

SENATE AGENDA
REGULAR MEETING
ACADEMIC SENATE OF GROSSMONT COLLEGE
MARCH 3, 1997

Room 370, 11:10 a.m. - 12:20 p.m.

I. PRELIMINARY ITEMS

- A. Call to Order
- B. Approval of Agenda
- C. Approval of Minutes February 3, 1997

II. ACTION ITEMS

- A. Resolution to create a Research & Analysis Committee of the Grossmont College Academic Senate - (Attachment B 2/3/97)
- B. Resolution to accept the Purpose, Role and Composition of the Grossmont College Budget & Planning Committee - (Attachment C 2/3/97)

III. INFORMATION ITEMS

- A. Grossmont College Strategic Plan Version 6 (Attached)
- B. Resolution to support the Lesbian Gay and Bisexual Student Union in their resolution regarding a non-discrimination policy on the basis on sexual orientation- Tim Holmberg, President LGBSU
- C. Student Union Utilization Task Force proposed faculty survey-Tom Gamboa and Peter White
- D. General Education Committee Report-Joyce Sake

IV. OTHER MATTERS

- A. President's Report:
Jonah LaRoche Memorial Scholarship, Deadline 3-7-97
Letter in Response to May 21, 1996 Grossmont Academic Senate Resolution
Approved Shared Governance Task Force
Use of Foundation Donation.
- B. United Faculty Update

**The next regular meeting of the Academic Senate
is scheduled for Monday, March 17, 1997**
Proposed Agenda Items are due to the Senate Officer by 2 pm, March 12

MEMORANDUM



DATE: February 26, 1997

TO: Sheridan DeWolf
Academic Senate President

FROM: Richard M. Sanchez

SUBJECT: PROPOSED STRATEGIC PLAN

The following information is provided so that you may distribute the contents to senators for review. I have attempted to present the material in a manner which is easily understood. It is my hope I have achieved my goal. Three attachments comprise the enclosed packet.

Attachment A

Attachment A is Preliminary Draft #5A (Strategic Plan Draft #5 with the addition of the Vision, Mission Statement, and Preamble). This attachment shows all changes proposed at the last meeting to review Strategic Plan Draft #5. This meeting was held on February 13. Several changes were proposed at the meeting. Words and statements added have been shaded, proposed deletions have been lined out, and in numerous cases, wording for some of the objectives, and a few complete objectives as well, were recommended as action statements which are placed within a box.

Attachment B

Attachment B is the proposed **Preliminary Strategic Plan Draft #6**. This draft shows the objectives for each of the eight goals with shaded additions for proposed wording and deletions which have been lined out. In addition, wording for previous objectives and other objectives recommended as action plans have been placed within a box beneath the objective to which it was referred.

Attachment C

Attachment C is a summary of the changes found in proposed Strategic Plan Draft #6. This summary outlines all changes made to Strategic Plan Draft #5A by making reference to the exact change proposed.

GROSSMONT
COLLEGE

An Excellent Choice

OFFICE OF THE PRESIDENT
8800 GROSSMONT COLLEGE DR.
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Sheridan DeWolf
February 26, 1997
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My rationale in providing the three attachments is to ensure that senators and others who review the plan may have access to changes proposed in Strategic Plan Drafts #5/#5A. It would appear to me that these individuals will likely refer back to Strategic Plan Drafts #5/#5A as they attempt to understand the changes reflected in Strategic Plan Draft #6.

Please note that the Vision and Mission Statements, as well as a Preamble, have been included as suggested by some senators at the last meeting of the Academic Senate when the eight goals were approved.

I look forward to meeting with the Academic Senate on Monday, March 17, to review comments senators may have and answer whatever questions they may have.

The Draft Strategic Plan document has been improved over time, and I am confident the outcome of all discussions and deliberations will prove worthwhile. As I mentioned at my brief meeting with the Academic Senate, it is my intent to engage the services of selected staff members who can assist me in writing the final draft of the Strategic Plan.

If you should have any questions, do not hesitate to let me know.

