

Grossmont College Annual Planning Forum 2015

Why Back to the Future

- Looking Back
 - Review data and progress
 - Review College Initiatives & Outcomes
- Looking Forward
 - What are the emerging issues & gaps
 - How do these align with District wide issues/gaps
 - What do we need to focus on as we begin planning for our next Strategic Plan

Tasks for the Day

- Acknowledgements, introductions, binders
- Update college Scorecard and key performance indicators
- Review initiatives and outcomes to date
- Qualitative Data – Student Focus Group results
- Answer the question: What areas emerge from the data as needing attention?
- Discuss the proposed district strategic goals
- Identify next steps

2010-16 Strategic Goals

Student Access

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

Goal 2: Respond to changing community needs

Learning and Student Success

Goal 3: Provide an Exceptional Learning Environment to Promote Student Success

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

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

Fiscal and Physical Resources

Goal 6: Promote Institutional Effectiveness

Goal 7: Develop and maintain an exceptional learning environment

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

Economic and Community Development

Goal 9: Enhance Workforce Preparedness

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

Value and Support of Employees

Goal 11: Promote Employee Success

Departmental and Unit Planning

For 2015-16

- Use same goals for your activities
- Use same goals for reporting your accomplishments
- Strategic Planning for the college begins Fall 2015

Start Strong

- Application Process
- Assessment/Orientation/Advising
- English and Math in the first year
- Declare long term goal by end of first year

Keep Moving

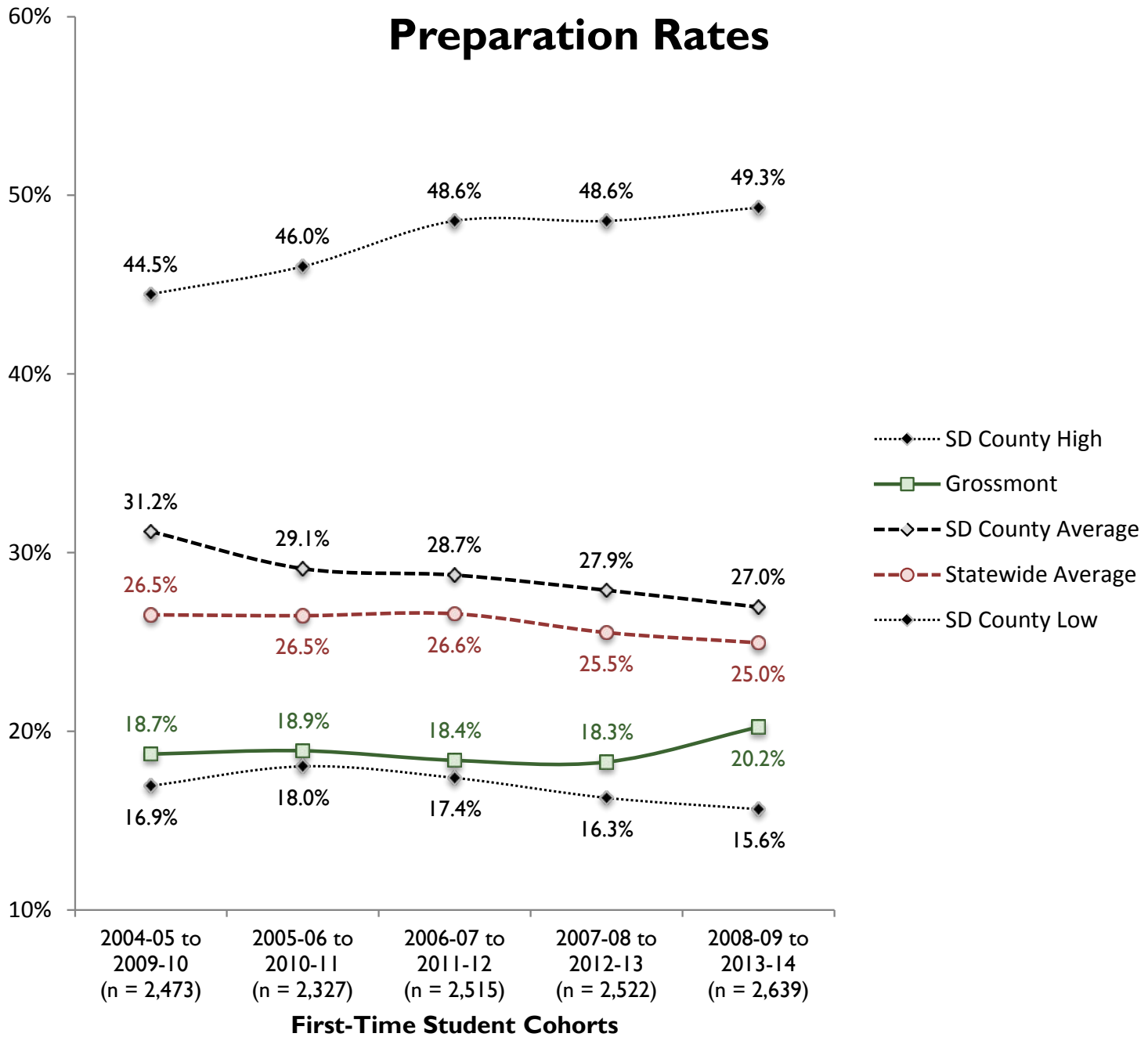
- Continuous enrollment for 3 consecutive terms
- Complete 30 units of degree applicable work
- Achieve transfer readiness within 6 years

Reach the Goal

- Complete a degree or certificate
- Successfully transfer to a 4-year institution
- Pass licensure or certification exams

