2016-2022 Strategic Plan
Equity-Minded Student Success

Joint Board of Trustees and District Strategic Planning & Budget Council Meeting

April 19, 2016

Goals of the Meeting

- Provide an understanding of Achieving the Dream

- Show how the Achieving the Dream initiative as well as other plans and initiatives fit together

- Discuss the latest developments for the 2016-2022 GCCCD Strategic Plan
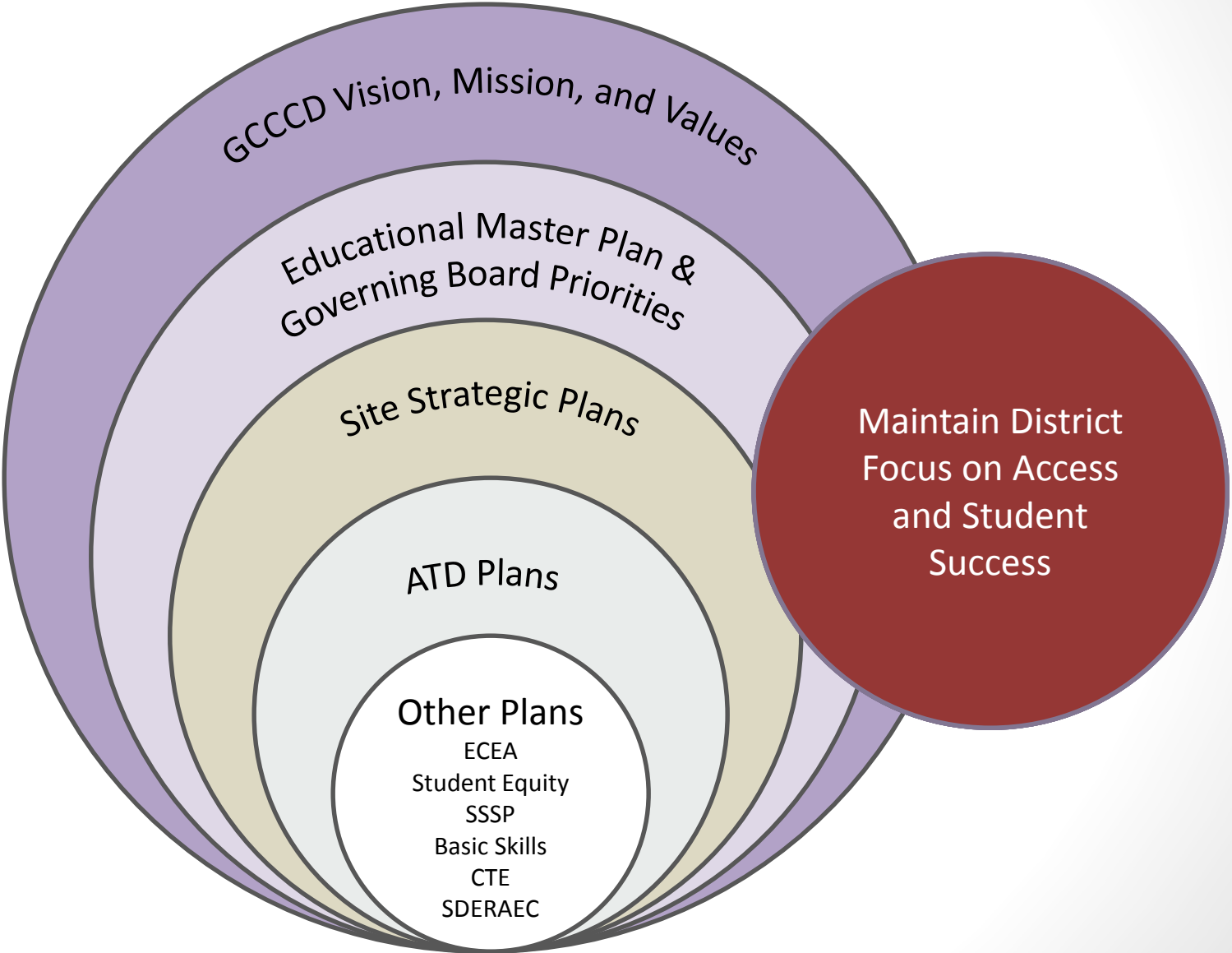
GCCCD Strategic Planning Model

