

G R O S S M O N T  
C O L L E G E



# Strategic Plan Report 2006-07

Sunita V. Cooke, Ph.D.

President

*State of the College Report*

G R O S S M O N T  
C O L L E G E



## PRESIDENT'S MESSAGE

Greetings and 'welcome back' for the beginning of the 47<sup>th</sup> Academic Year at Grossmont College!

I am pleased to provide this Strategic Plan Report as part of the State of the College update, and am especially proud of your work resulting in the selected accomplishments listed herein.

The development of the Educational Master Plan each year is a critical element in our planning matrix. The goals outlined in the College's 2004-2010 Strategic Master Plan provide the framework for reporting our impressive accomplishments for 2006-2007. They convey a strong commitment to your work and our goals.

I look forward to carrying forward the planning ethic and maintaining the productive environments which are integral to Grossmont College student success. We have been voted "Best Local College of San Diego" by the San Diego Union-Tribune's 2007 Reader's Poll. It is an honor to join you here!

Thank you for welcoming me so warmly.

A handwritten signature in black ink, appearing to read 'Sunita V. Cooke'. The signature is fluid and cursive, with a large loop at the end.

Sunita V. Cooke, Ph.D.  
President

## **GROSSMONT COLLEGE Mission Statement**

The primary mission of Grossmont College is to serve the broad and diverse community of individuals who seek to benefit from the college's wide range of educational programs and services.

In order to fulfill its commitment to student learning, the college provides:

- Instructional programs that meet student needs for transfer education, vocational and career education, general education and developmental courses;
- Community education programs and services; and
- Programs that promote economic, civic, and cultural development.

To facilitate this mission, Grossmont College provides a comprehensive range of support services including: outreach and access initiatives, academic and learning resources, student development programs, and multicultural and co-curricular activities.

In support of its primary mission to promote student learning, Grossmont College structures its planning processes and engages the college community to pursue the following areas of focus:

- Student Development and Academic Excellence
- Our Community
- Fiscal Resources
- Human Resources
- Physical Resources
- Campus Life

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# DISTRICT'S GOALS

# GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT

## MISSION STATEMENT

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**Vision:** Educational Excellence for a Productive Citizenry

**Mission:** The mission of the Grossmont-Cuyamaca Community College District is to provide leadership for learning opportunities that anticipate, prepare for, and meet the future challenges of a complex democracy and a global society. The District facilitates and supports educational programs and services at Grossmont and Cuyamaca Colleges to meet student and community needs.

The Community College District provides:

- Centralized leadership for coordination of educational services districtwide;
- Institutional research and planning;
- Human resource programs and development;
- Responsible fiscal and business management;
- Administrative support;
- External relations that inform, advocate, and support the District's vision, mission, and values; and
- Conscientious compliance with federal, state, and local laws, policies, and regulations.

***The Way Forward:*** The five elements of *The Way Forward* provide the District's guiding principles, the framework for our values and direction.

- ***Academic Excellence***  
Commitment to institutions focused on teaching, learning, and supportive services that lead to student success
- ***Unity***  
Commitment to cooperation in good faith throughout the organization and the community to enable progress beyond that of any individual's capacity
- ***Standardization***  
Commitment to standardizing systems and processes to save resources, facilitate operations, and remove barriers
- ***Alignment***  
Commitment to align curriculum and practices to eliminate obstacles to student success and facilitate seamless transition
- ***Resources***  
Commitment to secure, sustain, and develop human resources; protect, maintain, and enhance the physical environment; and pursue technological and fiscal resources to support educational programs and appropriate facilities

# VALUES AND EXPECTATIONS

## **VALUES AND EXPECTATIONS**

1. Value the mission of serving students, student learning and the community
2. Value the dignity and worth of each individual
3. Value open communication; an open door philosophy
4. Value clear roles and responsibilities
5. Value teamwork—cooperation
6. Value a positive working relationship based on trust and mutual goals and objectives
7. High expectations regarding accomplishments
8. high expectations regarding quality and follow-through
9. High expectations for continual quality improvement and student service orientation

### **Overall Success Factors**

Clear goals and objectives  
Appropriate orientation  
Quality programs and services  
Strong fiscal management  
Effective decision-making at all levels  
Cooperative teamwork among all stakeholders  
Creativity and innovation

# 2004-10 STRATEGIC PLAN GOALS

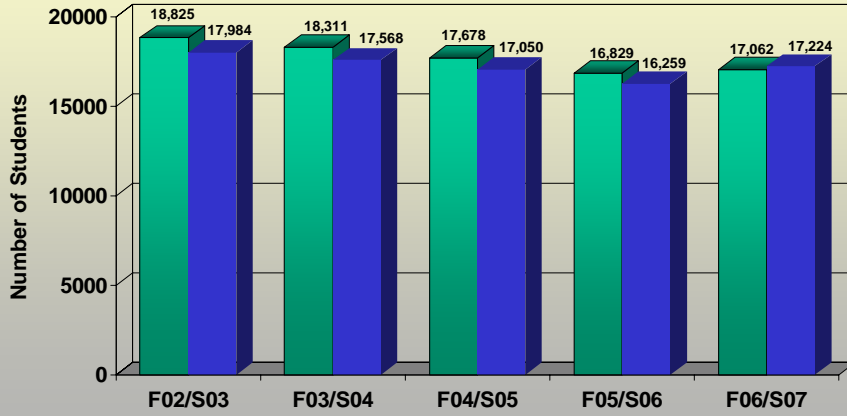
**GROSSMONT COLLEGE  
2004-10 COLLEGE STRATEGIC PLAN GOALS**

- Goal 1:** Grossmont College will provide comprehensive instruction and student support services that encourage and enable all students to specify and reach their educational or career goals in a reasonable amount of time.
- Goal 2:** Grossmont College will play a central role in the educational, cultural and economic life of East County and the San Diego region.
- Goal 3:** Grossmont College will act responsibly, ethically, effectively, efficiently and in an accountable manner in using its fiscal resources, and will actively seek outside sources of funding.
- Goal 4:** Grossmont College will recruit, hire, develop, retain and support an outstanding and diverse faculty and staff for its students.
- Goal 5:** Grossmont College will design and maintain a physical infrastructure that meets the changing needs of students, staff and the college's instructional and student support programs while valuing and enhancing the aesthetic beauty of the campus.
- Goal 6:** Grossmont College will provide students and employees with an engaging and rewarding campus life and environment.

