

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



Strategic Plan Report 2005-06

Dr. Dean C. Colli
Interim President
State of the College Report

TABLE OF CONTENTS

I. District Goals	
• The Way Forward	2
• Districtwide Strategic Planning	3
II. 2004-10 College Strategic Plan Goals	5
III. 2005-06 Institutional Accomplishments	
• Student Profile	8
• Educational Excellence	13
IV. 2005-06 Selected Strategic Plan Accomplishments	19
V. President's Goals	
• President's Values and Expectations.....	29
• President's Goals	30
VI. 2005-06 President's Response to the Way Forward ...	32
VII. 2005-06 President's Response to the Way Forward and Selected Accomplishments	34

DISTRICT GOALS

THE WAY FORWARD

Attention to the five areas of academic excellence, unity, standardization, alignment, and resources will increase our ability to provide an excellent environment for a diverse student body, faculty, and staff. Everything we do is focused on achieving educational excellence.

Academic Excellence

Our institutions are focused on student success. The cornerstones of academic excellence are teaching, learning and supportive services that lead to student success. Our planning processes develop educational and facilities master plans that promote teaching and learning. These plans establish a learning environment that is geared to academic excellence and experiences that broaden each student's educational opportunities.

Unity

Bringing us together will benefit everyone—particularly our students. A commitment to cooperation in good faith throughout the organization and the community will enable us to make progress beyond that of any individual's capacity. It will also enable us to work together from a position of strength in our community and beyond.

Standardization

Standardization of our systems and processes saves resources and facilitates operations. If the systems are more efficient and less confusing, students will benefit. The systems that drive our operations should be clear and user-friendly, avoiding confusion and duplication of effort.

Alignment

Aligning curriculum and practices in common programs and services will assist students in reaching their educational goals efficiently. Removing barriers to student success will facilitate seamless transition for our students.

Resources

Human, physical, and fiscal resources enable us to deliver our educational programs and services. We must have the capacity to secure, support, and develop the human resources that enable us to achieve our mission.

The physical environment must be able to accommodate current students while anticipating future student needs.

Adequate funding is a necessity. As we continue our efforts to correct inequities within the State's formula for funding community colleges, we must also continue to explore additional resource development opportunities.

GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT
Districtwide Strategic Planning

VISION: Educational Excellence for a Productive Citizenry

MISSION: Provide educational leadership through learning opportunities that anticipate, prepare for and meet the future challenges of a complex democracy and a global society.

PREAMBLE

The Grossmont-Cuyamaca Community College District seeks to create a supportive learning environment that encourages innovation, faces unique challenges, and builds on proven successes. Technology is a tool to enhance the learning environment as well as transform current activities, processes, and structures into more efficient ones. Finally, the District implements a broad-based and integrated system of research, evaluation and planning to assess institutional effectiveness and uses the results for institutional improvement.

AREAS OF FOCUS

Learning and Academic Excellence	The Grossmont-Cuyamaca Community College District is committed to providing the highest quality educational programs and services using instructional technologies that fosters student retention and success. The District provides quality programs that respond to identified student and community interests, and the needs of a global society.
Student Access	The Grossmont-Cuyamaca Community College District strives to provide access to all who can benefit from higher education.
Diversity	The Grossmont-Cuyamaca Community College District recognizes the value and strengths of diverse backgrounds and perspectives and makes positive efforts to foster opportunity, understanding and respect for all.
Economic and Community Development	The Grossmont-Cuyamaca Community College District seeks civic responsibility and the economic vitality of the region through partnerships, staff and student involvement in civic affairs, and programs that are responsive to community needs.
Human, Fiscal and Physical Resources	The Grossmont-Cuyamaca Community College District strives to optimize human, fiscal and physical resources to ensure organizational integrity, effectiveness and accountability.

**2004-10
COLLEGE STRATEGIC
PLAN GOALS**

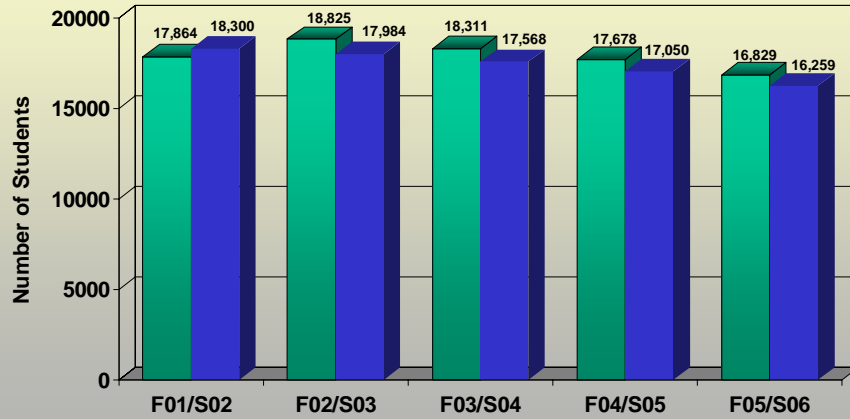
**GROSSMONT COLLEGE
2004-10 COLLEGE STRATEGIC PLAN GOALS**

- 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 pact 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.

