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Page 1: I. Service Area Overview and Update

Q1

1 Service Area for Review:

Presidents Office

Q2

2 Lead Author:

Dr. Jessica Robinson, MSW

Q3

3 Collaborator(s):

Valeri Wilson

Q4

4. Manager(s):

N/A

Q5

Respondent skipped this question

5. Initial Collaboration Date with your Manager:

Page 2: II. Service Area Reflection and Description

Q6

6. Provide your service area's mission statement. If your service area does not have a mission statement, what is your timeline for creating a mission statement?

The Cuyamaca College Mission is to advance equity and social justice through student-centered and innovative approaches to education. We strive to create unique and meaningful learning experiences that build upon the strengths and socio-cultural experiences of our diverse student population and the communities we serve by providing programs that lead to certificates, degrees, transfer, career opportunities, and ultimately social and economic mobility.

Q7

Yes

7. Is the service area description in the current college catalog up to date and accurate?

Q8

8. Describe how your service area advances the College's new vision of equity, excellence, and social justice through education. How does the service area reflect the College's mission and values?

The President's office is vital in setting the expectation for consistent progress on the college's vision of equity, excellence, and social justice. This includes involvement in shared governance council goal setting, revamping hiring practices, and increasing access and persistence with student outcomes to meet the college's strategic priorities. Additionally, the president's 2023-2024 Vision (below) supports the college's mission and vision.

- Deepening Community Engagement.
- Cultivating an environment where students and employees value their time at Cuyamaca.
- Adopt a culture of transparency and accountability.

Which leads to expanded access, increased persistence, and success (for students and employees).

Q9

9. Administrative areas collect data in many different ways. This may include the number of students, employees, or community members served, survey results, number of projects completed, number of square feet maintained, or other data collected by the department. Please provide a summary of the kinds of data your service area uses to assess performance.

The President's office employs a comprehensive approach to assess performance by collecting and analyzing various types of data. The key metrics we utilize span a range of categories, offering a holistic view of our operations. Some of the primary data points we focus on include:

Enrollment

- We track the total enrollment, persistence, completion, and demographic breakdown of the students benefiting from our programs or services.
- We also track the count and demographic background of our staff, administrators, and faculty members.

Community Engagement

- We measure our outreach efforts on the broader community, emphasizing the extent to which our services are reaching and benefiting local residents.

Survey and Feedback Data

- Our college regularly conducts surveys to gather feedback from students, employees, and community members to assess satisfaction, identify improvement areas, and gauge our programs' overall effectiveness.

Infrastructure and Maintenance

- This metric provides insight into the scale and complexity of the physical facilities and spaces as well as need.

Financial Performance

- We assess our financial performance by analyzing budget allocation and expenditures, ensuring effective resource utilization and fiscal responsibility rooted in transparency.

Operational Efficiency

- We define and monitor specific KPIs relevant to our operational goals. These are reviewed yearly at our all-campus workshops, where goals are set and assessed.

Compliance and Regulatory Metrics

- We track compliance with relevant laws and regulations, ensuring that our operations align with legal requirements and CCC standards.

By leveraging this diverse data set, we aim to paint a comprehensive picture of our performance, identify success areas, and pinpoint improvement opportunities. This approach enables us to make informed, transparent decisions, enhance the quality of our services, and ultimately better serve the needs of our students and community with accountability and care.

Q10

10. What do these data imply about the progress made on goals set in your previous comprehensive program review?

This is the first comprehensive program review completed by the current president.

Q11

11. How will these data inform goals, action steps, or other changes in the department over the next four years?

The continuous data collected across our campus will play a crucial role in shaping the president's office's goals, action steps, and overall strategic direction over the next four years. Analyzing enrollment, community engagement information, and student survey data will help set realistic and informed student access goals. Understanding the needs and preferences of our community will enable us to tailor our programs, courses, and services to better meet their expectations.

Operational efficiency metrics and KPIs will guide action steps to improve overall access, persistence, and success as identified in our strategic plan. Tracking enrollment trends, financial performance, and community engagement data over the four-year period will aid in forecasting long-term needs and opportunities. This foresight will contribute to more effective long-term planning and goal setting. By leveraging data-driven insights, the president's office aims to adapt proactively to changing circumstances, continuously improve its operations, and enhance its overall impact on students, employees, and the community over the next four years.

Q12

12. Over the next 4 years, how will your service area apply an equity-minded approach to its work?

Over the next four years, the President's office is committed to applying an equity-minded lens across all aspects of the college. This commitment involves recognizing and addressing disparities in access, persistence, and success among student groups. Specifically for our disproportionately impacted students. This includes ensuring campus wide data is disaggregated. This allows for a more nuanced understanding of disparities and helps in tailoring interventions accordingly. Prioritizing budget allocations to address disparities and allocate resources equitably will be a goal. This will involve directing more resources toward programs or initiatives that specifically benefit historically marginalized or underrepresented groups. Additionally, modifying programs to be inclusive and accessible to diverse populations with the consideration of unique needs and perspectives of different communities and adapt services to ensure equitable participation and success.