Enclosure

c: Dr. Jeanne Atherton
Charleen McMahan
Dr. Jack Daniels
Peter White
Polly Griswold
Lois Knowlton
Linda Mann
Dick Mellien
Michele Nelson
Jim Fenningham

Tom Foster
Janice Johnson
Susan Lipsmeyer
Carolyn Bonebright
Jerry Buckley
Brad Tiffany
Alex Contreras
Felix Rogers
Viara Giraffe

**GROSSMONT COLLEGE
STRATEGIC PLAN
VISION, MISSION STATEMENT, GOALS AND OBJECTIVES
AND
ACTION PLAN EXAMPLE
Preliminary Draft #5A**

February 21, 1997

VISION STATEMENT

"STUDENT SUCCESS THROUGH EDUCATIONAL EXCELLENCE."

MISSION STATEMENT

"GROSSMONT COLLEGE WILL PROVIDE HIGH QUALITY EDUCATION AND SUPPORT SERVICES TO PREPARE STUDENTS FOR SUCCESS AT BACCALAUREATE INSTITUTIONS, TO DEVELOP THEIR WORKPLACE SKILLS, AND TO ENRICH THEIR SOCIAL AND CULTURAL AWARENESS SO THAT THEY MIGHT LIVE MORE PRODUCTIVE AND RESPONSIBLE LIVES."

PREAMBLE

The goals and objectives that follow represent the established direction for Grossmont College as we prepare to engage the next three to five year period. They are the result of campuswide consultation and review and several revisions and changes have been made. Several meetings were convened to discuss aspects of this Strategic Plan and the purpose in having these meetings was to ensure buy-in from the campus constituency.

This Strategic Plan challenges us as an institution as we continuously assess our effectiveness in meeting the needs of our students and the communities served. A central theme of this plan is a reminder that Grossmont College is an institution of higher education with prescribed standards and expectations. As an institution we will accept responsibility for our role in the learning process and at the same time, we expect that students seeking an educational experience will seriously commit themselves to the responsibilities inherent in the learner.

Grossmont College has been a forerunner in the community college movement. The intent of this Strategic Plan is direct change in such a way as to position the institution to continue its reputation for service, commitment and excellence.

"Grossmont College has built a reputation for excellence over the past 35 years one student at a time." The challenge before us is to sustain this reputation for excellence by identifying, creating and seizing every opportunity that maximizes our potential for enhanced student success.

ATTACHMENT A

GOALS AND OBJECTIVES
Preliminary Draft #5A

February 21, 1997

GOAL 1 **GROSSMONT COLLEGE WILL SUPPORT AND MAINTAIN EDUCATIONAL EXCELLENCE.**

Objective 1a: Grossmont College will provide high-quality instruction and services which develops college-level academic skills in reading, writing, math, communication, and problem solving.

~~**Objective 1b:** By Fall 2000, 100% of all courses will have clearly stated learning outcomes and will have appropriate measures established to assess student acquisition of the learning outcomes.~~

Proposed 1b: All courses will have clearly-stated learning outcomes and appropriate measures will be established to assess student acquisition of the learning outcomes.

Objective 1c: The college will provide a stimulating, supportive environment instructional and student services that encourages students to define and achieve their educational goals in a timely manner.

Objective 1d: The college will increase the number of students transferring to four-year institutions.

Objective 1e: The college will increase the number of students completing career and training programs and certificates, and the number of those students who place into achieve employment related to their training.

Objective 1f: The college will support efforts to strengthen the academic curriculum in preparing students at feeder middle, high schools and adult schools.

Objective 1g: Instructional departments and student services programs will strengthen ties with their counterparts in the region's postsecondary institutions.

GOAL 2: **GROSSMONT COLLEGE WILL ACTIVELY SEEK, SUSTAIN AND VALUE A HIGH-QUALITY, DIVERSE STAFF DEDICATED TO ACCOMPLISHING THE GOALS OF THE COLLEGE.**

Objective 2a: Grossmont College will seek, recruit, appoint, and maintain high-quality, diverse faculty who have deep knowledge and love for their fields of study, enthusiasm for teaching and counseling, and the ability to communicate clearly.