GROSSMONT-CUYAMACA
COMMUNITY COLLEGE DISTRICT

Christopher Tarman

Achieving the Dream Network

- National reform network that offers the following benefits:
  - Expert one-on-one coaching to strengthen institutional capacity
  - Source for scaling effective practices and policies
  - Networking and knowledge sharing on improving student outcomes
  - Assistance in creating evidence-based, sustainable institutional improvement
  - Provides opportunities to create a focused and highly-engaged college community

- Integrates student success initiatives and efficiently leverages resources to improve student success!

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GCCCD Strategic Plan
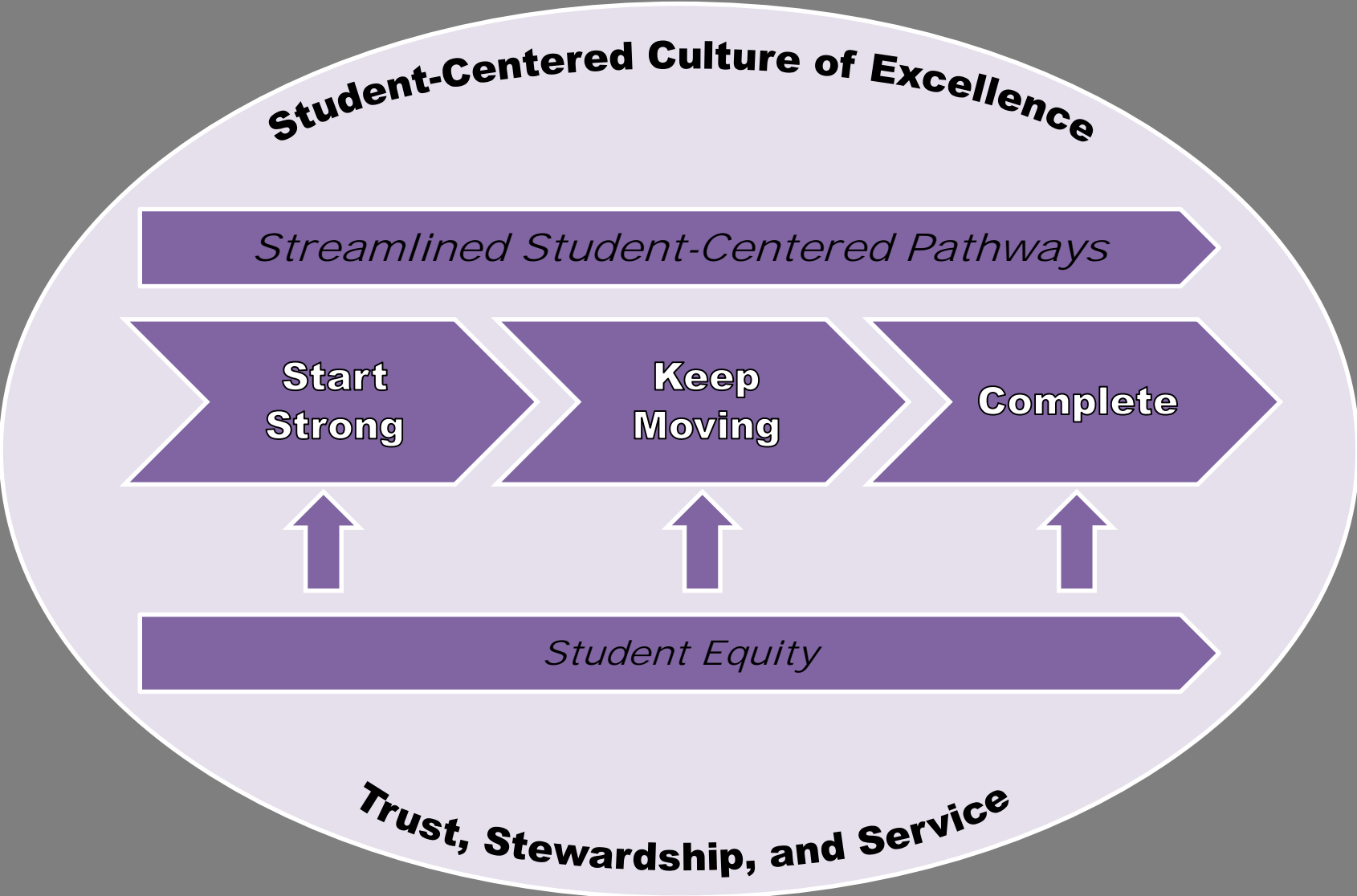