**2005-06
INSTITUTIONAL ACCOMPLISHMENTS**

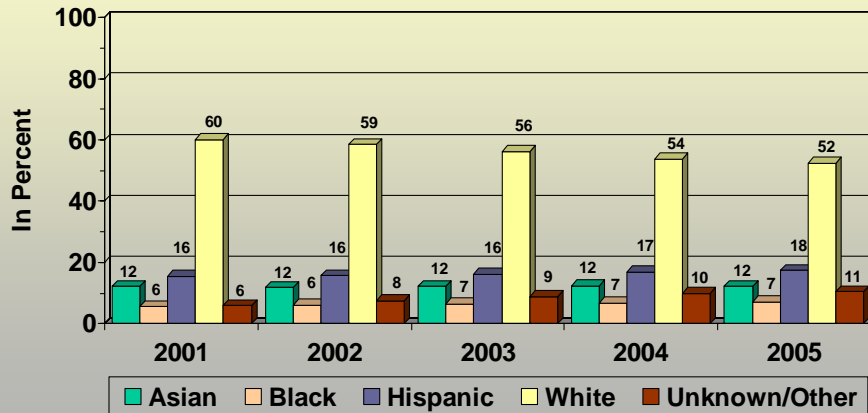
STUDENT PROFILE

Grossmont College Number of Students* Fall 2001 – Spring 2006



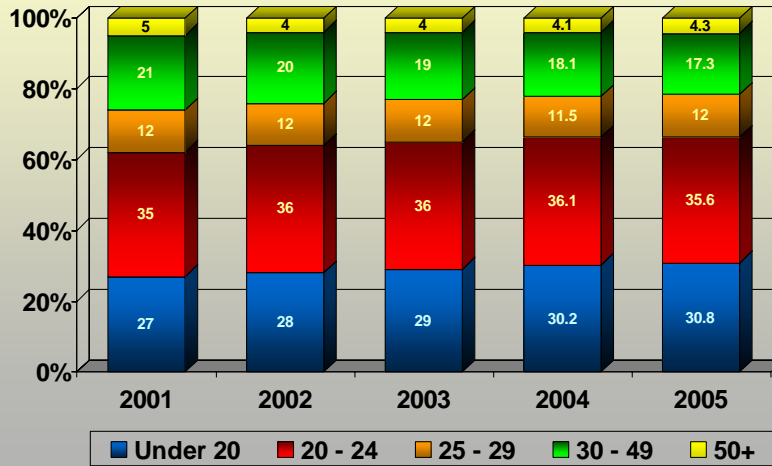
* Excludes students taking only non-credit courses.

GROSSMONT COLLEGE Ethnicity Fall Semesters: 2001 - 2005



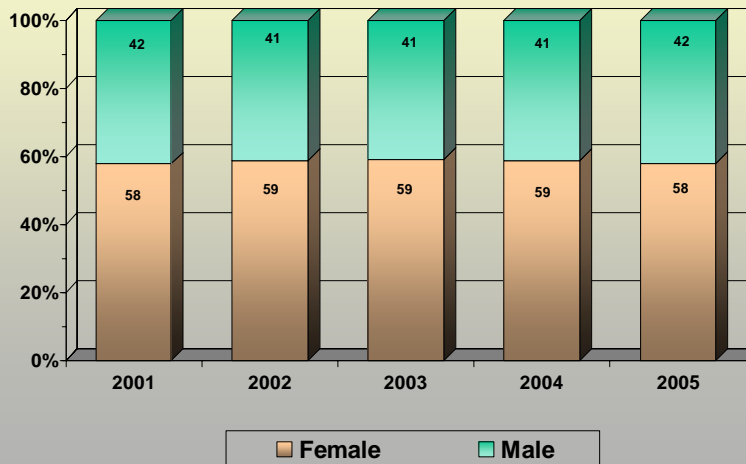
Grossmont College Age

Fall Semesters: 2001 - 2005



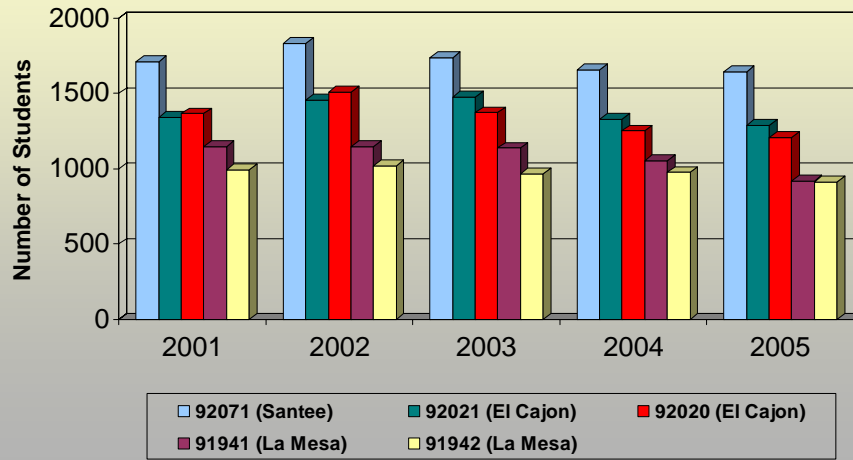
Grossmont College Gender

Fall Semesters: 2000 - 2004



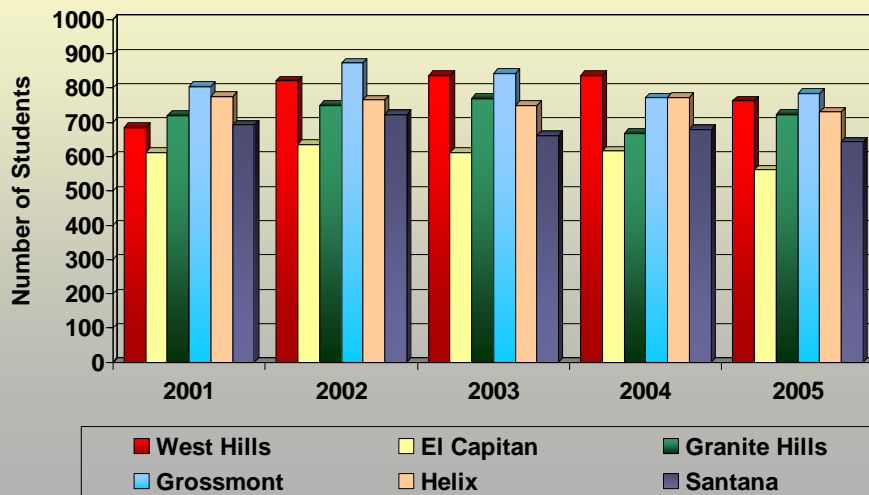
GROSSMONT COLLEGE Student Zip Code of Origin