START
STRONG

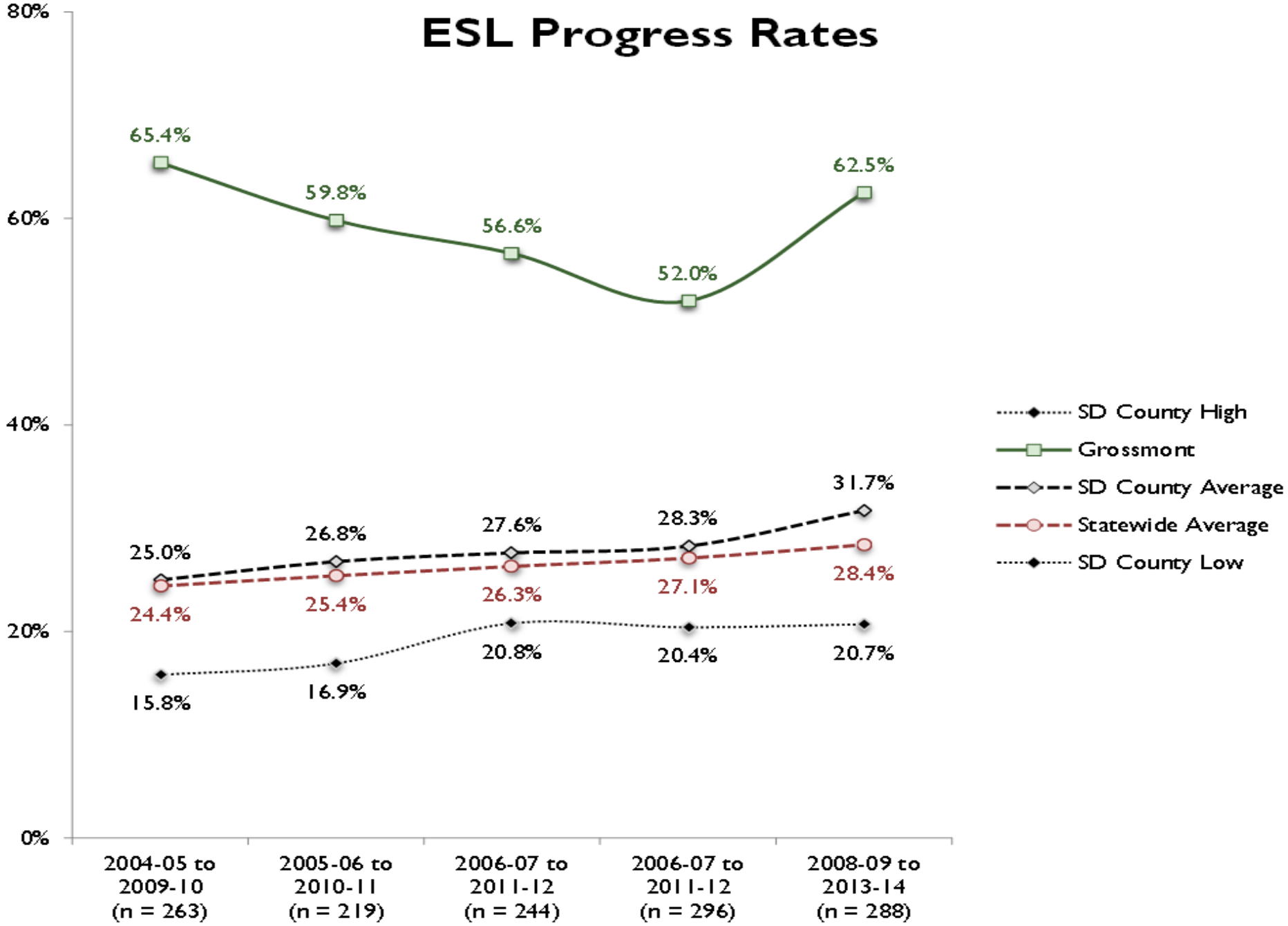
Preparation Rates



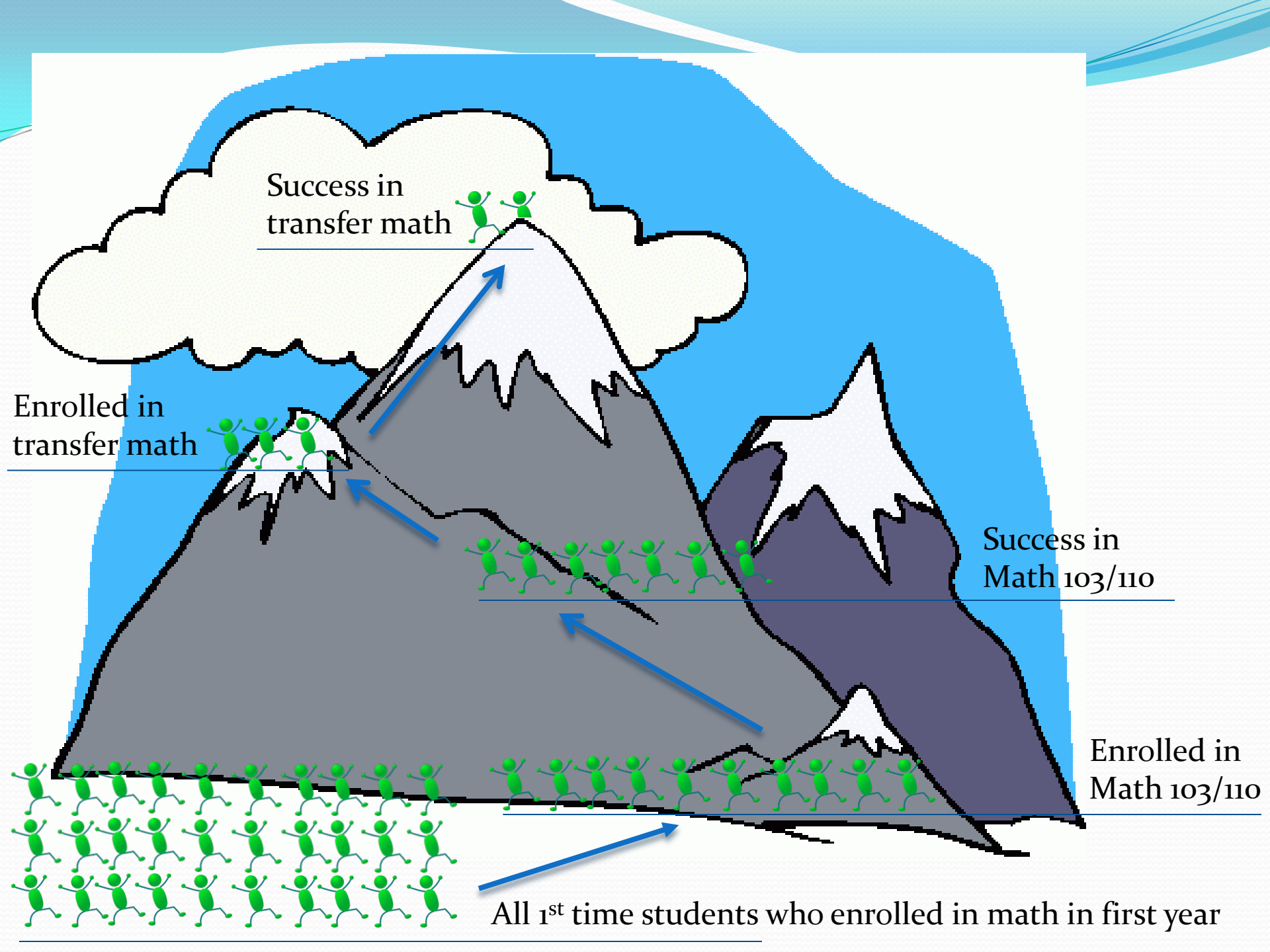
First Year Enrollment Patterns

	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Five-Year Average
Enrolled in English/ESL Only	11.0% (n = 637)	11.4% (n = 591)	12.2% (n = 588)	14.0% (n = 555)	12.8% (n = 616)	12.2% (n = 2,987)
Enrolled in Math Only	14.2% (n = 817)	18.0% (n = 937)	16.7% (n = 810)	13.7% (n = 545)	12.1% (n = 582)	15.0% (n = 3,691)
Enrolled in Both English/ESL and Math	32.4% (n = 1,870)	34.5% (n = 1,790)	33.2% (n = 1,606)	32.9% (n = 1,306)	35.7% (n = 1,714)	33.7% (n = 8,286)
Not enrolled in English/ESL or Math	42.4% (n = 2,443)	36.1% (n = 1,875)	37.9% (n = 1,832)	39.3% (n = 1,558)	39.3% (n = 1,888)	39.1% (n = 9,596)
1st Time Cohort	(n = 5,767)	(n = 5,193)	(n = 4,836)	(n = 3,964)	(n = 4,800)	(n = 24,560)