GCCCD Vision, Mission, and Values

Educational Master Plan & Governing Board Priorities

Site Strategic Plans

ATD Plans

Other Plans
ECEA
Student Equity
SSSP
Basic Skills
CTE
SDERAEC

Maintain District Focus on Access and Student Success

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GCCCD Strategic Plan

GCCCD Vision, Mission, and Values

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GCCCD Educational Master Plan (2012)

Governing Board Strategic Priorities for the District

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Districtwide Goals

Goal #1: Create streamlined, student-centered pathways to educational goal completion

Goal #2: Close achievement gaps by engaging individual students with diverse needs and removing structural barriers to their success

Goal #3: Cultivate a student-centered culture of excellence, trust, safety, stewardship, and service

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Site Strategic Plans

GCCCD STUDENT SUCCESS FRAMEWORK

Student-Centered Culture of Excellence

Streamlined Student-Centered Pathways

Start Strong

Keep Moving

Complete

Student Equity

Trust, Stewardship, and Service

Cuyamaca College

Julianna Barnes
Lauren Halsted
Jesus Miranda
Alicia Munoz
Pat Setzer

Cuyamaca College Strategic Plan

Priority #4: Organizational Health

Priority #3: Engagement &

Priority #1: Basic Skills Acceleration

Priority #2: Guided Pathways

Validation

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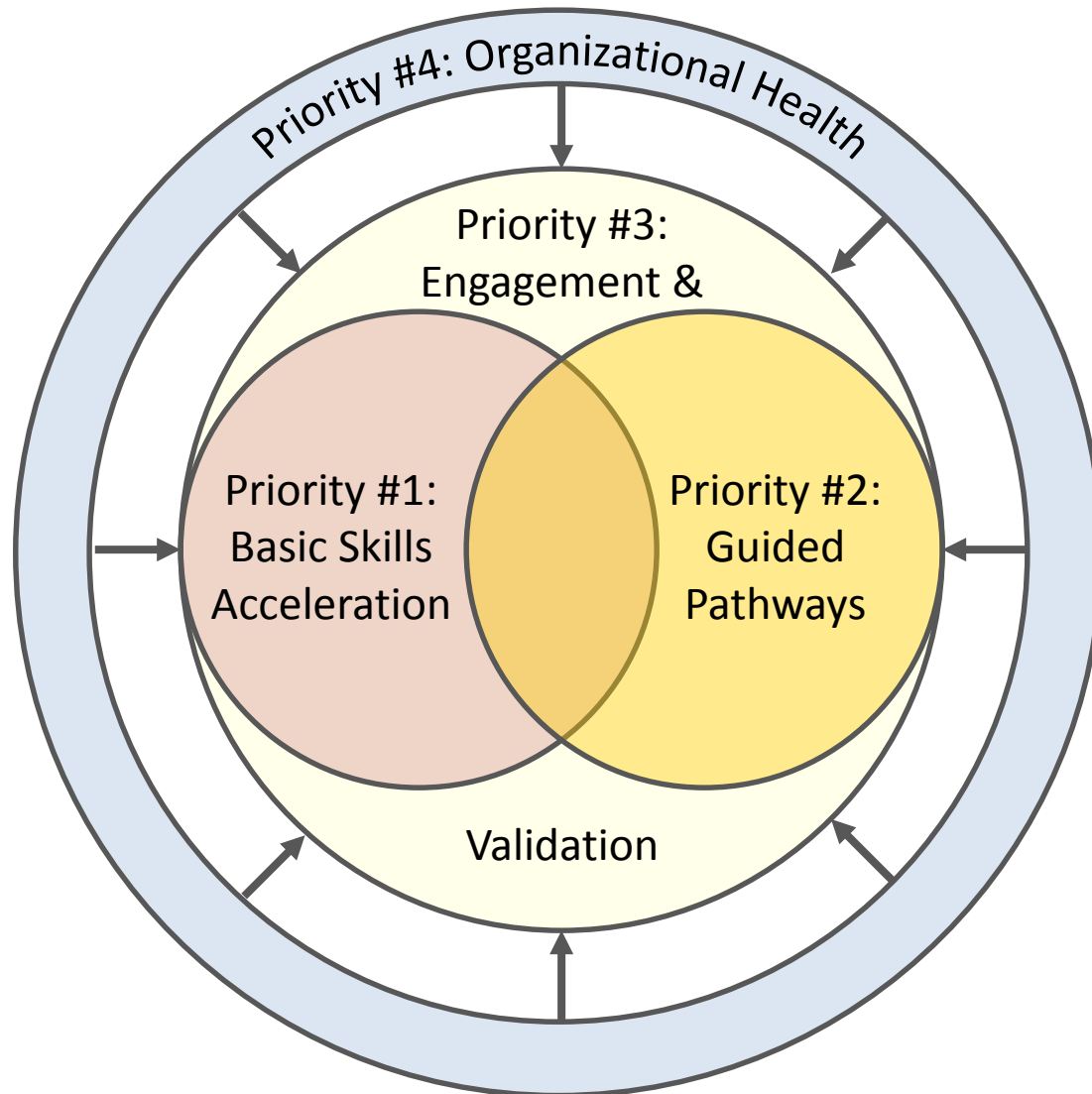
Cuyamaca College Strategic Plan

Priority #1: Accelerated Basic Skills in Math, English, and ESL

Priority #2: Guided Student Pathways

- Accelerate Remediation

- Implement Concurrent-Enrollment Support Models

- Change Placement Policies