Fall Semesters: 2001 - 2005



Grossmont College High School of Origin

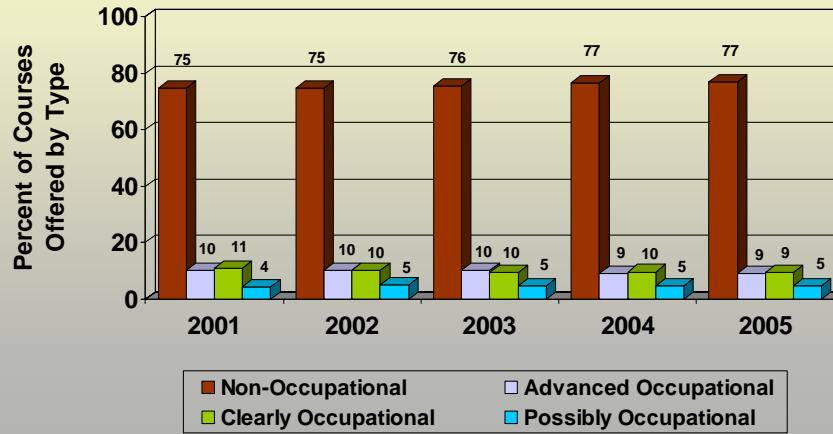
Fall Semesters: 2001 - 2005



GROSSMONT COLLEGE

Occupational Course Breakdown

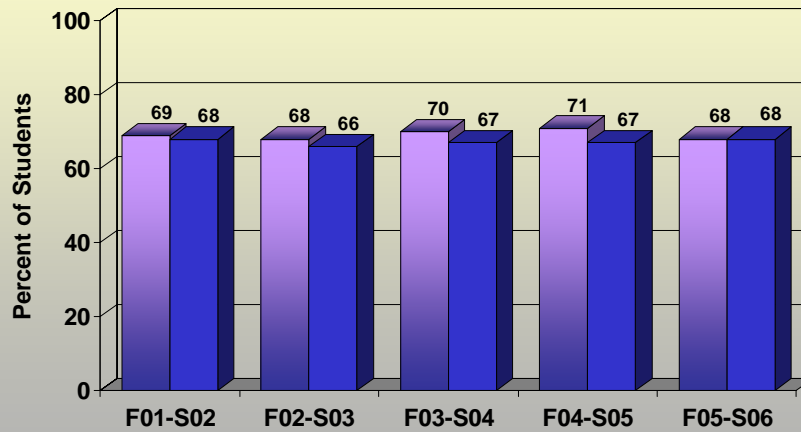
Fall Semesters: 2001 - 2005



**EDUCATIONAL
EXCELLENCE**

Grossmont College Persistence Rates for First-Time Students*

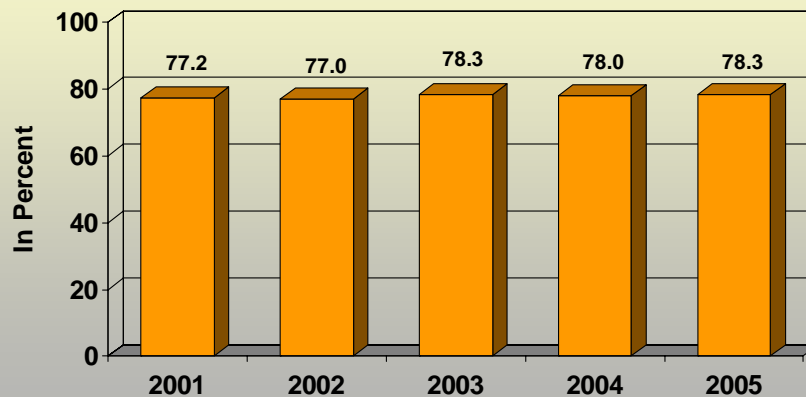
Fall to Spring Semester: 01-02 to 05-06



*Proportion of first-time students enrolled in the Fall term who re-enrolled in the subsequent Spring term.