ESL Progress Rates

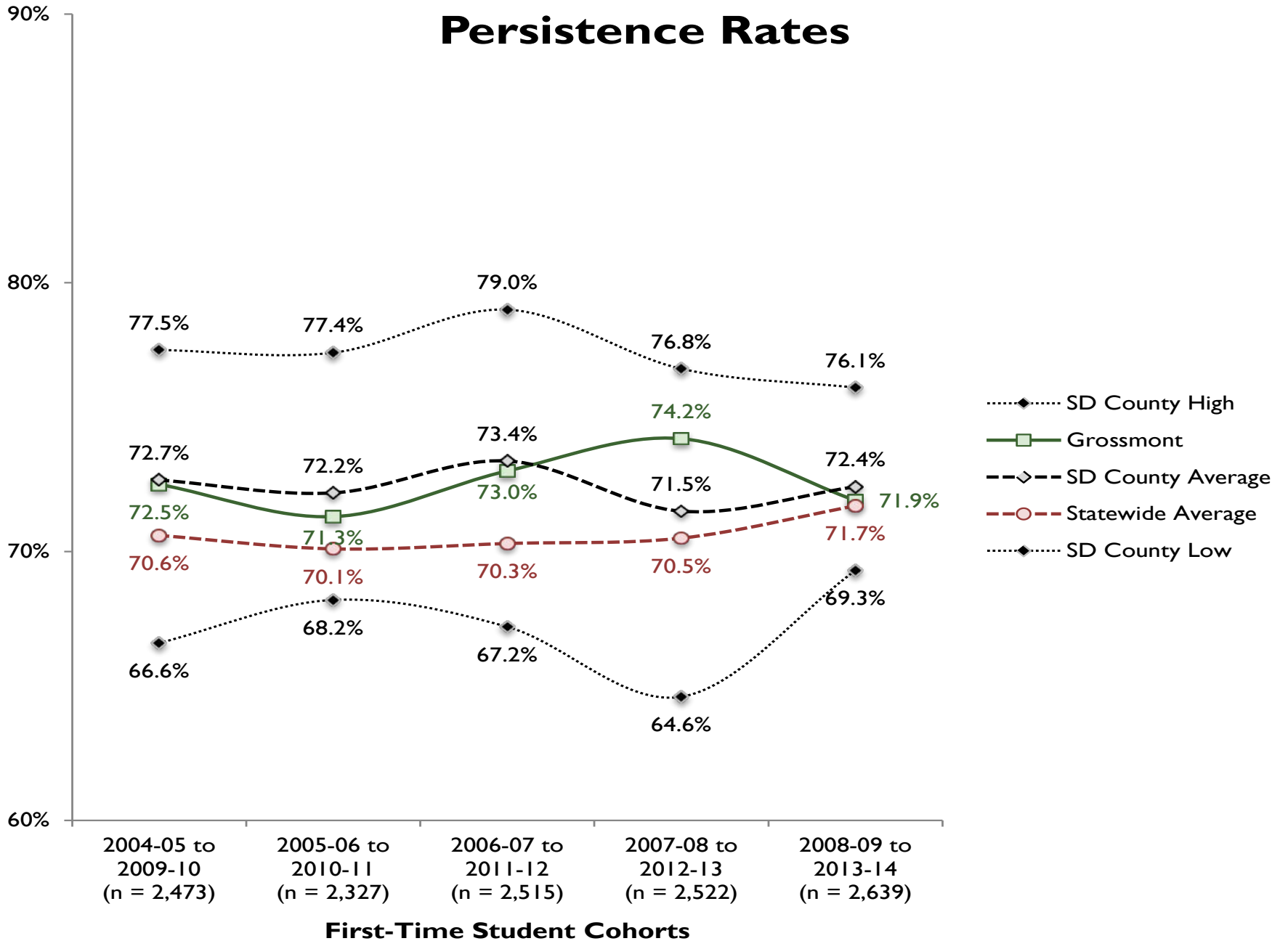


Attempted Below Transfer ESL Student Cohorts



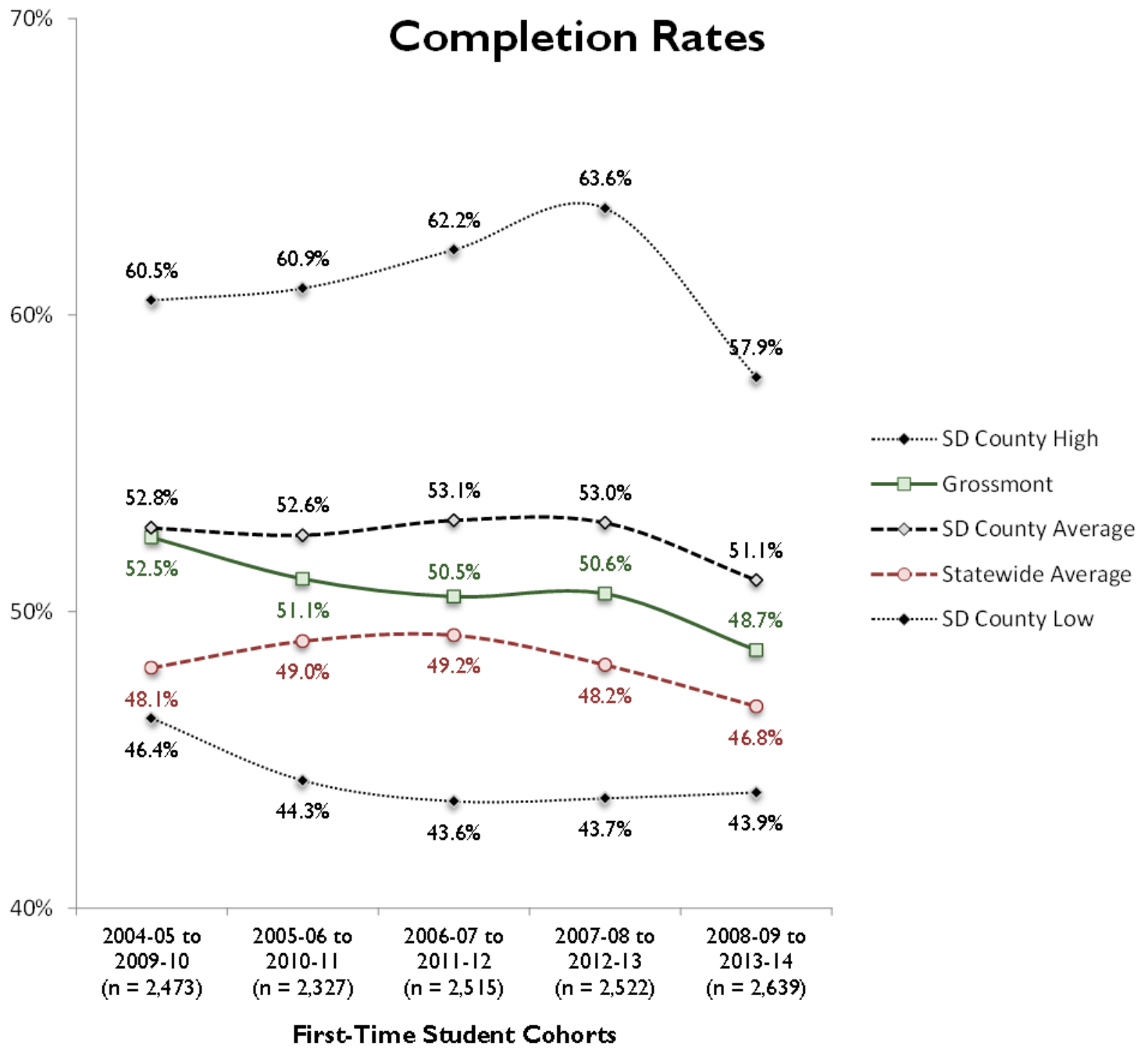
KEEP MOVING

Persistence Rates



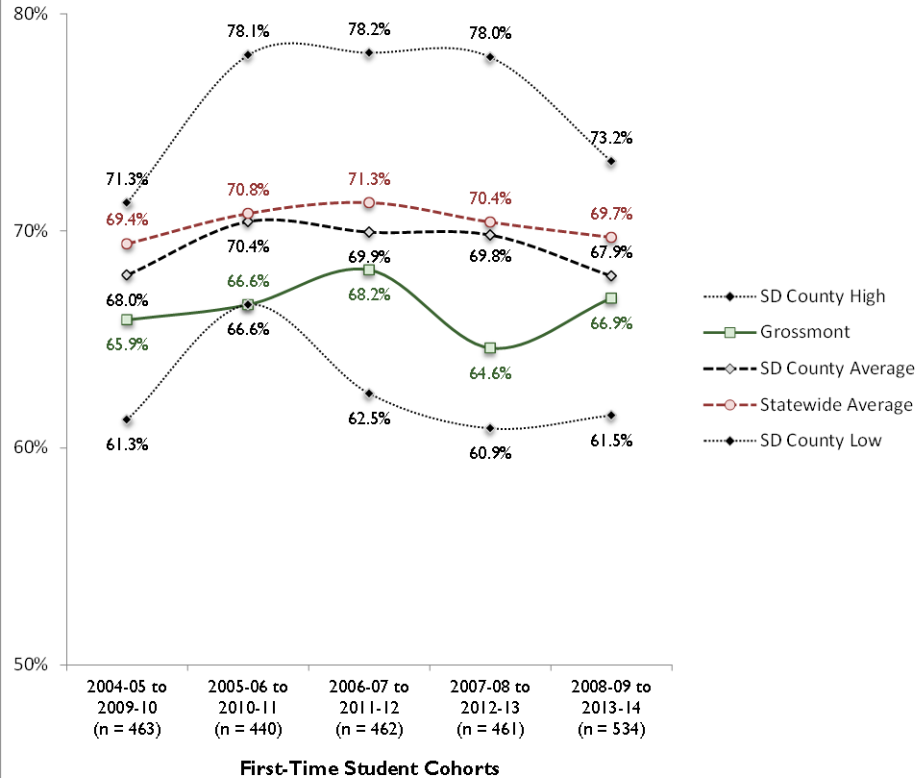
**REACH
THE
GOAL**

Completion Rates

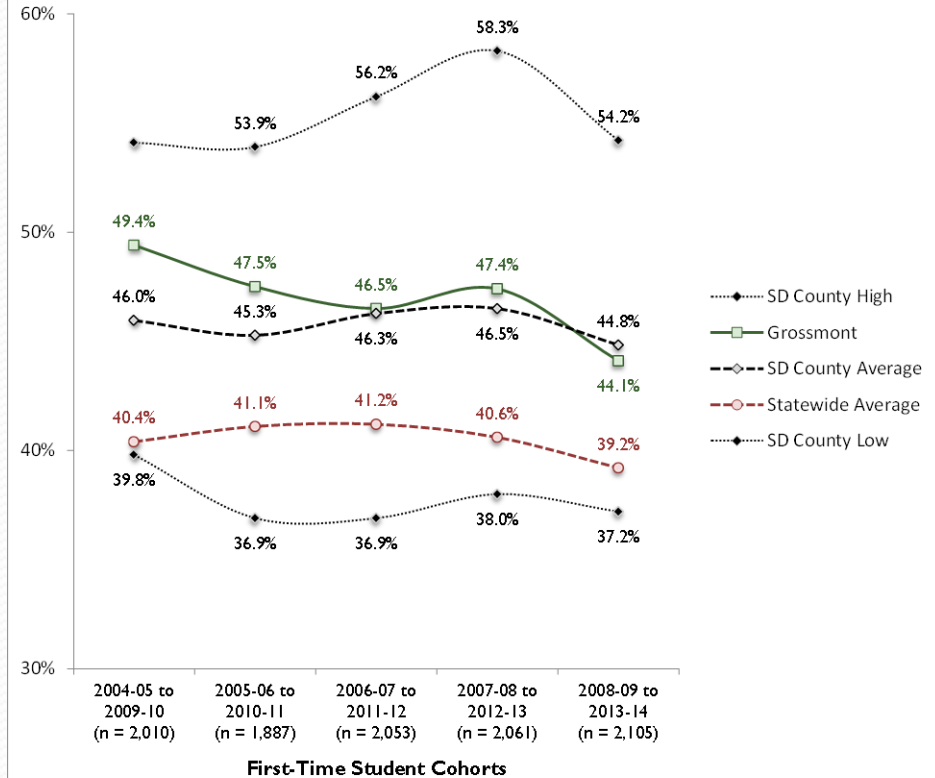


23% Gap

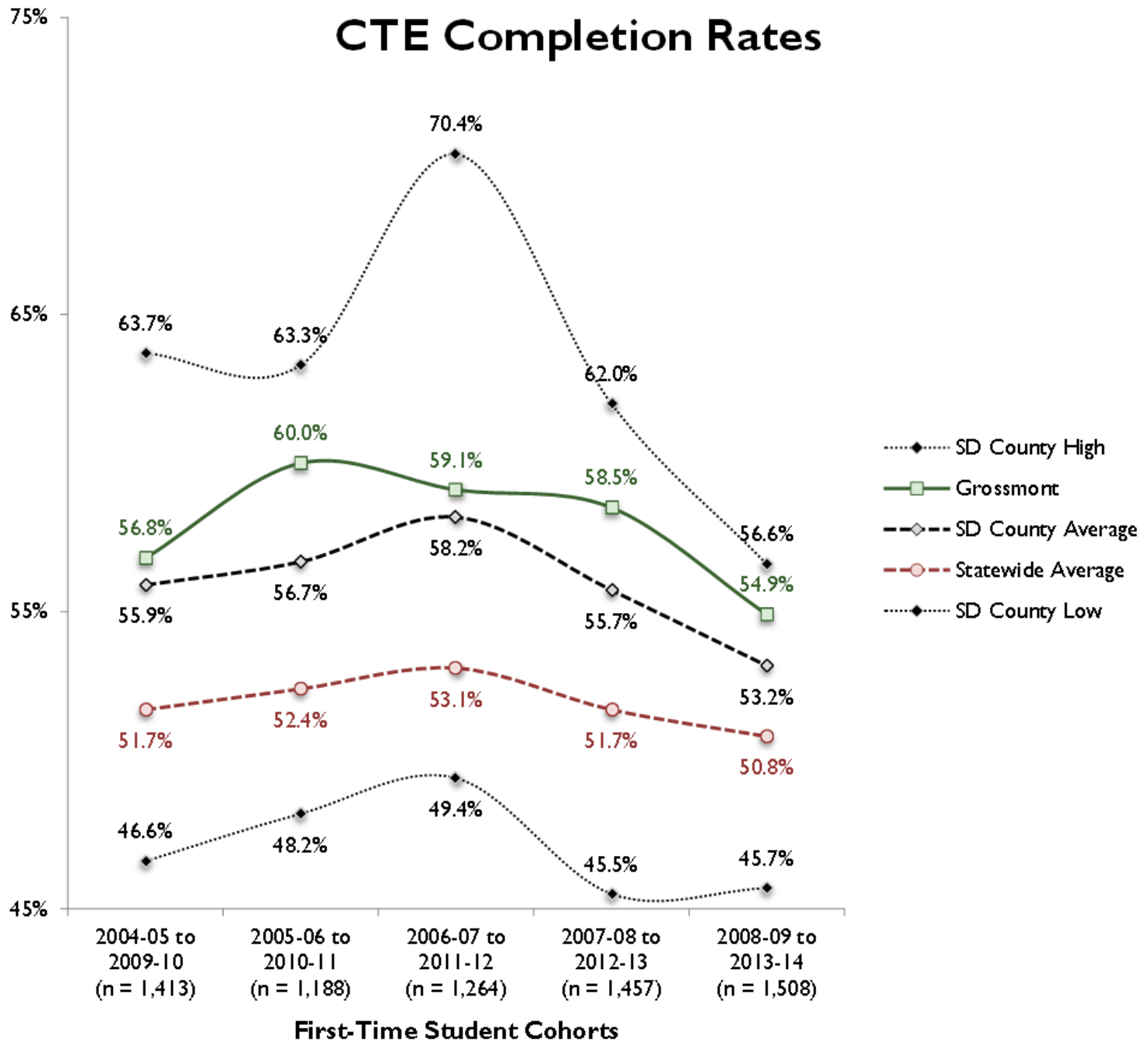
Completion Rates-Prepared Students



Completion Rates-Unprepared Students



CTE Completion Rates



Degrees and Certificates

	2009-10	2010-11	2011-12	2012-13	2013-14
A.A. Degree	663	587	580	639	774
A.A.-T Degree	--	--	14	35	146
A.S. Degree	469	575	526	582	629
A.S.-T Degree	--	--	--	--	184
Total Degrees	1,132	1,162	1,120	1,256	1,733
60+ Units	2	1	2	--	--
30.0-59.9 Units	248	368	575	751	985
18.0-29.9 Units	120	117	143	122	157
Total Certificates	370	486	720	873	1,142