- Facilitate equitable access to outreach services, matriculation, financial aid, career exploration, counseling, and education planning

- Enhance current departmental course maps to establish clear guided pathways that support student achievement

- Establish robust pathway activities that enhance student engagement and validation

- Increase student awareness/understanding of basic skills, prerequisites, transcript evaluations, credit-for-prior-learning opportunities, and completion steps

Cuyamaca College Strategic Plan

Priority #3: Student Validation and Engagement	**Priority #4:** Organizational Health

- Build and improve relationships in three directions:

  1. between the student and the institution,

  2. between staff, programs and units within the institution, and

  3. between and among students to promote a culture of validation and engagement.

- Support the long-term growth and viability of the priorities and of the college overall:

  1. Support and empower employees; align human resources with priorities
  2. Leverage existing budgets and identify new sources of revenue
  3. Align physical environment and facilities with priorities and with principles of sustainability
  4. Strengthen institutional effectiveness to support priorities, to include meeting of accreditation standards
  5. Optimize college practices, policies, and procedures to advance priorities
  6. Strengthen external partnerships

Example of Measuring Progress

- KPI: Percent of First-Time Students Completing Transfer-Level Math within Three Years

  Fall 2010 First-Time Students Starting in Basic Skills Math: **8%** successfully completed a transfer-level math course

  Intervention: Accelerated Statistics Pathway

  Fall 2012 First-Time Students Starting in Basic Skills Math: **18%** successfully completed a transfer-level math course