**2006-07 INSTITUTIONAL  
ACCOMPLISHMENTS**

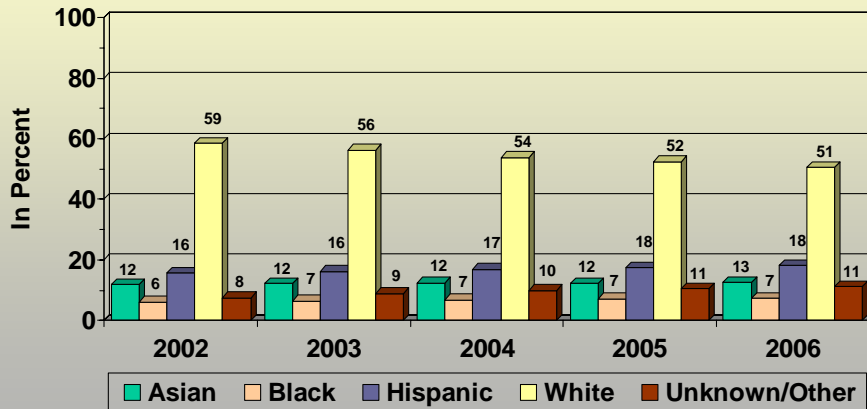
# STUDENT PROFILE

## Grossmont College Number of Students\* Fall 2002 – Spring 2007



\* Excludes students taking only non-credit courses.

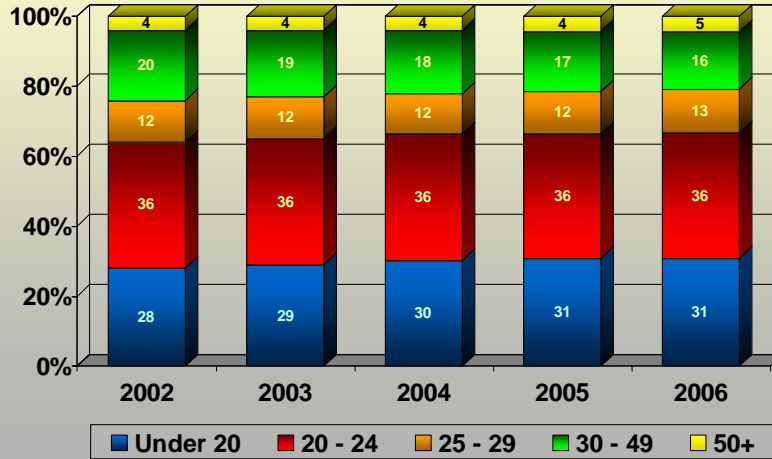
## Grossmont College Ethnicity Fall Semesters: 2002 - 2006



