 10, CC 7
	Increase outreach to east county contractors	Amount of contracts awarded to east county contractors	\$85,000,000
	Keep change order rates below industry standards	# of change orders	Industry standard 5.00% GCCCD 3.65%
	District Services survey	Average score	4.19
	Information Systems	Provide Blackboard services	Blackboard uptime
Provide Colleague services		Colleague uptime	99%
District Services survey		Average score	4.02
Purchasing, Contracts & Warehouse	Requisition savings	Savings realized	\$107,178
	Fixed asset property	# and value of inventoried items purchased	1,404 Items / \$2,053,336
	Dashboard PR training	# of workshops # of users	1 session 7 users
	District Services survey	Average score	4.09
Research, Planning & Institutional Effectiveness	Increased number of research requests	# of research requests	179 (2009-2010) 188 (2010-2011)
	Increased utilization of web reports	# of visits to webpage	300 visits per month
	District Services survey	Average score	3.89