Total Awards	1,502	1,648	1,840	2,129	2,875

DISPROPORTIONATE IMPACT

	African American	American Indian	Asian	Filipino	Hispanic	Pacific Islander	White	Multi-Racial
Student Access								
ENGL-109/110 Placement	Yes	Yes	Yes	Yes	Yes ¹	Yes	No	No
ENGL-120 Placement	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes ¹
MATH-103/110 Placement	Yes	Yes	Yes	No	No	No	No	No
MATH-120 or above Placement	Yes	Yes	No	Yes ¹	Yes	Yes	Yes ¹	Yes ¹
Preparation Rate (SSS)	Yes	Yes	Yes ¹	Yes	Yes	Yes	No	N/A
Student Success Milestones: Developmental								
1st Year Enrollment	Yes	Yes	No	No	No	Yes	No	No
Developmental English Sequence	Yes	Yes	No	No	Yes ¹	Yes	No	Yes ¹
Remedial English Progress (SSS)	Yes	Yes ¹	No	No	Yes ¹	Yes	No	N/A
Developmental Math Sequence	Yes	N/A	No	No	Yes	Yes	No	No
Remedial Math Progress (SSS)	Yes	Yes ¹	No	No	Yes	Yes ¹	Yes ¹	N/A
ESL Progress (SSS)	No	N/A	No	Yes	Yes	N/A	No	N/A
Course Completion: Developmental	Yes	Yes	No	No	No	No	No	No
Student Success Milestones: College Level								
Course Completion: Overall	Yes	Yes ²	No	No	No	No	No	No
Course Completion: Transfer	Yes	Yes ²	No	No	No	Yes ²	No	No
Course Completion: CTE	Yes	No	No	No	No	No	No	No
Course Completion: DE	Yes	Yes ¹	No	No	Yes	Yes	No	No
Persistence (Fall to Spring)	No	No	No	No	No	Yes ²	No	N/A
Persistence (Fall to Fall)	Yes ²	No	No	No	No	No	No	N/A
Persistence (SSS)	No	No	No	No	No	No	No	N/A
24+ Units Completion	Yes	Yes	No	Yes ¹	Yes	Yes	Yes ¹	Yes ¹
30+ Units Completion (SSS)	No	No	No	No	No	No	No	N/A
Student Success Outcomes								
Completion Rate (SSS)	Yes	Yes	No	No	Yes	Yes	No	N/A
CTE Completion Rate (SSS)	Yes	No	No	No	Yes	No	No	N/A
Transfer Rate (SSS)	Yes	Yes	No	No	Yes	Yes	No	N/A