# STUDENT PROFILE

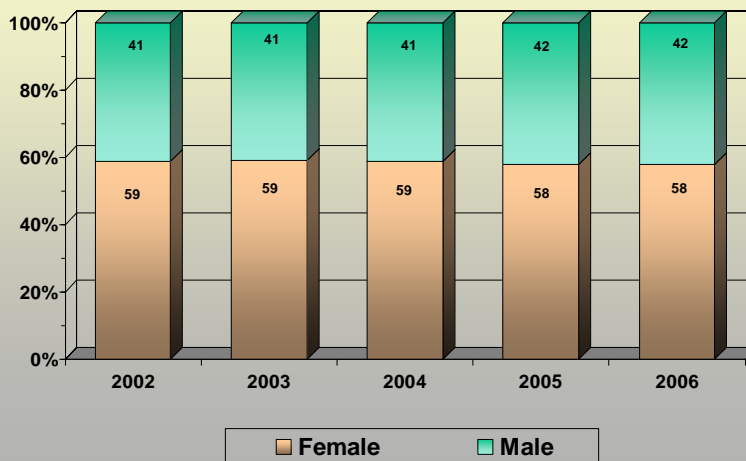
## Grossmont College Age

Fall Semesters: 2002 - 2006



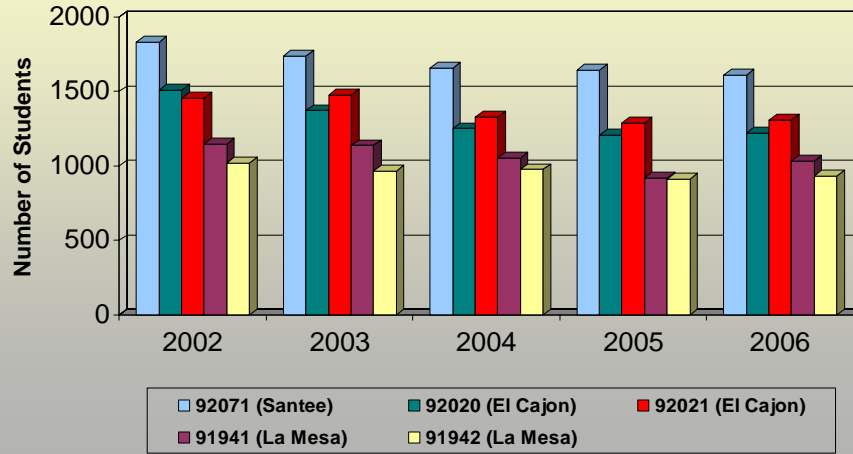
## Grossmont College Gender

Fall Semesters: 2002 - 2006

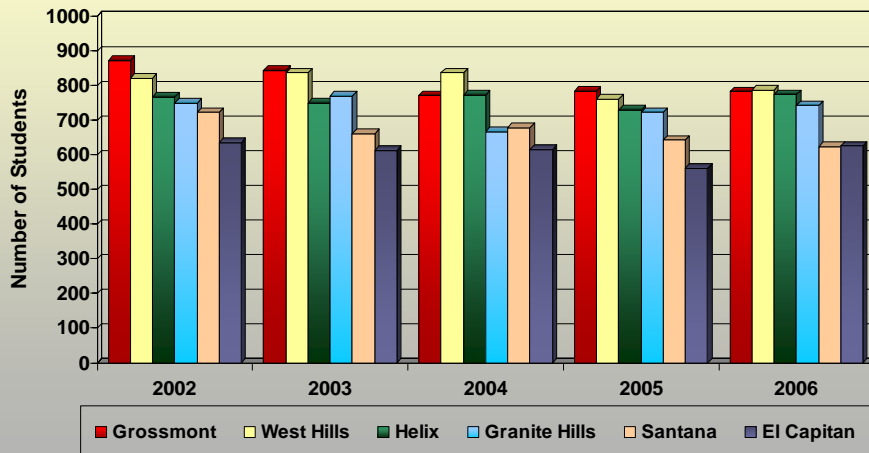


# STUDENT PROFILE

## Grossmont College Student Zip Code of Origin Fall Semesters: 2002 - 2006



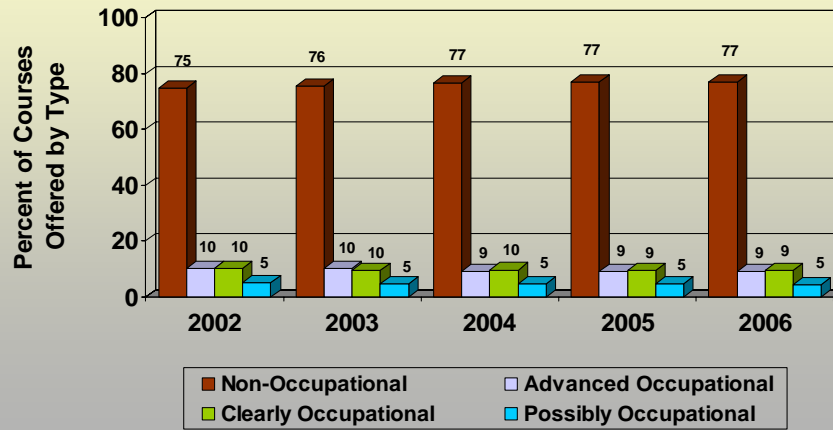
## Grossmont College High School of Origin\* Fall Semesters: 2002 - 2006



\* Grossmont Union High School District schools with the highest enrollments at Grossmont College.