Implementing intentional and targeted outreach strategies to engage with communities that have historically been underserved or marginalized will occur and input will be sought from these communities to inform decision-making and program development.

Events such as convocation will be used to provide ongoing professional development opportunities for our campus community to enhance their understanding of equity issues and develop the skills necessary to create inclusive and culturally competent environments. Monitoring outcomes, participation rates, and satisfaction levels among different demographic group as well as ensuring we have accountability measures to ensure that equity goals are actively pursued and achieved is essential. This will involve regular assessments, reporting mechanisms, and transparent communication about progress and challenges.

Q13

13. Please describe the most significant or impactful ways your service area has worked across the college to advance the college's vision over the past four years.

Over the past one and a half years (the current president's tenure), the President's office has played a pivotal role in advancing the college's vision through several significant and impactful initiatives that emphasize collaboration and holistic progress. This includes participation in the college's strategic planning process, contributing insights and expertise to align the president's vision with the broader institutional vision. This involvement ensures that the president's offices efforts are synchronized with the overarching direction of the college.

The president's office has worked hard to partner college wide to establish and understand common metrics and analytics. This has been done in partnership with our office of Institutional effectiveness to gather college wide data. This data-driven approach has allowed the president to partner in all campus convenings, workshops and convocation and has allowed for a comprehensive understanding of informed goal setting, budget allocations, and decision-making across the college.

Over the past year the president's office has worked hard to established partnerships with external organizations and community stakeholders to advance the college's vision beyond the direct areas surrounding the campus. This work will be expanded over the next four years in an effort to have a greater enrollment impact with the broader community.

Q14

Respondent skipped this question

OPTIONAL UPLOAD 1: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

Q15

Respondent skipped this question

OPTIONAL UPLOAD 2: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

Q16

Respondent skipped this question

OPTIONAL UPLOAD 3: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

Page 4: IV. Strengths, Challenges & External Influences

Q17

14. Please describe your service area strengths.

Over the past year and a half, the president's office has changed dramatically. A large part of this change has come with the full return to campus and the plethora of hiring. One of the goals of the current president is to support idea sharing as the office works diligently to support each of the departments and divisions within the college as we adjust to so many new employees and students on campus. The ability to work tirelessly to meet the demands of a hybrid environment and the onboarding of employees are significant strengths that have allowed the campus community to survive and increase enrollment post-pandemic.

Q18

15. Please describe your service area challenges.

Challenges for our college are many, including loss of student enrollment for our Black and Latinx students, an ongoing departure of employees and leadership, as well as frustrations with the lack of concrete district-wide processes and practices.

Q19

16. Please describe external influences that affect your service area (both positively and negatively).

External influences that negatively affect our college include the slow, long processes for hiring new staff; the lack of time in the office to do work or have “think time”; the overscheduling of meetings (we have too many both at the college and in the district); and technology and software (upgrades, changes, off-line service) that affect work and student success. Our college is positively impacted by the strong leadership of Interim Vice President of Student Services, our Vice President of Instruction, our Senior Dean of Research (also serves as Interim VPSS), and our College and Community Relations Director. These college leaders have been instrumental in communicating with and connecting the campus. Additionally, we have faculty, classified professionals, and administrative managers working to reach college goals and serve students in an ever-changing hybrid environment.

Q20

17. Given these factors, what opportunities exist for the service area to advance the College’s goals in the next 4 years?

Considering the external influences and the goal of increasing success for Black and Latinx students, the president’s office can explore several opportunities to advance the college’s goals over the next four years. One main goal is to partner with college leadership to develop and implement diversity and inclusion initiatives. This will involve creating targeted programs, support services, and resources specifically designed to address the needs of Black and Latinx students. Building a more inclusive campus environment will improve success rates for these student groups in and out of the classroom. Additionally, the president’s office will work to connect with college leadership to establish leadership development programs that promote transparency and accountability, fostering an environment that promotes effectiveness.

Page 5: V. Previous Goals

Q21

Previous Goal 1:

: After reviewing student and employee demographics and noted the gap between our diverse student backgrounds and our current employees we noticed a distinct and noted difference between the background of our disproportionately impacted students and our current employees, resulting in the need to reexamine our equitable hiring and retention practice. As such we listed that over the course of the 2022-2023 academic year we would complete the diverse hiring of 12 faculty, seven deans, one VPI, and several classified professionals to reflect the students and communities we serve.

Q22

In Progress - will carry this goal forward into next year

Goal Status

Page 6: V. Previous Goals continued

Q23

Respondent skipped this question

Please describe the results or explain the reason for deletion/completion of the goal:

Q24

Respondent skipped this question

Do you have another goal to update?

Page 7: V. Previous Goals continued

Q25

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards

There is still one faculty position and one academic dean left to hire this year. Additionally, while most classified hiring has been completed, many new ones exist.

Q26

Increase hiring and retention of diverse employees to reflect the students and communities we serve

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q27

Respondent skipped this question

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Q28

Respondent skipped this question

What resources, if any, are needed to achieve this goal? Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Q29

Yes

Do you have another goal to update?