	Disability Status	Economically Disadvantaged	Veteran Status	Foster Youth
Student Access				
ENGL-109/110 Placement	N/A	Yes	No	Yes
ENGL-120 Placement	N/A	Yes	No	Yes
MATH-103/110 Placement	N/A	No	Yes ²	Yes ²
MATH-120 or above Placement	N/A	Yes	Yes	Yes
Preparation Rate (SSS)	Yes	Yes	Yes	N/A
Student Success Milestones: Developmental				
1st Year Enrollment	No	No	No	No
Developmental English Sequence	Yes	No	No	Yes
Remedial English Progress (SSS)	Yes ²	No	No	N/A
Developmental Math Sequence	Yes ²	No	No	Yes
Remedial Math Progress (SSS)	No	No	No	N/A
ESL Progress (SSS)	No	No	Yes ²	N/A
Course Completion: Developmental	N/A	No	No	Yes
Student Success Milestones: College Level				
Course Completion: Overall	N/A	No	No	Yes
Course Completion: Transfer	N/A	No	No	Yes
Course Completion: CTE	N/A	No	No	Yes
Course Completion: DE	N/A	No	No	Yes
Persistence (Fall to Spring)	No	No	No	No
Persistence (Fall to Fall)	No	No	No	No
Persistence (SSS)	No	No	No	N/A
24+ Units Completion	Yes	No	No	Yes
30+ Units Completion (SSS)	No	No	No	N/A
Student Success Outcomes				
Completion Rate (SSS)	Yes ²	No	No	N/A
CTE Completion Rate (SSS)	No	No	No	N/A
Transfer Rate (SSS)	Yes	No	No	N/A

Current Initiatives

- From Sacramento
 - Enrollment
 - SSSP
 - Student Equity
 - Workforce Development

Current Initiatives

- From the district
 - Enrollment
 - Student Success (SSSP)
 - Student Equity
 - Workforce Development
 - East County Education Alliance
 - Achieving the Dream
 - Organizational Enhancement

Current Initiatives For Grossmont

Enrollment Strategies SSSP Student Equity

Workforce Development East County Education Alliance

Achieve the Dream

Organizational Enhancement

Pathways

Current Initiatives For Grossmont

Enrollment Strategies SSSP Student Equity

Workforce Development East County Education Alliance

Achieve the Dream

Organizational Enhancement

Pathways

Water Project

Current Initiatives For Grossmont

Enrollment Strategies SSSP Student Equity

Workforce Development East County Education Alliance

Achieve the Dream

Organizational Enhancement

Pathways

Water Project

Freshman Academy

Current Initiatives For Grossmont

Enrollment Strategies SSSP Student Equity

Workforce Development East County Education Alliance

Achieve the Dream

Organizational Enhancement

Pathways

Water Project

Freshman Academy

I Am Grossmont College

Current Initiatives For Grossmont

Enrollment Strategies SSSP Student Equity
Workforce Development East County Education Alliance
Achieve the Dream Organizational Enhancement
Pathways Water Project Freshman Academy
I Am Grossmont College

Facilities

Current Initiatives For Grossmont

Enrollment Strategies SSSP Student Equity
Workforce Development East County Education Alliance
Achieve the Dream Organizational Enhancement
Pathways Water Project Freshman Academy
I Am Grossmont College Facilities

Online Teaching

Current Initiatives For Grossmont

Enrollment Strategies SSSP Student Equity
Workforce Development East County Education Alliance Achieve the
Dream Organizational Enhancement
Pathways Water Project Freshman Academy
I Am Grossmont College Facilities Online Teaching

Professional Development Plan

Current Initiatives For Grossmont

Enrollment Strategies SSSP Student Equity

Workforce Development East County Education Alliance

Achieve the Dream

Organizational Enhancement

Pathways Water Project

Freshman Academy

I Am Grossmont College

Facilities

Online Teaching

Professional Development Plan

Technology

Current Initiatives For Grossmont

Enrollment Strategies SSP Student Equity

Workforce Development East County Education Alliance

Achieve the Dream

Organizational Enhancement

Pathways

Water Project

Freshman Academy

I Am Grossmont College

Facilities

Online Teaching

Professional Development Plan

Technology

Curriculum Re-packaging

Current Initiatives For Grossmont

Enrollment Strategies, SSP, Student Equity
Workforce Development, East County Education Alliance
Achieve the Dream, Organizational Enhancement
Pathways, Water Project, Freshman Academy
I Am Grossmont College, Facilities, Online Teaching
Professional Development Plan
Technology, Curriculum Re-packaging

Staffing Plan

Current Initiatives For Grossmont

Enrollment Strategies SSP Student Equity

Workforce Development East County Education Alliance

Achieve the Dream

Organizational Enhancement

Pathways

Water Project

Freshman Academy

I Am Grossmont College

Facilities

Online Teaching

Professional Development Plan

Technology

Curriculum Re-packaging

Staffing Plan

AB 86

Current Initiatives For Grossmont

Enrollment Strategies SSP Student Equity

Workforce Development East County Education Alliance

Achieve the Dream

Organizational Enhancement

Pathways

Water Project

Freshman Academy

I Am Grossmont College

Facilities

Online Teaching

Professional Development Plan

Technology

Curriculum Re-packaging

Staffing Plan

AB86

Title V Grant

Current Initiatives For Grossmont

Enrollment Strategies SSP Student Equity

Workforce Development East County Education Alliance

Achieve the Dream Organizational Enhancement

Pathways Water Project Freshman Academy

I Am Grossmont College Facilities Online Teaching

Professional Development Plan

Technology Curriculum Re-packaging

Staffing Plan Title V Grant

AB86

Guardian Scholars

Current Initiatives For Grossmont

Enrollment Strategies, SSP, Student Equity
Workforce Development, East County Education Alliance
Achieve the Dream, Organizational Enhancement
Pathways, Water Project, Freshman Academy
I Am Grossmont College, Facilities, Online Teaching
Professional Development Plan
Technology, Curriculum Re-packaging
Staffing Plan, Title V Grant, Guardian Scholars, AB86

Umoja

Examples of Successful P-I-E:

Why do we have so many initiatives?