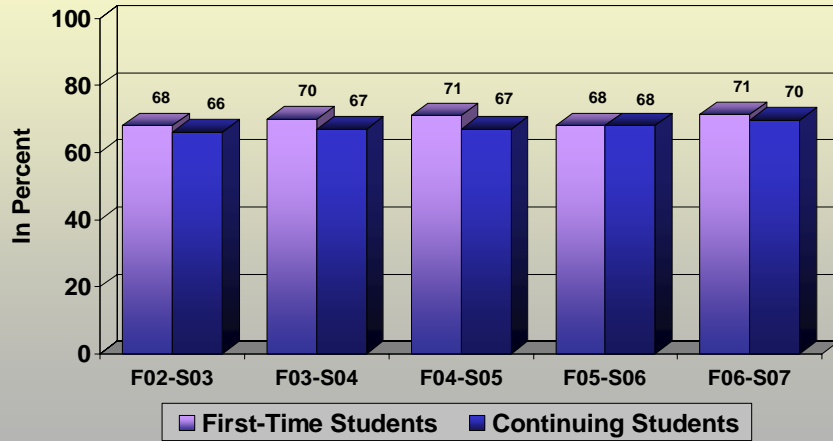
# STUDENT PROFILE

## Grossmont College Occupational Course Breakdown Fall Semesters: 2002 - 2006



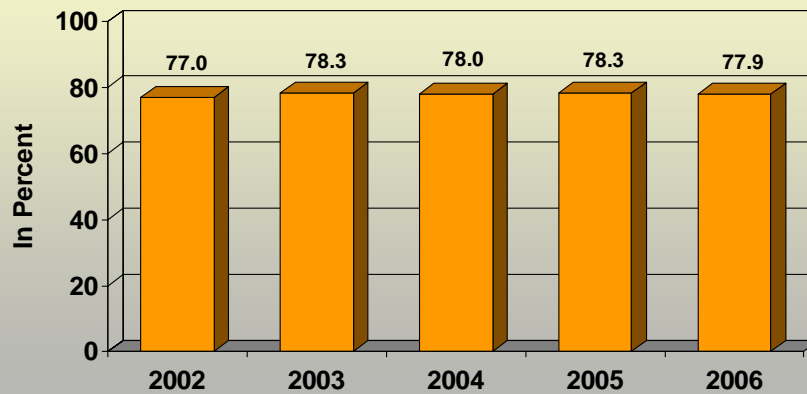
# INSTITUTIONAL OUTCOMES

## Grossmont College Persistence Rates\* Fall to Spring Semesters: 02/03 - 06/07



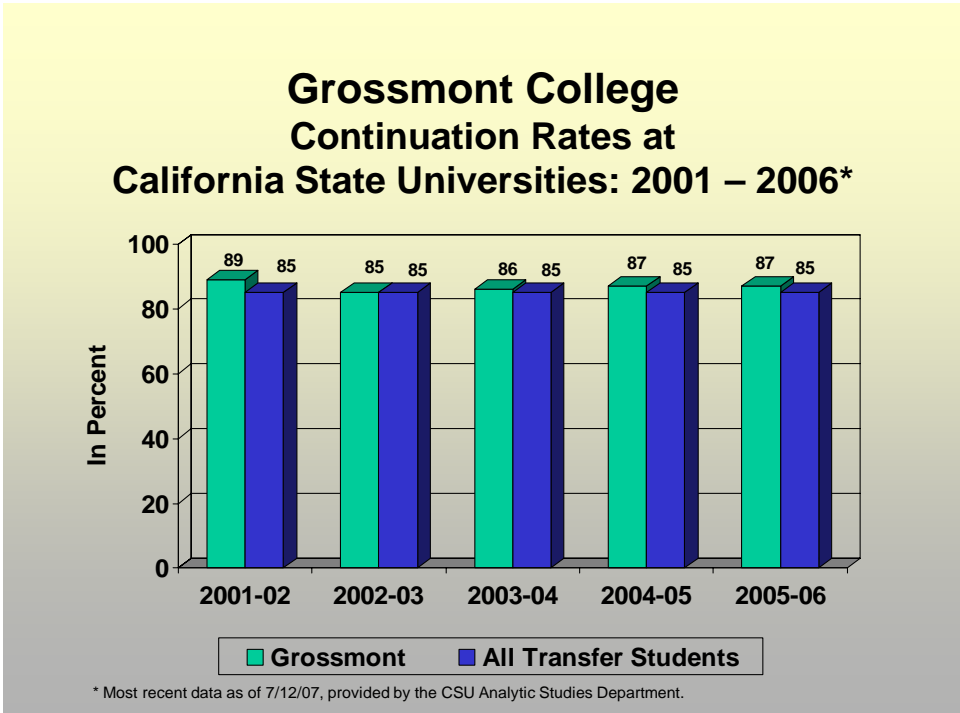
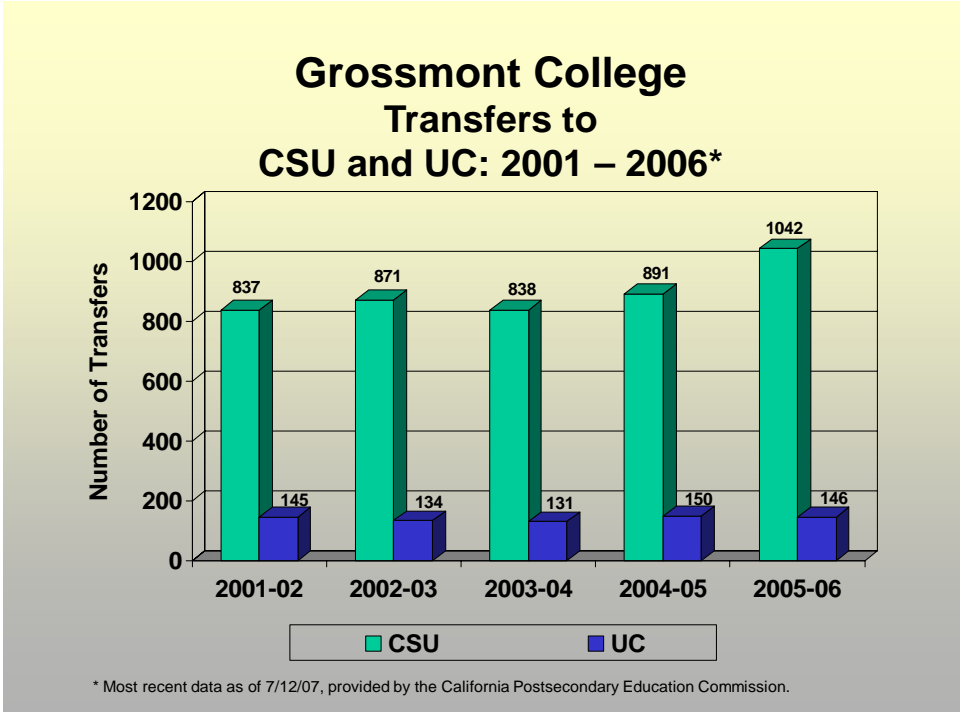
\*Proportion of students enrolled in the fall term who enrolled in the subsequent spring term.

## Grossmont College Course Retention\* Fall Semesters: 2002 - 2006



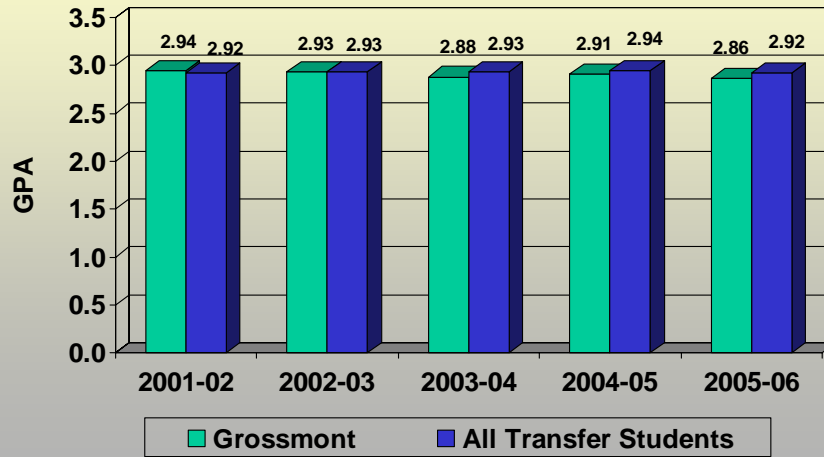
\*Enrollments in which the student completes the course with a valid grade other than a 'W'.