Grossmont College

Nabil Abu-Ghazaleh
Tate Hurvitz
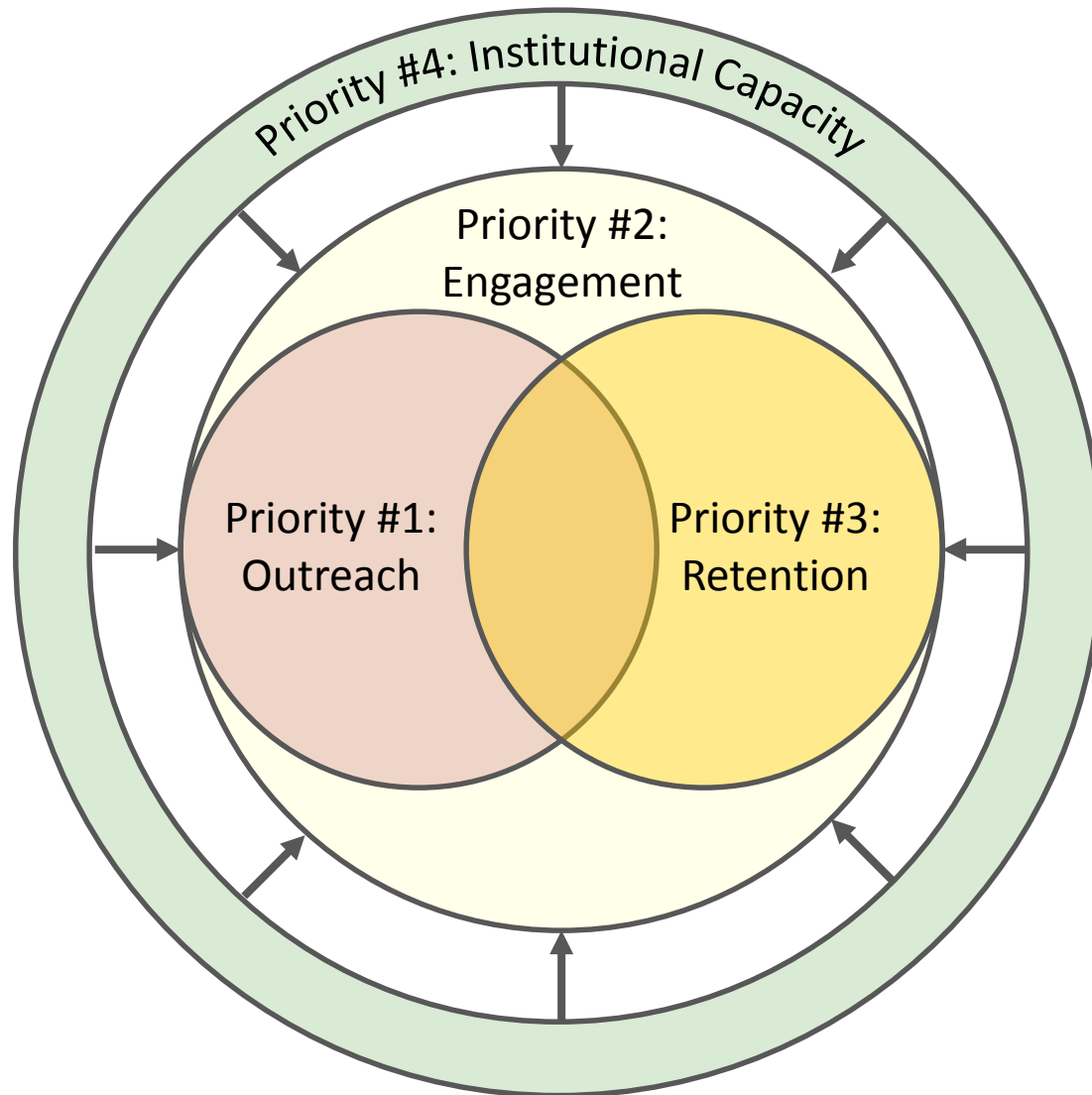Aaron Starck
Lida Rafia

Timeline and History

- November 2014: Student Pathways Retreat revisited GC Student Pathways Experience and began discussing design.