Accuplacer For Assessments

- *Planning* – Data showed that GC level of unprepared students out of alignment with SDICCCA
- *Implementation* – Implemented new assessment tests for English and Mathematics
- *Evaluation* – More students placing into college-level English and Math (more research ongoing); students succeeding in higher placements

Freshman Academy

- *Planning* – CCSSE data indicated that students were not engaged in ways that contribute to success, and students needed to complete English
- *Implementation* – Created Freshman Academy to increase student engagement and success.
- *Evaluation* – Not yet evaluated

Student Resource Handout

- *Planning* – CCSSE data and student focus group results (2014) led to a conversation about compiling resources for students into one document
- *Implementation* – A document exists that explains resources: used during WOW, linked to faculty syllabi, [academic senate webpage](#)
- *Evaluation* – Not yet evaluated

Activity Outcomes

Getting Ahead is getting started

Student Access

- Initiated Freshman Academy program
- Initiated Week of Welcome “WOW”
- Developed 14 Associated Degrees for Transfer and have another 4 in progress
- Initiated new Assessment test (Accuplacer)
- Created new textbook rental program, saving students over \$700,000 annually

Student Learning & Success

- Initiated Early Admission Opportunity
- Increased number of Student
- One Book- One Campus/One Theme - One Campus
- Increased Tutoring support, provided over 15,000 additional tutoring hours annually

Value & Support of Employees

- Wellness Initiatives
- Identified ongoing funding to support Campus wide professional development.
- Finalized all bargaining unit contracts, RAF, SET
- Collaborated with faculty and staff on building alterations & new construction

Economic & Community Development

- East County Education Alliance
- CTE/WD Program Successes
 - Strong workforce testing and placement success
- Increased events from 1,536 to 1,869 annually
 - Literary Art Festival, Political Economy
 - Political Economy
 - STEM outreach events such as SeaPerch & Robotics

Fiscal & Physical Resources



Louisville, 1937

Milwaukee, 2008



Pictures are worth 1,000 words



Sustainability Efforts



Grossmont College Focus Groups 2015

Student Voices

Why Focus Groups?

- Using numbers (quantitative data) and student voices (qualitative data) together...
 - The numbers tell you **WHAT**.
 - The student voices tell you **WHY**.
- In all categories the group mirrored the GC population of students

What questions were asked?

- What are the challenges/barriers for a new student at Grossmont College?
- What percent of students do you think encounter each of the identified challenges/barriers?
- What knowledge and/or action strategies would you share with future first-year students to help them overcome the identified challenges?
- If you could be college president, with control of the budget, what would you change in order to address the identified challenges?
- What is currently being done at the college that is effective in addressing the identified challenges?

What did we find out?

Challenges/Barriers

All 6 Groups:

- Transition to college
- Course availability

5 of 6 Groups:

- Counseling (access and communication)
- Personal finances
- Access to college information
- Choosing educational/career goal
- Work/life/school balance
- Instructor expectation and communication

4 of 6 Groups:

- Understanding financial aid

What are we doing that's effective?

Freshman Academy

Week of Welcome

High quality faculty

EOPS

UMOJA

DSPS

Career Fair

Financial Aid

Admissions & Records

Tutoring Center

Mental health counselors on campus

Health Services information table (outside office)

New GC website

Use of Blackboard

Professional development for faculty

What advice would students share with new students?

- Make appointments with Financial Aid and Counseling first
- Ask questions and build relationships with faculty, campus staff and other students
- Decide on a career path early and have a plan
- Do orientations & supplemental workshops and go out of your way to find out about them
- Study for and take assessment tests
- Visit Career and Transfer Centers and use ASSIST.org
- Take your Math and English classes first

What additional resources do our students suggest?

- Increased directional assistance
- Peer to peer mentoring
- Online resources (ex. counseling, course maps, etc.)
- A pamphlet addressing transition to college/welcome to college roadmap
- Group therapy sessions on campus
- Mandatory 1 credit 'success' class for all beginning students
- General in-person orientations for all students

Focus Group Comparison 2014/2015

- Transition to college
 - *Transition to college (personal and academic)*
 - *Knowing correct classes to take*
- Choosing educational/career goal
 - *Choosing educational/career goal*
- Personal finances/Understanding financial aid
 - *Financial aid/school expenses*
- Instructor expectation and communication
 - *Instructor expectation and communication*
- Counseling (access and communication)
 - *Getting access to counseling early*
- Work/life/school balance
 - *Work/life/school balance*
 - *Time management/procrastination*
- Course availability
 - *Class availability*

Focusing on the STRATEGIC in Strategic Planning

- Strategizing is not planning, nor is it simply goal-setting
- Strategy involves a **coherent, cohesive response to a challenge or problem.**
- Strategy selects the path, identifying *how, why, and where* the response will be applied.
- Strategy requires that we not only concretely identify problems, but also actively divert your attention away from other areas in order to deal with them.
- Good strategy should be uncomfortable and apprehensive because it requires making hard choices about where to focus resources.
- Simple, clear, and concise - **FOCUSED**

What are the top challenges?

- Student Achievement
 - Less than half of our cohort of first-time, “degree-seeking” students earn a degree/certificate, transfer to a university, or become transfer-prepared within six years.
 - About 80% of our students begin in remedial math or English (i.e., “unprepared”)
 - Prepared students’ completion rates are 20+ percentage points higher than the completion rates of unprepared students
 - Only about a third of unprepared GCCCD students completed college level math in six years; 43% complete transfer level English
 - **Disproportionate impact** by race/ethnicity in all of these areas

Breakout Questions

- What does your table believe is the **MOST** important challenge(s) facing the College and the District?
- Why do you think it is happening?
- What directions are emerging for us?