# INSTITUTIONAL OUTCOMES



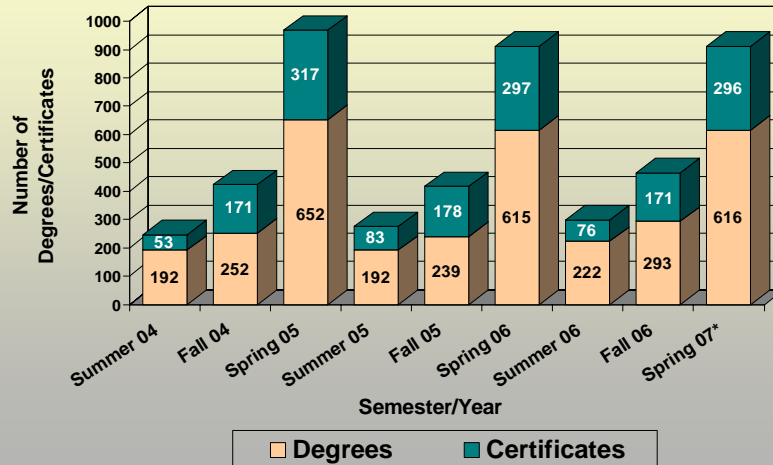
# INSTITUTIONAL OUTCOMES

## Grossmont College First Year GPA at California State Universities: 2001 – 2006\*



\* Most recent data as of 7/12/07, provided by the CSU Analytic Studies Department.

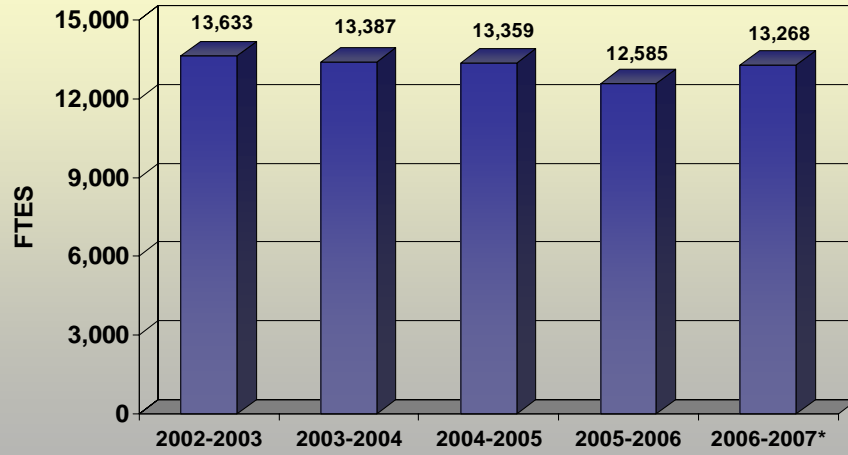
## Grossmont College Degrees and Certificates 2004 - 2007



\* Figures are current as of 7/20/07.

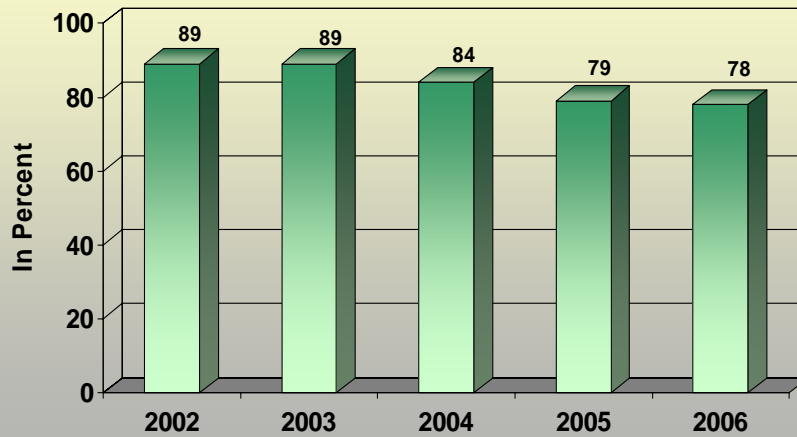
# INSTITUTIONAL OUTCOMES

## Grossmont College FTES FY 02/03 – FY 06/07



\* Projected actual FTES per 2007/2008 Tentative Budget.