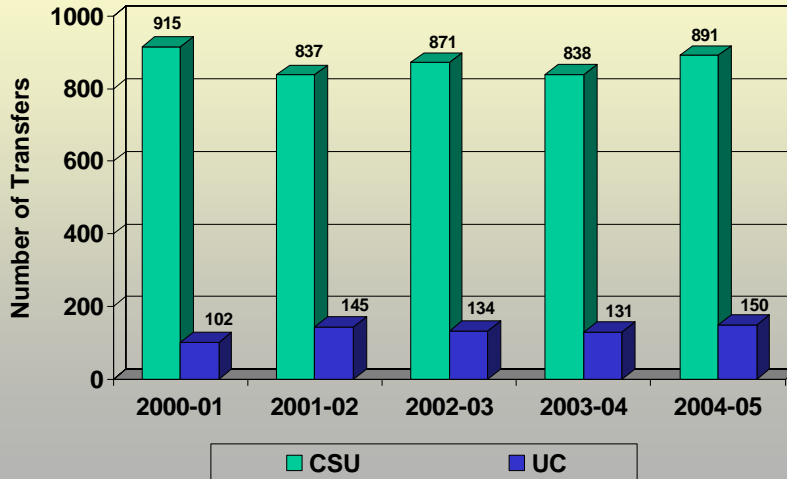
GROSSMONT COLLEGE Course Retention*

Fall Semesters: 2001 - 2005



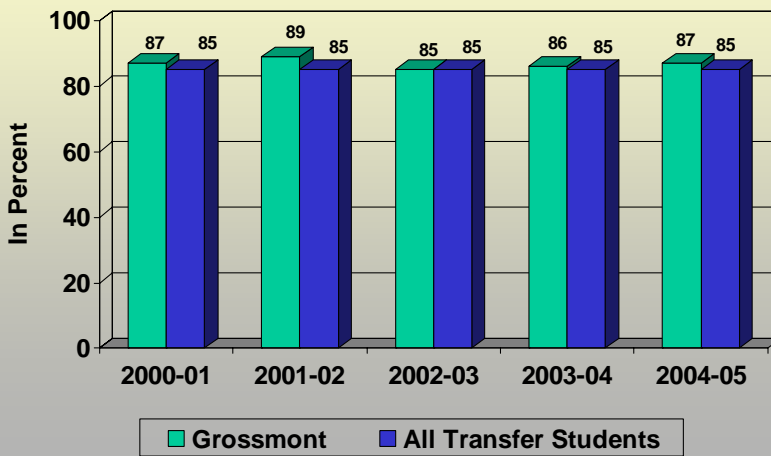
*Enrollments in which the student completes the course with a valid grade other than a 'W'.

GROSSMONT COLLEGE Transfers to CSU and UC: 2000 – 2005*



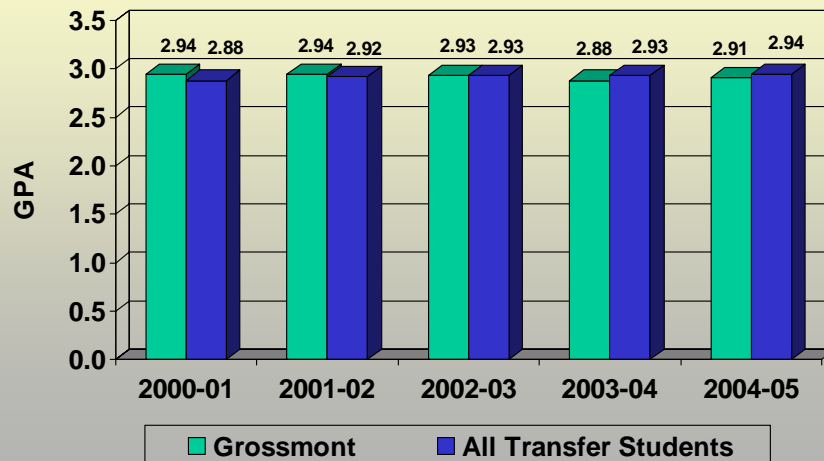
* Most recent data as of 7/17/06, provided by the California Postsecondary Education Commission.

GROSSMONT COLLEGE Continuation Rates at California State Universities: 2000 – 2005*



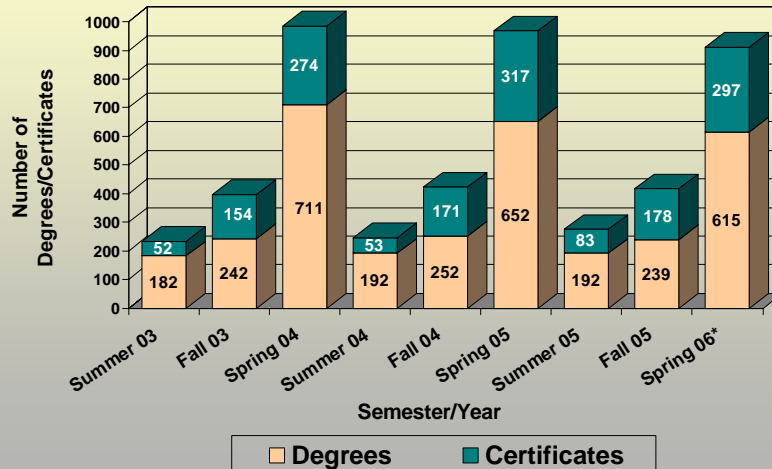
* Most recent data as of 7/17/06, provided by the CSU Analytic Studies Department.

GROSSMONT COLLEGE First Year GPA at California State Universities: 2000 – 2005*



* Most recent data as of 7/22/05, provided by the CSU Analytic Studies Department.

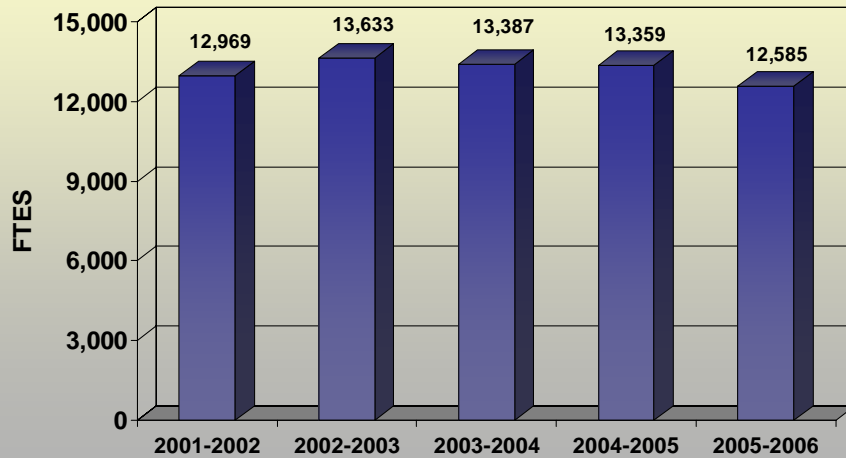
GROSSMONT COLLEGE Degrees and Certificates 2003 - 2006



* Figures are current as of 7/17/06.