Proposed 2b: Grossmont College will seek, recruit, and appoint, and maintain high quality, diverse classified staff who are dedicated to facilitating a strong link between academic excellence and student success. ~~through the many facets of the college's support services.~~

Proposed 2c: Grossmont College will seek, recruit, and appoint, and maintain high quality, diverse administrators who are committed to educational excellence and student success and whose decisions will promote collegiality, engender mutual trust and cooperation, foster an openness to ideas and embrace cooperation and clear communication.

Objective 2d: By Fall 1999, all college staff will be given the opportunity to acquire skills, knowledge, resources and competencies that will assist them in working more effectively with the changing student population.

(Part of Action Plan 2a, 2b, and 2c))

Objective 2e: By Fall ~~2000~~ 2001, the college will meet the district's goals and timetable for the college as outlined in the ~~an updated district's district~~ Staff Diversity plan.

Objective 2f: ~~By Fall 1997,~~ An on-going staff development plan will be developed and implemented that includes teaching/learning strategies, curriculum presentations, other related professional presentations or training, and an evaluation component to assess the effectiveness of the plan.

Objective 2g: ~~By Fall 2000, staff development funds will be provided for each full-time equivalent faculty member to attend one regional conference every year and one national conference every three years.~~

Proposed 2g By Fall 2000, staff development funds will be ~~provided~~ ~~obtained~~ so that each department may send faculty representatives to one regional conference every year and one national conference every three years.

(Part of Action Plan Objective 2f)

GOAL 3: GROSSMONT COLLEGE WILL PROVIDE HIGH-QUALITY INSTRUCTIONAL PROGRAMS AND APPROPRIATE TECHNOLOGIES, SUPPORT SERVICES AND STAFF TO ACHIEVE EDUCATIONAL GOALS.

Objective 3a: ~~By Fall 1997, The college's will have a comprehensive Technologies Plan that will be updated and assessed annually thereafter.~~

Objective 3b: By Fall 2000, 75% of the college's faculty and staff will be trained in computer basics as measured by staff/faculty perceptions and application of training to respective work areas.

(Part of Action Plan Objectives 2f and 3c)

Objective 3c: By Fall 2000, the college staff and students will have access to appropriate technologies and innovative instructional methodologies including multi-media.

as measured by staff and student satisfaction and perceptions surveys and program review data.

(Part of Action Plan Objective 3c)

Objective 3d: ~~By Fall 2000, the college faculty will be current in multi media and other innovative instructional methodologies,~~

(Combined with Objective 3c above)

as measured by 75% of faculty having participated in a minimum of one activity in the Center for the Advancement of Teaching and Learning and by demonstration of the methodologies appropriate to the discipline.

(Part of Action Plan Objective 3c)

Objective 3e: By Fall 2000, ~~75% (using 95-96 as a baseline)~~ of campus offices, instructor offices, instructional laboratories and classrooms will have appropriate technologies as defined by the college's comprehensive Technology Plan.

which are current as measured by staff, student, employer surveys.

(Part of Action Plan Objective 3e)

Objective 3f: By Fall 2000, the college will have adequate and appropriate staffing for instructional laboratories and supplemental instruction.

as measured by staff and student perceptions, research data on success of students using labs and related instruction, and student/tutor ratios using 1995-96 data as baseline.

(Part of Action Plan Objective 3f)

Objective 3g: By Fall 2000, the annual renewal rate of the Division of Learning Resources/Learning Resource Center's collection will have ~~moved up to~~ reached at least 60% of AB 1725 (Program Based Funding) standards for library materials.

GOAL 4: GROSSMONT COLLEGE WILL ESTABLISH, VALUE AND PROMOTE A CLIMATE THAT ENHANCES DIVERSITY, COLLABORATION, EFFECTIVENESS, AND STUDENT SUCCESS.

Objective 4a: By Fall 1998, college-wide activities and publications will address diversity concerns ~~as specified by~~ **identified in the** initial and ongoing campus climate studies.

Objective 4b:

By the year 2000

(Part of Action Plan Objective 4b)

Grossmont College will increase enrollment of diverse students, reflecting the demographics of its service area.