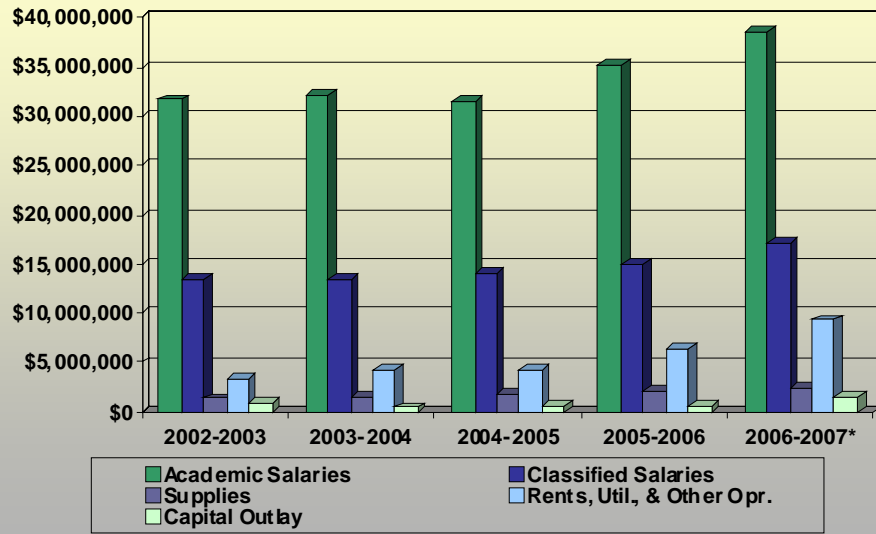
## Percent of Maximum WSCH\* Fall Semesters: 2002 – 2006



\* WSCH: Weekly Student Contact Hours

# INSTITUTIONAL OUTCOMES

## General Fund Expenditures FY 02/03 – FY 06/07



\* General Fund Expenditures per 2007/2008 Tentative Budget.

**SELECTED STRATEGIC PLAN  
ACCOMPLISHMENTS 2006-07**

**GROSSMONT COLLEGE  
2006-2007**

**SELECTED STRATEGIC PLAN ACCOMPLISHMENTS**

**GOAL 1: GROSSMONT COLLEGE WILL PROVIDE COMPREHENSIVE INSTRUCTION AND STUDENT SUPPORT SERVICES THAT ENCOURAGE AND ENABLE ALL STUDENTS TO SPECIFY AND REACH THEIR EDUCATIONAL OR CAREER GOALS IN A REASONABLE AMOUNT OF TIME.**

- Adopted the new College Mission Statement.
- Developed the Accreditation Self-Study Report.
- The Curriculum Committee and Instructional Operations Office submitted 238 curriculum proposals for annual Board approval in 2007.
- Developed and coordinated five separate enrollment period-specific ad campaigns inclusive of print, direct mail and radio media; high school yearbook and newspaper advertising in every high school in the Grossmont Union High School District; distribution of 9,300 class schedules throughout district service area to 34 community locations, high schools, and public libraries.
- The Instructional Operations Office completed a six year review with the Financial Aid Office to ensure our programs and certificates are eligible for federal funding.
- Presented a faculty development session pertaining to legal issues in the classroom.
- Streamlined test accommodation procedures and improved test security of the DSPS test proctoring center, permitting DSPS staff to accommodate more student exams than in previous years.
- Upgraded ATC assistive computer hardware and software to provide state of the art instructional support. Last year's move from temporary building into permanent facility in the Technology Mall expanded the capacity of the ATC to accommodate larger numbers of students with disabilities.
- Expanded on-line degree audit system to include our University Transfer Studies Degree CSUB.
- Articulation with CSU, UC, and private colleges has been increased, resulting in formal articulation with 2 CSU, 7 private colleges, and 2 public institutions in Illinois and Indiana. Individual course articulation was added for several UC and CSU majors. The first articulation with an international university is close to culmination.

- Implemented an Academic Probation treatment for first-time probationary students, using the "College Success Profile" website.
- Expanded high school outreach to include out-of-district sites and provided increased opportunities for on-campus tours of selected programs and facilities.
- Utilized the Technology Mall classroom to conduct workshops for undecided students, and provided access to "Career Cruising," which is an online career research program.
- Initiated the Career and Life Planning Advisory Committee consisting of Grossmont College staff, student and faculty, community and business representatives.
- Increased enrollment to UCSD by 16%; UC by 9%; CSU by 9%; and CSU San Marcos by 100%.
- Increased the number of students who received information and counseling assistance on preparing for professional and graduate schools.
- Coordinated successful UniversityLink orientation/recruitment workshops with East County High School students.
- Established a student-athlete advisory committee and a sophomore student-athlete exit interview process.
- Completed the third year of the EOPS Mentor Program, with twenty students participating.
- EOPS/CARE/CalWorks implemented an academic progress report collection and discussed individual results with students.
- Expanded financial aid outreach efforts to identify Foster Youth students and focused on increasing our quality of service with this at risk and needy population.
- The Foundation Office enhanced giving through College Development mini-grant funds – more than \$6,000 in funding has been granted in the 2006/07 year.
- Performed over 400 special event set ups including graduation, career fair, club fair, various additional educational opportunities and seminars.
- Campus Bookstore was graded with 100% by "secret shoppers", who anonymously shopped as students during rush.
- Increased course book adoptions from faculty by providing online and email forms.

**GOAL 2: GROSSMONT COLLEGE WILL PLAY A CENTRAL ROLE IN THE EDUCATION, CULTURAL, AND ECONOMIC LIFE OF EAST COUNTY AND THE SAN DIEGO REGION.**

- Increased enrollment 5.11% Spring 2007 compared to Spring 2006; and .73% Fall 2006 compared to Fall 2005.
- Wrote, disseminated and had 19 news releases posted on the college website; coordinated awareness communication outreach; generated publication and distribution of six issues of Campus Scene to internal and external audiences(through April 15).
- Coordinated community presence for 51 community outreach events, including 28 days of community outreach prior to enrollment period and 10 business -specific outreach events; provided materials for high school outreach staff; order, stock and supply 21 different promotional items for campus use in high school and other community.
- The Administration of Justice Department has the only Security Management program in San Diego/Imperial County.
- Grossmont College has one of twenty-eight Cardio Vascular Tech programs in the United States.
- The Culinary Arts program is a regular recipient of medals in State and National Championships.
- The first Science Decathlon was held at Grossmont College this year to build partnerships between middle schools and high schools in our service community.
- Increased number of participants in Blood Drive.
- Streamlined Health Profession student entrance requirements
- 150 employers signed up for CAREER EXPO 2006.
- Received Best Practice mention from the California Chancellor's Task Force for Career Development for the Career Chronicle.
- The Student Job Placement Office received 1,511 job opportunities and placed 793 students in employment.