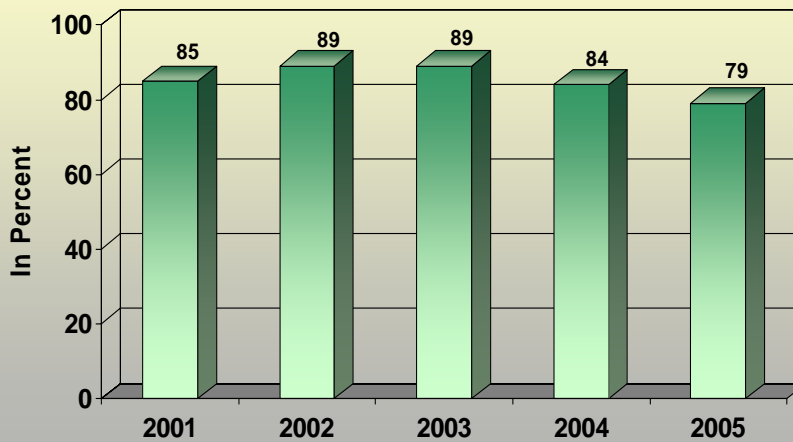
Grossmont College FTES

FY 01/02 – FY 05/06



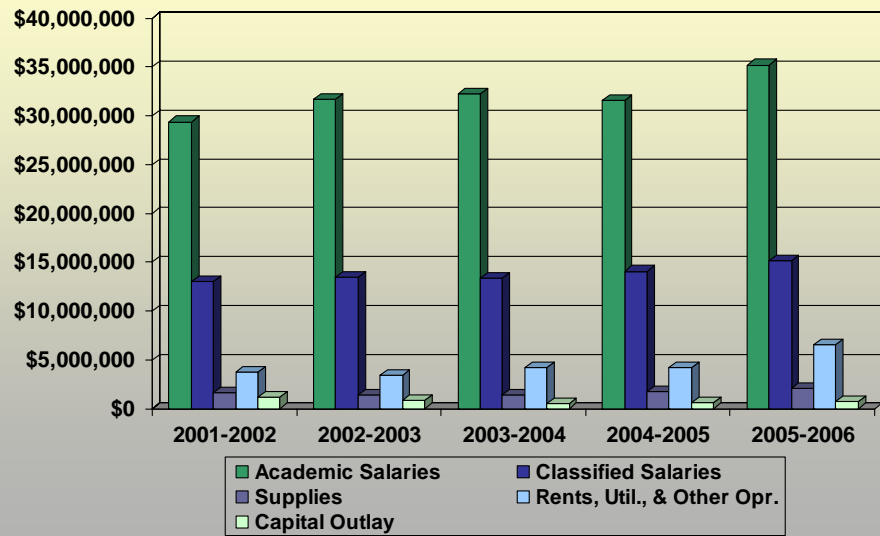
Percent of Maximum WSCH*

Fall Semesters: 2001 – 2005



* WSCH: Weekly Student Contact Hours

General Fund Expenditures FY 01/02 – FY 05/06



**2005-06
SELECTED STRATEGIC PLAN
ACCOMPLISHMENTS**

**GROSSMONT COLLEGE
2005-2006**

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.

- The accreditation co-chairs led SLO writing workshops with the Transfer Center, EOPS, Career Center, DSPS, Health Services, Job Placement, Student Affairs, Financial Aid, Admissions and Records, and the LRC. Attendees wrote outcome statements and identified assessments that will be used to judge whether the outcomes have been successfully achieved or not.
- During Spring 2006, the SLO coordinator lead SLO workshops with Biology, International Programs, ESL, Library, Child Development, Exercise Science, Sociology, Psychology, Anthropology, Business Office Technology, and Dance. All of these disciplines identified at least one gateway course and a student-learning outcome that will be studied in the coming school year.
- ASL, CSIS, AOJ, Foreign Languages, English, History, Humanities, Math, and Communication all led their own workshops. English, ESL, and Foreign Languages began by studying SLOs in their course in series that are hard blocked. They are writing outcome statements based on their established entrance and exit criteria and selecting or writing test instruments that will be used to judge how well students achieve a selected outcome.
- In Spring 2006, the College conducted an Institutional Student Learning Outcome Retreat planned by the SLO coordinator, the senate and college administration. Six teams, each made up of students, faculty, staff, and administrators, wrote lists of possible institutional student learning outcomes for our graduates and transfer students, which the SLO Coordinator then synthesized into one list. The synthesized draft list composed at the retreat will be presented to the Academic Senate in Fall 2006 and Spring 2007 for adoption and publication.
- In cooperation with the Petitions Committee, developed and implemented a treatment plan for disqualified students who apply for re-admission. Implemented an Academic Probation treatment for first-time probationary students, using the "College Success Profile" website.
- Provided direct support services to more than 1,000 students with disabilities.

- Reorganized office procedures for delivery of counseling service to students. Expanded E-counseling and same-day appointments for the first week of the semester
- Financial Aid office developed an on-line scholarship application.
- Veterans Affairs Office developed process to serve newly eligible Reservists and National Guard members who were called up to active duty since September 11, 2001
- Media Communications Department revised courses to reflect current industry standards for upper production curriculum.
- American Collegiate English program increased marketing efforts by means of a Tell-A-Friend letter, distribution of promotional materials, improved signage, and ongoing revision to the program brochure, flier, website, and poster. The number of overseas agents for ACE was also increased.
- Bookstore was graded with 100% by "secret shoppers", who anonymously shopped as students during rush.
- Increased percentage of used textbooks available to students for purchase by enhancing textbook buyback program.
- Developed a new major for elementary education transfer students entitled "Liberal Studies/ Elementary Education."
- Developed an online review course, in response to community/industry demand, to prepare Anesthesia Monitoring Technicians to sit for the national registry exam.
- Russian instructors began using online software, Russnet, which consists of separate modules for reading, writing, listening and grammar. Instructors have immediate access to the student scores and can make corrections and comments on student online writing samples.