- Summer 2015: Grossmont joined ATD network, and a team attended the kick-off institute.

- September 2015: GC World Café event, engaged participants in discussion of key data points, "whys" and targeted interventions.

- March 2016: Campus forum on ATD priority areas.

Process

1). Investigate Grossmont College data

2). Research Practices

3). Mapping our Efforts/Initiatives

Grossmont College Strategic Plan

Priority #4: Institutional Capacity

Priority #2:
Engagement

Priority #1:
Outreach

Priority #3:
Retention

Grossmont College Strategic Plan

Priority #4: Institutional Capacity

- **Data & Technology**
  - Develop the infrastructure needed to enable data-based decisions
  - Deepen the institutional capacity to utilize data campus-wide
  - Create a clear decision-making process and pathways
- **Professional Growth**
  - Recruit, retain and develop diverse employees to enhance, cultivate and sustain a student centered supportive culture
- **Physical and Fiscal Resources**
  - Continue to improve methods of ensuring financial accountability and resource stewardship.

Grossmont College Strategic Plan

Priority #1: OUTREACH OFFICE

Goals :
- Increase enrollment
- Improve access for underserved populations
- Improve rates of college-readiness

Priority #2: ENGAGEMENT CENTER

Goals:
- Improve student persistence and goal completion rates
- Increased student use of support and supplemental instructional services
- Increased use of intentional, culturally relevant and responsive faculty/staff engagement practices.

Priority #3: RETENTION SPECIALISTS

Goals:
- Increased persistence from one semester to the next
- Improve student graduation rates
- Identify and reach struggling students as early in the semester as possible