Objective 4c: Grossmont College will ~~annually increase its enrollment of~~ **strengthen support services for International Students Student** ~~Program commensurate with enrollment and strengthen~~ **related support services.**

Objective 4d: By Fall 1999, the college will have an organizational structure that is student centered, user friendly and efficient.

as measured by qualitative and quantitative outcomes at an 80% satisfaction rate.

(Part of Action Plan Objective 4d)

Objective 4e: By Fall 1999, the college will have a common vision **of student success** that promotes collaboration and trust among staff, faculty and students.

Objective 4f: ~~By Spring 1997,~~ The college will **continue to** work with the District Office and Cuyamaca College to develop strategies that improve working relationships.

Objective 4g: By Fall 2000, 90% of new non-exempt matriculants will participate in at least two matriculation services (in addition to admission) before or during their first semester at the college.

(Part of Action Plan Objectives 4j and 4k)

Objective 4h: By Fall 1999, the college will have a post-college tracking system that allows it to individually identify 60% of students who have transferred to four-year colleges and universities and 50% of students who work in the professional/vocational areas in which they took employment-related coursework at Grossmont College.

(Part of Action Plan Objectives 1d, 1e, and 6e)

Objective 4i: By Fall 2000, 75% of courses will contain at least three elements from an identified core of curriculum-wide knowledge and competencies that are integrated into a revised General Education plan.

(Part of Action Plan Objectives 1a and 1b)

Objective 4j: Grossmont College will annually increase student retention, without a reduction in academic standards.

Objective 4k: By Fall 2000, 60% of students with a specific educational goal will attain that goal within 6 semesters of attendance at the college.

(Part of Action Plan Objective 1c)

Objective 4l: By Fall 1999, the college's Matriculation and Student Equity Plans will be revised and consolidated to describe a comprehensive and integrated approach to student success, with particular attention to the needs of underprepared students.

(Part of Action Plan Objective 4e)

GOAL 5

**GROSSMONT COLLEGE WILL BE A VISIBLE,
ENGAGED AND RESPONSIVE LEADER WITHIN
THE WIDER COMMUNITY.**

Objective 5a: ~~By Fall 1998,~~ The college will ~~continue to~~ increase collaboration and partnerships with private and public community-based organizations and with governmental agencies within our service area.

Objective 5b: By Fall 2000, the college will have a seamless curricular "flow" between the local K-12 districts and the college, as measured by fully implemented, comprehensive articulation, school-to-work and other agreements, and by the number of students from local high schools who enroll in Grossmont College coursework without further assessment for basic preparation.

(Part of Action Plan Objective 1f)

Objective 5c: The college will increase the number of courses that articulate with or are transferable to other colleges and universities, courses and programs whose content and structure are designed in direct response to local industry needs.

(Part of Action Plan Objective 1d and 1e)

Objective 5d: By Fall 1998, the college will better serve all underrepresented populations within its service area.

as measured by an increase in the number of courses offered that meet identified educational needs, and ongoing communication with under-represented communities.

(Part of Action Plan Objective 5d)

Objective 5e: By Fall 2000, the college will have developed and implemented a system for integrating academic learning with community service.

Objective 5f: By Fall 1998, Grossmont College will establish an Issue Management Team to identify local, national and global issues that may impact the college planning process.

GOAL 6 **GROSSMONT COLLEGE WILL IDENTIFY AND MEET INTERNAL STANDARDS OF ACCOUNTABILITY AND WILL PROMOTE EXTERNAL STANDARDS OF ACCOUNTABILITY.**

Objective 6a: ~~By Fall 1997 and annually thereafter~~ The college will ~~publish and distribute an annual~~ report to the public.

how it is spending tax dollars so the public will know the college is spending its funds in a way that benefits the local community.

(Part of Action Plan Objective 6a)

Objective 6b: By Fall 1998, every department, program, and service area will ~~have~~ ~~develop~~ specific, ~~agreed-upon~~ measures of effectiveness (staffing, equipment, funding, student outcomes, etc.) that are reviewed bi-annually.