- Participation in the San Diego Women's Resource Fair, the Health and Wellness Fair, El Cajon Collaborative, and the Head Start programs strengthened relationships with community organizations.
- GEAR UP provided college field trips such as Summer Science Camp, and other activities for Cajon Valley Middle School students, including students in special education, to motivate them to prepare for college.
- GEAR UP provided college presentations to all Middle School grade students including high school graduation requirements, college preparation, A-G requirements, college entrance exams and financial aid.
- GEAR UP collaborated with the El Cajon Valley High School Parent Center to provide information to parents about academic achievement and college preparation.
- Produced successful 2006 Walk of Fame Gala raising more than \$52,000 in net proceeds with 200 guests, recognizing Alumni and an outstanding student.
- Foundation Board members set personal fundraising goals for a total of nearly \$13,000; More than \$25,000 in other gifts raised by the Board.
- Hosted the East County Chamber of Commerce's first Friday breakfast on campus. 150 business and professional members attended.

**GOAL 3: GROSSMONT COLLEGE WILL ACT RESPONSIBLY, ETHICALLY, EFFECTIVELY, EFFICIENTLY AND IN AN ACCOUNTABLE MANNER IN USING ITS FISCAL RESOURCES, AND WILL ACTIVELY SEEK OUTSIDE SOURCES OF FUNDING.**

- The Nursing Department was awarded funding from regional healthcare providers to facilitate their Clinical Mentor Program, Bridge to Compensation, and Weekend Evening programs.
- The Foster Kinship Program currently receives one million dollars annually to serve training needs in San Diego County.
- Restructured Student Affairs Office staff responsibilities related to ASGC activities.
- Health Services established on-line lab access and improved inventory and ordering process.
- Met timeline for implementation of the new student records system as scheduled.
- Increased on-line college application (CCCApply) to 80% utilization.
- Financial aid received recertification for Grossmont College's Program Participation Agreement (PPA) with the Department of Education to continue participating in Federal Title IV programs.
- In conjunction with I.S. support, revised internal report processing to move exclusively to e-mail, further reducing paper output and usage for Financial Aid office.
- In coordination with Grossmont College Scholarship office, distributed more than \$15,000 in Foundation scholarships from restricted and unrestricted funds.
- The Foundation Office assisted and supported college programs in writing grants and producing fundraising activities.
- The Foundation Office coordinated management activities (fiscal and legal) to support restricted program funds.
- Produced successful 2006 Walk of Fame Gala raising more than \$52,000 in net proceeds with 200 guests recognizing Alumni, and an outstanding student.
- Increased Faculty / Staff Giving Campaign to 50+ contributors.

- Conducted 4th Annual Brad Daluiso Golf Classic golf tournament netting more than 33% compared to last year.
- Completed transition of Scholarship program revenues to the Foundation and increased giving from donors for minimum contributions of \$1,000 for annual named scholarships. Enhanced the perpetual scholarship earning arrangements to \$10,000.
- Successfully transferred the Retiree Recognition Dinner and Grapevine newsletter to the District Auxiliary.
- Created new program funds for a total of more than 22 funds that are being supported by the Foundation.
- Completed design of the EOPS offices remodel, 600 Culinary Arts, SIM Man Lab (Health Professions), more than 20 Office remodels, and Classroom remodels.
- Met recycling goals by improving college recycling programs. Assisted in collection of recyclables in all classrooms.
- Replaced old equipment, including vacuums, cart for PWI, carpet cleaner and restroom sanitizing machine. Identified and purchased custodial equipment for Science building and Digital Arts/Sculpture Buildings
- Business Communications obtained new equipment to better assist college faculty and staff with business needs and allow the mailroom with the ability to process large mailings automatically. This has helped reduce the need for hourly staff.
- Cashier's Office worked with campus offices to ensure that proper cash collection procedures are followed, to reduce errors and cash mismanagement.
- Cashier's Office purchased new office equipment to expedite the processing of payments, issuance of records and receipts, and processing other office workload.
- Increased percentage of used, less expensive textbooks available to students for purchase by increasing textbook buyback.
- The Printing Department has diligently worked to set up the Print Shop Pro system which allows staff to track all the Printing Department jobs and ensure on time delivery of needed requests.

**GOAL 4: GROSSMONT COLLEGE WILL RECRUIT, HIRE, DEVELOP, RETAIN AND SUPPORT AN OUTSTANDING AND DIVERSE FACULTY AND STAFF FOR ITS STUDENTS.**

- Recruited and hired more than 30 new/replacement faculty members in a variety of disciplines.
- Recruit and hired more than 32 classified staff members in a variety of divisions and departments.
- Submitted 48 college publications and promotional pieces in state, regional and national competition, resulting in 14 awards for Grossmont College faculty and staff.
- Coordinated and sponsored the Eighth Annual College Recognition Ceremony.
- The Collegewide Professional Development Committee sponsored six mini-grant opportunities.
- Faculty and staff attended professional conferences and workshops, bringing back new research to share.
- Developed and conducted Region X counselor workshops in conjunction with the CCC State Chancellor's Office.
- The Foundation Office funded more than \$5,000 in staff development activities.
- Athletic Facilities Technician completed a Certified Pool Operator training course.
- Staff attended in-service and educational opportunities including: HVAC Maintenance, DDC Control Systems, CASBO Conferences, Safety Training, and new building systems and equipment training.
- Hired four new custodial staff to service new Science Laboratory Building and Digital Ars/Sculpture Building Complex. Filled vacancies and submitted personnel request for Grounds, Maintenance, Custodial, and Athletic Maintenance Departments.
- Completed the "CLAIM FOR PAYMENT Pursuant to Government Code Section 17561 INTEGRATED WASTE MANAGEMENT" outlining all mandated costs related to AB75 under State Mandated Costs for the calendar year 2006.