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

- Career Center developed linkages with Student Job Placement, scheduled speakers and formed partnerships with Math, Communication and English faculty per Program Review recommendations.
- Grossmont College Career Expo attracted 117 exhibitors and approximately 3,500 attendees. This event was our largest career fair to date.
- Conducted annual Health Fair which brings to campus many agencies and organizations, including Planned Parenthood, Communities Against Substance Abuse, San Diego Blood Bank, San Diego Children and Family County Commissions "First 5" Program.
- Supported the assignment of counseling staff to the California Student Opportunity and Access Program (Cal-SOAP) Executive Board. The Cal-SOAP program is designed to build collaborative relationships with federal, state and local sponsors. Cal-SOAP is working to increase the number of students who avail themselves of postsecondary opportunities.
- Enrolled 532 international students from 51 countries, adding the college's global diversity.
- Office Professional Training integrated job search, employer requirements regarding workplace attitudes, work ethics, skills and appropriate dress into college curriculum Student Learning Outcomes.
- Enhanced the Grossmont College articulation web site resulting in a quick and accessible repository for retrievable information for counselors, faculty, students and the community.
- Increased Adult Reentry populations attending orientations.
- Grossmont College's Student Job Placement Office continued its partnerships with San Diego County business and industry; received 1,511 job opportunities and placed 793 students.
- Planned, promoted and conducted the Spring 2006 Grossmont College Study Abroad Consortium program in Madrid, Spain.

- High School Dance Day was held on the Grossmont campus, providing classes and performances to 250 high school students; coordinated High School Drama Fest which included ten area High Schools, 100 students performing scenes and monologues.
- The Spring Literary Arts Festival featured professional and student presentations.
- Forums and workshops, offered on campus and in the general community by adjunct faculty, helped bringing accurate information and understanding of our Middle Eastern community.
- 17th Annual Grossmont College Pow Wow was attended by over 1500 people and raised \$5000 for the Grossmont College American Indian Scholarship Fund.
- Media Communications Department promoted outreach to several San Diego based community organizations, including San Diego Blood Bank, San Diego Chargers Charities, and Benchley-Weinberger Elementary.
- Numerous off campus cultural events in the East County, such as Master Chorale and Grossmont Symphony events, as well as Inside the Actor's Process tour/workshop to area Middle/High Schools, were offered by the Communication and Fine Arts Division and supported by delivery and setup provided by Maintenance and Operations staff.
- Cross Cultural Studies instructor appointed as a member of the Curriculum Review Panel for the California State Board of Education, who then reviewed 386 books up for adoption for various ethnic groups are presented.
- Continued to expand Political Economy Week which now includes sessions conducted by Grossmont Political Science faculty.

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.

- Music Department obtained grant funding to replace many of the aging digital pianos used in the music labs, rooms.
- Occupational Therapy Assistant program obtained additional consumable supplies from the medical equipment industry.
- The Art Department held annual Arts Council Auction, now in conjunction with the GC Foundation, raising over \$10,000.00 for student awards.
- Through resources provided by the ASGC grant program, the Biology department purchased a new digital agarose gel photo documentation system for use in biotechnology labs.
- Theatre Arts acquired funding from the Rice Family Foundation and Union Bank of California, for the touring children's show, Inside the Actor's Process.
- The Respiratory Therapy Laboratory purchased state-of-the-art equipment through grant monies for student learning and skills rehearsal. These included three infant intubation models, a Galileo ventilator, and upgrade software for another ventilator.
- Completed the "CLAIM FOR PAYMENT" form outlining all mandated costs related to AB75 under State Mandated Costs for the calendar years 2000, 2001, 2002, 2003, and 2004. The total amount of all the Integrated Waste Management claims district wide equaled \$432,930.
- The Printing staff continued to promote budget savings through the monitoring of paper quantities, color paper and color copying.

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

- Filled 20 replacement faculty positions in the following discipline areas: Anthropology, Art/Ceramics, Art/Paint and Draw, Art/Photo, Biology, Business Office Technology (2), Cardiovascular Technology, Chemistry, Computer Science and Information Systems, Economics/Political Science, Exercise Science/Wellness (Adapted), Child Development, Communication, English, Geography, History, Learning Disabilities, Physics, and Political Science
- Filled one new faculty position in Administration of Justice department.
- Filled 23 replacement classified staff positions in the following areas: ACE, Admissions and Records, Biology, Business/Communications, CalWorks, Ceramics, Child Development Center, Financial Aid, Health Services, Instructional Computing, Instructional Operations, Maintenance, Printing, and Transfer Center.
- Filled 4 new classified staff positions in the following areas: Administrative Services, Campus Operations, Child Development Center, and Learning Assistance Center.
- ROP hired a full-time Culinary Arts instructor for Baking and Pastry program and trained various faculty on new technologies, equipment and software; sent Culinary and Pastry instructors to ACF Chefs conventions and seminar training for certifications and staff development, preparing for new curriculum and maintaining skills currency.
- Registered Mail Processor and BCS Supervisor attended key conferences, including National Postal Forum and Mail Management Seminar.
- Maintenance and Operations provided staff in-service training and educational opportunities to staff including: HVAC and DDC control classes, CASH & CASBO Seminars, electronic diagnostic training, herbicide and insecticide application training, Grounds Maintenance training, Safety Training and equipment use classes.
- Maintenance and Operations completed reorganization of departments, filling key supervisory positions, vacant custodial positions, and other positions reclassified for more effective and efficient use of human resources.