Objective 6c: By Fall 2000, 80% of college programs will have undergone program review and 100% will have been scheduled to undergo program review, using 1996-97 as the initial review year.

Objective 6d: By Fall 1998, the college will be given responsibility for utilizing its total budgets, making transfers between budget areas in appropriate and innovative ways in order to stay within the total division and program budget while achieving agreed-upon goals.

Objective 6e: By Fall 1997, an ongoing institutional effectiveness research agenda will be developed, reviewed and revised annually ~~thereafter~~.

Objective 6f: By Spring ~~1997~~ 1998, ~~the~~ ~~an~~ ~~integrated~~ Educational ~~and~~ ~~Facilities~~ Master Plan will be completed and updated ~~annually~~.

every year thereafter as measured by compliance with appropriate Education Code and Title V regulations, college/district policies, and faculty/staff evaluation of programs.

(Part of Action Plan Objective 6f)

Objective 6g: ~~By Fall, 1998,~~ The college will ~~have~~ **implement** a refined General Education packet ~~implemented~~ and ~~an~~ **a yearly** evaluation mechanism ~~established~~ to assess its effectiveness ~~annually thereafter.~~

Objective 6h: By Fall 1999, the college will implement all prerequisites, corequisites, and recommended advisories.

as measured by enhanced registration processes, instructor and counselor implementation of class registration and challenge procedures, and improved student success.

(Part of Action Plan Objective 6h)

GOAL 7: GROSSMONT COLLEGE WILL INCREASE FUNDING, MAXIMIZE RESOURCES AND ENHANCE STAFF UNDERSTANDING OF AND INVOLVEMENT IN ALL BUDGETING PROCESSES.

Objective 7a: ~~By Fall 1997,~~ The college will ~~annually~~ develop specific recommendations to adjust the district allocation formula so that a greater percentage of the district income be directed to college level instruction, services, infrastructure, etc.

Objective 7b: ~~By Fall 1997,~~ The college will implement a budgeting system based on planning processes to ensure an efficient use of resources.

~~Objective 7c: Beginning with the 1997-98 academic year, all staff will receive budget related information at least four times during the year through a variety of communication mediums, at an 80% satisfaction rate of these staff members surveyed.~~

Proposed 7c Beginning with the 1997-98 academic year, all staff will receive budget-related information at least four times during the year through a variety of communication mediums.

(Part of Action Plan Objective 7b)

~~Objective 7d: By Spring 1997, the college will develop specific recommendations to improve district purchasing and budgeting procedures, including more decisions made at lower levels, fewer paper and electronic forms, faster turnaround time between purchase requests and actual purchase, and improved staff access to more accurate, timely online budget information.~~

Proposed 7d By ~~Spring~~ ~~Fall~~ 1997, the college will develop specific recommendations to improve district purchasing and budgeting procedures, including more decisions ~~and actions~~ made at lower levels.

Objective 7e: By Fall 2000, the Grossmont College Foundation will contribute \$25,000 annually to the college.

Objective 7f:

Beginning with the 1997-98 academic year and annually thereafter
(Part of Action Plan Objective 7f)

The college will annually increase its grant and other external funding income.

by 5% over the 1995/96 level.

Objective 7g: ~~By Fall 1998,~~ The college will ~~annually~~ increase revenue from contract education services to the business community.

by 10% over the 1995-96 level.

(Part of Action Plan Objective 7g)

GOAL 8: GROSSMONT COLLEGE WILL PROVIDE AND MAINTAIN AN ENVIRONMENT, INCLUDING INFRASTRUCTURE, THAT IS SAFE, FUNCTIONAL, ATTRACTIVE, ACCESSIBLE, AND ECOLOGICALLY SOUND.

Objective 8a: ~~By Fall 1997, the college will have a complete Facilities Master Plan that will be updated and assessed annually thereafter.~~

(Combined with Action Plan Objective 6f)

Objective 8b: By Fall 2000, the college will provide a safe, fully accessible, and aesthetically pleasing campus.

as measured by a 50% decrease (using 1995-96 as a baseline) in reports of accidents, public safety incidents, health service requests related to on-campus incidents.