**GOAL 5: GROSSMONT COLLEGE WILL DESIGN AND MAINTAIN A PHYSICAL INFRASTRUCTURE THAT MEETS THE CHANGING NEEDS OF STUDENTS, STAFF AND THE COLLEGE'S INSTRUCTIONAL AND STUDENT SUPPORT PROGRAMS WHILE VALUING AND ENHANCING THE AESTHETIC BEAUTY OF THE CAMPUS.**

- Organized and funded the Groundbreaking and Grand Opening ceremonies for the Science Lab Building and Digital Arts and Sculpture Building Complex.
- Opened our new Digital Arts and Sculpture Building Complex in Spring, 2007. The building houses Photography, Media Communications, Digital Media Arts, Multimedia, Sculpture, Jewelry, a large work yard stocked with major equipment and the Hyde Art Gallery.
- Opened the new Science Building in Spring, 2007.
- Replacement and upgrade of the softball and baseball infields.
- The Foundation initiated the process for a District-wide approach for facility Naming Rights in support of student and campus equipment needs.
- Completed new bleacher maintenance program as well as repair and certification of old wooden bleachers.
- Completed remodel of lower Quonset hut at football field and transitioned Athletic Maintenance department to this newly expanded location.
- Graded softball and baseball fields to ensure proper playing surface.
- Completed campus remodel projects including 500 complex faculty offices. Culinary Arts Classroom 600, SIM MAN lab, classrooms 313 & 207
- Started implementing hands free restroom fixtures.
- Completed all owner-furnished, owner-installed items in the three new buildings including display cases, bulletin boards, lock mechanisms and safety restraint items.
- Repaired and replaced damaged tennis court fencing as needed.
- Assisted in development, review and approval of the Digital Arts/Sculpture building, Life Safety Road and Science Lab building landscaping installation. Assisted in the development and completed installation of plants in the new Science Building native garden.

- Continued College landscape revitalization plan, completing landscaping projects at the 200 Quad, 100 Quad, 300 east, and LTRC areas.
- Oversaw numerous Prop "R" projects including the Digital Arts & Sculpture building, Science Lab building, 200 Dance Studio and 300 West Secondary Effects building.
- Completed secondary effect construction in the 200 North and 300 South building to allow additional classes to start during the spring semester.
- Completed pool house, kiln room and kiln storage room re-roofing projects.
- Deep cleaned classroom and program carpets a minimum of three times during the fiscal year. Stripped and waxed classroom floors a minimum of once during the fiscal year. Most areas were completed twice.
- The college met the state-mandated 50% recycle (trash diversion) rate 2006 under AB75 and expanded the program.
- In conjunction with the District Tobacco Task Force, implemented and installed 250 temporary signs for Board Policy BP 6810 Smoking Ordinance. Take the lead in monitoring how the new Board Policy BP 6810 Smoking Ordinance is working and fine tuning the signage and designated smoking areas configurations.
- Coordinated the selection and installation of new furnishings for Counseling, Financial Aid, 264, 276, 568AB faculty offices and 207, 313, and 355 classrooms.
- Assisted with the ergonomic assessments and changes to individual workstations. Assisted in the resolution of multiple issues concerning new furniture for the Digital Arts and Sculpture Buildings.
- Installed Access Control Card Reader to the Mail Center to improve security and ensure that unauthorized personnel cannot enter nor have access to the mail center.
- Installed attention button on mail center work door to alert staff that assistance is needed.
- The Printing Department obtained a hazardous and flammable cabinet to store chemicals used in the darkroom, on the press and in other areas of reproduction to reduce unauthorized access and safely secure these items.

**GOAL 6: GROSSMONT COLLEGE WILL PROVIDE STUDENTS AND EMPLOYEES WITH AN ENGAGING AND REWARDING CAMPUS LIFE AND ENVIRONMENT.**

- World Arts Culture Committee sponsored year long series of free events for campus community activities such as the Black History Month celebration, Chinese New Year event, and Cinco de Mayo)
- Success by intercollegiate athletic teams sponsored by the college, is evidenced by several conference championships achieved throughout the year.
- The Foundation expended over \$122,000 in restricted program funds to support specific college efforts.
- Continued to enhance the Foundation awareness on campus thru special events including *A Fine Arts Affaire*, Grossmont College Night at the Padres and underwriting special programs such as an evening with Joe Morris, a WWII Navajo Code Talker.
- The Bookstore held monthly staff meetings to improve communication among staff, create a team-oriented department, assist with identifying unit problems and solutions and improving efficiency.
- Increased Barnes & Noble's participation and communication with campus through Bookstore Advisory Committee.
- The Printing Department purchased and installed computer equipment and software to assist with the printing of various files that are submitted for processing through the department's online job submission format. The updated software gives faculty and staff the flexibility to manipulate electronic files from other areas on campus, especially the college graphic's department.
- The Printing Department purchased a velobind system that enables us to bind large quantities of books, as well as the many highly sensitive reports requiring the most efficient bind currently possible.
- Commissioned and completed the Media Preferences survey to learn how Grossmont College students prefer the college to communicate with them and to ascertain which services they would like to see us improve most.