Page 8: V. Previous Goals continued

Q30

Previous Goal 2:

Increase equitable enrollment overall when compared to the 2021-2022 academic year

Q31

In Progress - will carry this goal forward into next year

Goal Status

Page 9: V. Previous Goals continued

Q32

Respondent skipped this question

Please describe the results or explain the reason for deletion/completion of the goal:

Q33

Respondent skipped this question

Do you have another goal to update?

Page 10: V. Previous Goals continued

Q34

Respondent skipped this question

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal. OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

Q35

Increase equitable access (enrollment)

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q36

Respondent skipped this question

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Q37

Respondent skipped this question

What resources, if any, are needed to achieve this goal? Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Q38

No

Do you have another goal to update?

Page 11: V. Previous Goals continued

Q39

Respondent skipped this question

Goal 3:

Q40

Respondent skipped this question

Goal Status

Page 12: V. Previous Goals continued

Q41

Respondent skipped this question

Please describe the results or explain the reason for deletion/completion of the goal:

Q42

Respondent skipped this question

Do you have another goal to update?

Page 13: V. Previous Goals continued

Q43

Respondent skipped this question

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal. OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

Q44

Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q45

Respondent skipped this question

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Q46

Respondent skipped this question

What resources, if any, are needed to achieve this goal?
Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Q47

Respondent skipped this question

Do you have another goal to update?

Page 14: V. Previous Goals continued

Q48

Respondent skipped this question

Goal 4:

Q49

Respondent skipped this question

Goal Status

Page 15: V. Previous Goals continued

Q50

Respondent skipped this question

Please describe the results or explain the reason for deletion/completion of the goal:

Page 16: V. Previous Goals continued

Q51

Respondent skipped this question

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal. OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

Q52

Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q53

Respondent skipped this question

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Q54

Respondent skipped this question

What resources, if any, are needed to achieve this goal?
Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Page 17: VI. New Goals

Q55

Yes

Would you like to propose any new goal(s)?

Page 18: VI. New Goals continued

Q56

New Goal 1:

Create and implement an Administrative Leadership Advisory Team (ALAT) Academy.

Q57

Increase hiring and retention of diverse employees to reflect the students and communities we serve

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q58

Please describe how this goal advances the college strategic goal identified above.

By training administrators together on topics such as leadership skills, how to practice and support DEIA in an area/department/division, Effective and equity-minded communication, Teamwork and Community Building, Data-informed decision-making (scheduling, faculty hiring, budgets, etc.), HR practices, and more, a culture of support and information sharing can be created to encourage retention of managers.

Q59

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

Over the past year, we have hired seven new deans, one new president, and one Vice President. This influx of new administrative leads required an onboarding and supportive environment to increase the sustainability and retention of these employees and the ability to learn the culture and support their team members.

Q60

Action steps for the Next Year:

Create and implement monthly ALAT Academy sessions.

Q61 **Respondent skipped this question**

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q62
How will this goal be evaluated?

Evaluation criteria will be set once the program goals are established.

Q63 **No**

Do you have another new goal?

Page 19: IV. New Goals continued

Q64 **Respondent skipped this question**

New Goal 2:

Q65 **Respondent skipped this question**

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q66 **Respondent skipped this question**

Please describe how this goal advances the college strategic goal identified above.

Q67 **Respondent skipped this question**

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

Q68 **Respondent skipped this question**

Action steps for the Next Year:

Q69 **Respondent skipped this question**

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q70 Respondent skipped this question

How will this goal be evaluated?

Q71 Respondent skipped this question

Do you have another new goal?

Page 20: IV. New Goals continued

Q72 Respondent skipped this question

New Goal 3:

Q73 Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q74 Respondent skipped this question

Please describe how this goal advances the college strategic goal identified above.

Q75 Respondent skipped this question

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

Q76 Respondent skipped this question

Action steps for the Next Year:

Q77 Respondent skipped this question

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q78 Respondent skipped this question

How will this goal be evaluated?

Q79 Respondent skipped this question

Do you have another new goal?

Page 21: VI. New Goals continued

Q80 Respondent skipped this question

New Goal 4:

Q81 Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q82 Respondent skipped this question

Please describe how this goal advances the college strategic goal identified above.

Q83 Respondent skipped this question

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

Q84 Respondent skipped this question

Action steps for the Next Year:

Q85 Respondent skipped this question

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q86 Respondent skipped this question

How will this goal be evaluated?

Page 22: VII. Resources Needed to Achieve Goal(s)

Q87 Respondent skipped this question

1. Administrator Position Request 1:a. Description

Q88 Respondent skipped this question

b. This position is being requested to advance the following Program Goal(s):

Q89

Respondent skipped this question

2. Administrator Position Request 2:a. Description

Q90

Respondent skipped this question

b. This position is being requested to advance the following Program Goal(s):

Page 23: Final Check

Q91

I am ready to submit my program review

Are you ready to submit your program review? If you would like to go back and review a section, select a section and click "Next."