(Part of Action Plan Objective 8b)

Objective 8c: By Fall 2000, the college will have a fully accessible campus.

(Combined with Action Plan Objective 8b)

as measured by staff and community perceptions, and full compliance with ADA requirements.

(Part of Action Plan Objective 8b)

Objective 8d: By Fall 1998, the college will have an aesthetically pleasing campus.

(Combined with Action Plan Objective 8b)

as measured by a student, staff, and community satisfaction and perceptions survey.

(Part of Action Plan Objective 8b)

Objective 8e: ~~By Fall 2000,~~ The college will use physical resources in ways that reduce negative impact on the environment.

as measured by full compliance with regulatory laws, increase in recycling and decrease in utility usage and waste generation.

(Part of Action Plan Objective 8e)

Objective 8f: By Fall 1997, a mechanism will be identified to fund the expansion of the Learning Resources Center.

(Part of Action Plan Objective 6f)

Objective 8g: By Fall 1998, a Capital Outlay Budget Change Proposal will be prepared to remove all portable buildings on campus and replace them with permanent structures.

(Part of Action Plan Objective 6f)

**GROSSMONT COLLEGE
STRATEGIC PLAN
VISION, MISSION STATEMENT, GOALS AND OBJECTIVES
AND
ACTION PLAN SUGGESTIONS
Preliminary Draft #6**

February 21, 1997

VISION STATEMENT

"STUDENT SUCCESS THROUGH EDUCATIONAL EXCELLENCE."

MISSION STATEMENT

"GROSSMONT COLLEGE WILL PROVIDE HIGH QUALITY EDUCATION AND SUPPORT SERVICES TO PREPARE STUDENTS FOR SUCCESS AT BACCALAUREATE INSTITUTIONS, TO DEVELOP THEIR WORKPLACE SKILLS, AND TO ENRICH THEIR SOCIAL AND CULTURAL AWARENESS SO THAT THEY MIGHT LIVE MORE PRODUCTIVE AND RESPONSIBLE LIVES."

PREAMBLE

As a forerunner in the community college movement, Grossmont College has built a reputation for excellence over the past 35 years, "one student at a time."

This Strategic Plan challenges the College to continuously assess its effectiveness in meeting the needs of its students and the local community and positions the institution to continue its reputation for service, commitment, and excellence. A central theme of the plan is that fact that Grossmont College is an institution of higher education with prescribed standards and expectations. We accept responsibility for our role in the learning process, and, at the same time, we expect students to commit themselves to their responsibilities as learners.

The following goals and objectives outline the direction for Grossmont College for the next three-to five-year period. This plan is the result of a lengthy and comprehensive process of campus-wide consultation, participation, review, and revision. Earlier drafts of the plan were discussed at several campus-wide meetings so that college personnel would have opportunity to comment and at the same time, feel they had a part in preparation of the final document.

The challenge before us as an institution is to sustain our reputation for excellence by identifying, creating, and seizing every opportunity to enhance student success. We believe the Strategic Plan will assist the College in accomplishing this important goal.

ATTACHMENT B

GOALS AND OBJECTIVES
Preliminary Draft #6

February 21, 1997

GOAL 1: GROSSMONT COLLEGE WILL SUPPORT AND MAINTAIN EDUCATIONAL EXCELLENCE.

Objective 1a: Grossmont College will provide high-quality instruction and services which develops college-level academic skills in reading, writing, math, communication, and problem solving.

1a(1) Action Plan Consideration

By Fall 2000, 75% of courses will contain at least three elements from an identified core of curriculum-wide knowledge and competencies that are integrated into a revised General Education plan.

Objective 1b: All courses will have clearly-stated learning outcomes and appropriate measures will be established to assess student acquisition of the learning outcomes.

Objective 1c: The college will provide a stimulating, supportive environment instructional and student services that challenges encourages students to define and achieve their educational goals in a timely manner.

1c(1) Action Plan consideration:

By Fall 2000, 60% of students with a specific educational goal will attain that goal within 6 semesters of attendance at the college.