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.

- Made significant progress in planning for and training on the new student record system (Datatel Colleague).
- Baseball field stadium improved with new infield field drainage irrigation system and landscaping.
- Installed Access Control Card Reader for access to the Mail Center mailboxes to improve security.
- Coordinated the remodels of the South 500 and 590 building offices.
- Continued planning, construction and selection of new furniture fixtures and equipment for the Digital Arts and Sculpture Buildings Complex and Science Lab Building.
- Completed and opened the Life Safety Road Project.
- Completed campus wide Central Chiller Plant project.
- In conjunction with District Tobacco Task Force, mapped and installed 85 "No Smoking" signs.
- Deep cleaned all classroom carpets a minimum of three times a year
- Installed new drainage lines at Student Services area to resolve office flooding.
- Completed administrative office remodels and 25 faculty offices remodels, including lighting, flooring, ceiling and HVAC systems.
- Completed design development for Culinary Arts Classrooms 373 and 600, Health Professions SIM Man lab, remodel of 25 faculty offices, DSPS Testing Center sound proofing project, remodel of two student restrooms and two faculty restrooms in South & East 500 Buildings, replacement of Bookstore roof, and awarded Ceramic Kilm Room, Ceramics Storage Room and Pool Storage room roofing projects.
- Print Shop purchased a 4250 HP Printer dedicated to facilitating on-line job submission.
- Installed new SmartCarts technology with Data Projectors in 20 classrooms.

- Maintenance and Operations staff conducted over 400 special event set ups including graduation, career fair, club fair, and various additional education opportunities and seminars.
- Upgraded Assistive Technology Center computer hardware and software to provide state of the art instructional support. A permanent facility in the Technology Mall expanded the capacity of the ATC to accommodate larger numbers of students with disabilities.
- Continued implementation and improvement of college recycling programs, including the greens recycling program which recycled over 124 tons of waste.
- Library added over 13,000 electronic books to the library catalog database, and federated search engine capability for students to search online databases.
- The newly re-surfaced 400 meter track represented Grossmont College's commitment to the health and wellness of its students, faculty and staff, and the community we serve.

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

- ASGC created an animated mascot costume (Gizmo).
- Offered a new PDC study skills course with an emphasis on African-American student experiences.
- Forensics team hosted an intercollegiate Speech/Debate Tournament and a debate between students from Grossmont College and the People's Republic of China.
- Promoted Media Communications Program through participation and awards in national professional organization student competitions.
- Arranged custodial working hours during staff development weeks and winter break to assist in improving communication between faculty, staff and custodial crews.

PRESIDENT'S GOALS

PRESIDENT'S 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
Student orientation
Quality programs and services
Strong fiscal management
Effective decision-making at all levels
Cooperative teamwork among all stakeholders
Creativity and innovation

PRESIDENT'S GOALS 2005-06

1. **Help students achieve their full potential.**
--improve the teaching/learning process, student advising, orientation, and peer relationships; develop innovative methods that respond to different learning styles; and extensive career planning, placement and transfer services.
2. **Serve our community through innovative instruction and community service.**
--improve the quality of programs and services; promote and recognize good teaching and celebrate learning; and adequately staff and support learning opportunities and support services.
3. **Attract, develop and retain faculty and staff who exemplify our values.**
--through professional staff development, encourage cross-training and personal development; recognize faculty and staff for their achievements; and use a team approach to problem solving.
4. **Expand our marketing strategies.**
--seek alternative ways to attract and keep students; measure retention efforts; and develop and market programs that have job placement and promotion futures.
5. **Improve our facilities and equipment.**
--ensure that student laboratories, equipment, and space are given Top priority; keep computer facilities updated with current technologies that support educational and administrative functions; and ensure that staff have the technical support and equipment to do their jobs.
6. **Improve Grossmont College's relationships with constituents.**
--motivate our constituents to increase support; recognize and celebrate our constituents' support; and create and maintain a clear image that emphasizes quality of service.
7. **Prepare for implementation of new Prop R funded facilities.**
--ensure that human, physical and fiscal resources are available for the new buildings; involve appropriate constituents in the development of the new facilities.
8. **Use our resources wisely and justifiably.**

**2005-06
PRESIDENT'S RESPONSE TO
THE WAY FORWARD**

**2005-2006
PRESIDENT'S RESPONSE TO
THE WAY FORWARD**

Academic Excellence

1. Increase and track the number of students who successfully complete certificate programs, transfer course work, and associate degree and who achieve employment related to preparation.*
2. Increase the number of articulation agreements with universities and the number of students who are prepared to transfer.*

Unity

1. Strengthen relationship between Grossmont College, Cuyamaca College, and District Office staff.
2. Establish linkages with high schools, four-year institutions, community organizations, and business/industry.
3. Develop strategies designed to address District/College issues.*

Standardization

1. Recruit and fill faculty and administrative vacancies.
2. Continue to integrate institutional planning and evaluation processes that incorporate College, District, and State goals.
3. Implement the college-wide professional staff development plan that supports classified staff, faculty, and administrators.*

Alignment

1. Support the alignment of curriculum between Grossmont and Cuyamaca College.
2. Implement the process that responds to the new accreditation standards related to student learning outcomes.
3. Seek funding equity and a students first approach to available resources within the District Allocation formula and at the state level.*

Resources (Fiscal, Human, and Physical)

1. Implement the College Facilities Master Plan.
2. Improve the appearance and functionality of campus buildings, grounds, and furnishings and seek funding for additional facilities.
3. Pursue external resources and community partnerships resulting in enhanced and stable college funding.
4. Implement a capital development fund with the assistance of the Grossmont College Foundation.