Example of Measuring Progress

- KPI: Fall Retention Rates

  Fall 2015 Retention Rates: **84%**

  Fall 2015 Retention Rates 75th Percentile in the state: **89%**

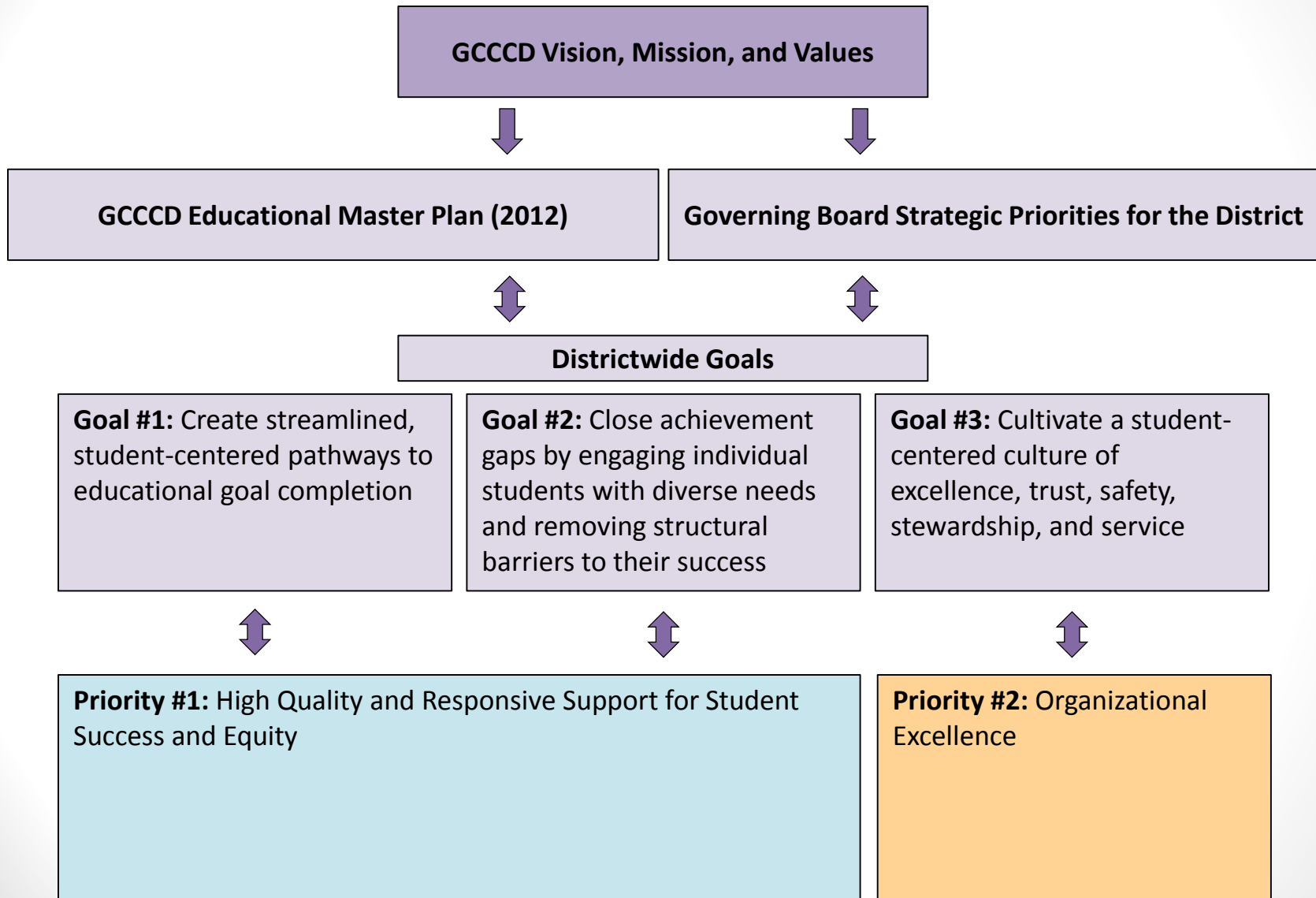 **89% = 2,291 more enrollments not ending with withdrawals**

District Services

Grossmont-Cuyamaca
COMMUNITY COLLEGE DISTRICT

Tim Corcoran
Sue Rearic
John Valencia

District Services Strategic Plan

GCCCD Vision, Mission, and Values

GCCCD Educational Master Plan (2012)

Governing Board Strategic Priorities for the District

Districtwide Goals

Goal #1: Create streamlined, student-centered pathways to educational goal completion

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Goal #3: Cultivate a student-centered culture of excellence, trust, safety, stewardship, and service

Priority #1: High Quality and Responsive Support for Student Success and Equity

Priority #2: Organizational Excellence

District Services Strategic Plan

Priority #1: High Quality and Responsive Support for Student Success and Equity

District Services Goals:

1. Enhance Research & Planning services to support college student success and equity goals.

2. Enhance and streamline technological solutions that achieve student success and equity goals.

3. Collaborate with the colleges on essential professional development focused on student success and equity.

4. Provide effective, flexible and secure, student-ready learning environments.

5. Promote equity-minded advancement and communications.

6. Advance student-centered partnerships with the colleges, local high schools and adult/workforce education.

District Services Strategic Plan

Priority #1: Organizational Excellence

District Services Goals:
1. Improve quality and effectiveness of services and relationships.

2. Enhance policies, procedures, and practices through process analyses and improvement.

3. Promote a culture of environmental stewardship and sustainability.

4. Promote Districts Services engagement in districtwide diversity, equity, and inclusion initiatives.

5. Provide a comprehensive and meaningful system for recruiting, hiring, on-boarding, supporting and developing employees.

6. Develop a system of individualized career development plans for all district services employees.

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2016-2022 Strategic Plan Timeline

What's Next?

- ATD Coaches Visit: April 25-26

- ATD Plans Due: April 30

- Strategic Plans (i.e., ATD Plans + Priority #4) undergo collegial consultation in May.

- Strategic Plans for Board Approval: June 21

- Implementation: July 1!

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