****New Initiatives***

**2005-06
PRESIDENT'S RESPONSE
TO THE WAY FORWARD
AND
SELECTED ACCOMPLISHMENTS**

**2005-2006
PRESIDENT'S RESPONSE TO
THE WAY FORWARD AND SELECTED ACCOMPLISHMENTS**

Academic Excellence

Commitment to institutions focused on teaching, learning, and supportive services that lead to student success

- The CalWORKs/TANF-CDC staff received “Outstanding Performance Recognition” from the Foundation for California Community College/TANF-CDC Program for maintaining a statewide student retention rate of 91%.
- Continued to be leader in student transfers to SDSU; increased transfer to UCSD by 16%; to CSU San Marcos by 100%; and to UC by 9%
- Received Best Practice Mention from the California Chancellor’s Task Force for Career Development for the *Career Chronicle*. In addition, received a national award for Career EXPO and Career Week marketing materials.
- The English Writing Center Improved and expanded their services.
- Added a supervised tutoring class, Physics 198.
- Political Economy instituted a department-wide grading standard followed by dissemination of grade distributions by instructor for the fall semester, 2005.
- Computer Science Information Systems continued improving and developing curriculum, developed advanced teaching methods and utilized technology to facilitate student learning. Revised several courses to reflect current industry.
- Administration of Justice developed articulation agreement with Southwestern College (SWC) to establish transfer program for Grossmont Level II Police Academy completers to SWC Level I programs.
- Chemistry Department secured new articulation agreements for organic chemistry courses with 4-year institutions in California.
- English reading and writing college coordinators hosted a round table discussion.

- ROP provided training that led to jobs in the public safety sector for many students in the Emergency Dispatch and Security Academy.
- The Art Department, in conjunction with the LTRC, obtained and implemented ArtStor as a part of its digital curriculum resources.
- Political Economy expanded their program in both Model United Nations and the Sacramento Seminar.

Unity

Commitment to cooperation in good faith throughout the organization and the community to enable progress beyond that of any individual's capacity

- Initiated and collaborated with Cuyamaca College for six weeks a joint community outreach at a local mall to promote Spring 2006 semester.
- AIDS Walk/awareness (red ribbons) work with County HIV program.
- February featured an entire month of activities in celebration of Black History Month.
- Collaborated with Public Safety staff members and Hope for the Holidays, Toys for Tots, and Volunteers of America to provide community support for single parent students during the holidays.
- Increased Grossmont College transfers to CSU by 6%. Now number three in the state in percent of students who transfer to a CSU (CPEC data).
- Produced a workshop for Region X counselors on career development and job market topics.
- Expanded high school outreach to include out-of-district sites and provided increased opportunities for on-campus tours of selected programs and facilities.
- Involvement in the San Diego Education Consortium has resulted in Grossmont being the only community college highlighted on SDEC website.
- Coordinated successful UniversityLink orientation/recruitment workshops with East County high schools.

- Administration of Justice expanded outreach activities to K-12 school districts and postsecondary education institutions.
- Marketing Department increased student participation and completed review of Hospitality and Tourism Program to confirm student transfer opportunities to SDSU.
- The Respiratory Therapy externship program expanded participation to four area hospitals.
- Updated and upgraded instructional equipment and software in Digital Arts, Art History, Sculpture and Photo areas. Ceramics and 2-D received digital projection systems as part of an upgrade.

Standardization

Commitment to standardizing systems and processes to save resources, facilitate operations, and remove barriers

- Occupational Therapy Assistant Program completed self-study and the required administrative process for continued affiliation with the VA Medical Center, La Jolla, CA.
- Orthopedic Technology Program completed process for 3-year recertification of the Program by the National Association of Orthopedic Technologists.
- English Department held a learning communities symposium.
- Provided advanced seminars on Transcranial and Abdominal Doppler Ultrasound techniques for students enrolled in the Vascular Track of the CVT program.
- EOPS worked with the Financial Aid office to establish linkages with community organizations and campus departments through the development of the Foster Youth Program.
- English Department continued articulation meetings with Grossmont Union High schools and SDSU.
- Participated in the CalPASS SDSU Pilot Project for English 120 classes.

Alignment

Commitment to align curriculum and practices to eliminate obstacles to student success and facilitate seamless transition

- Collaborated with Cuyamaca Articulation Officer which resulted in 17 courses reaching alignment between the colleges. Addressed all non-aligned courses and for CSU and IGETC certification resulting in a small number yet to reach resolution.
- Successfully negotiated a new articulation agreement with SDSU for German courses and Spanish for the Native Speaker 122 and 123.

Resources (Fiscal, Human, and Physical)

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

- The EOPS/CalWORKs office space was restructured internally to provide more confidentiality for students and counselors.
- Developed and submitted through the shared governance process for college and district approval new college procedures addressing facility identification process, Prop R Funding allocation and reallocation process, and Prop R funding plan.
- Completed several architectural barrier removal projects including automated doors at A&R, Student Health Services, and College Bookstore. Repaired and replaced the wheel chair ramps to the offices and classrooms at portable building 342.
- Assisted in the installation and placement of new concrete benches, trash cans and recycling containers on campus.
- Painted exteriors of seven buildings. Painted all concrete columns on campus.
- Compiled specifications for design development and construction of Grossmont College track facilities.
- The Academic Senate sponsored Roger Bowen, General Secretary of the AAUP, to be the keynote speaker on August 15, 2005, for the August Convocation.