1c(2) Action Plan Consideration

By Fall 2000, 90% of new non-exempt matriculants will participate in at least two matriculation services (in addition to admission) before or during their first semester at the college.

LEGEND:  Added text

 Deleted text

 Suggested Action Plan

Objective 1d: The college will increase the number of students transferring to four-year institutions.

1d(1) Action Plan consideration:

By Fall 1999, the college will have a post-college tracking system that allows it to individually identify 60% of students who have transferred to four-year colleges and universities and 50% of students who work in the professional/vocational areas in which they took employment-related coursework at Grossmont College.

1d(2) Action Plan consideration:

The college will increase the number of courses that articulate with or are transferable to other colleges and universities, courses and programs whose content and structure are designed in direct response to local industry needs.

Objective 1e: The college will increase the number of students completing career ~~and training programs and certificates,~~ and the number of those students who ~~place into~~ ~~achieve~~ employment related ~~to their~~ training.

1e(1) Action Plan consideration:

By Fall 1999, the college will have a post-college tracking system that allows it to individually identify 60% of students who have transferred to four-year colleges and universities and 50% of students who work in the professional/vocational areas in which they took employment-related coursework at Grossmont College.

1e(2) Action Plan consideration:

The college will increase the number of courses that articulate with or are transferable to other colleges and universities, courses and programs whose content and structure are designed in direct response to local industry needs.

Objective 1f: The college will support efforts to strengthen the academic curriculum ~~in~~ ~~preparing students at feeder middle~~ high schools and adult schools.

1f(1) Action Plan consideration:

By Fall 2000, the college will have a seamless curricular "flow" between the local K-12 districts and the college, as measured by fully implemented, comprehensive articulation, school-to-work and other agreements, and by the number of students from local high schools who enroll in Grossmont College coursework without further assessment for basic preparation.

Objective 1g: Instructional departments and student services programs will strengthen ties with their counterparts in the region's postsecondary institutions.

GOAL 2: GROSSMONT COLLEGE WILL ACTIVELY SEEK, SUSTAIN AND VALUE A HIGH-QUALITY, DIVERSE STAFF DEDICATED TO ACCOMPLISHING THE GOALS OF THE COLLEGE.

Objective 2a: Grossmont College will seek, recruit, appoint, and maintain high-quality, diverse faculty who have deep knowledge and love for their fields of study, enthusiasm for teaching and counseling, and the ability to communicate clearly.

2a(1) Action Plan Consideration:

By Fall 1999, all college staff will be given the opportunity to acquire skills, knowledge, resources and competencies that will assist them in working more effectively with the changing student population.

Objective 2b: Grossmont College will seek, recruit, and appoint, and maintain high quality, diverse classified staff who are dedicated to facilitating a strong link between academic excellence and student success. ~~through the many facets of the college's support services.~~

2b(1) Action Plan Consideration:

By Fall 1999, all college staff will be given the opportunity to acquire skills, knowledge, resources and competencies that will assist them in working more effectively with the changing student population.

Objective 2c: Grossmont College will seek, recruit, and appoint, and maintain high quality, diverse administrators who are committed to educational excellence and student success and whose decisions will promote collegiality, engender mutual trust and cooperation, foster an openness to ideas and embrace cooperation and clear communication.

2c(1) Action Plan Consideration:

By Fall 1999, all college staff will be given the opportunity to acquire skills, knowledge, resources and competencies that will assist them in working more effectively with the changing student population.

Objective 2d: By Fall 2000 2001, the college will meet the district's goals and timetable for the college as outlined in the an updated ~~district's district~~ Staff Diversity plan.

Objective 2e: ~~By Fall 1997,~~ An on-going staff development plan will be developed and implemented that includes teaching/learning strategies, curriculum presentations, other related professional presentations or training, and an evaluation component to assess the effectiveness of the plan.

2e(1) Action Plan Consideration:

By Fall 2000, staff development funds will be ~~provided~~ ~~obtained~~ so that each department may send faculty representatives to one regional conference every year and one national conference every three years.

2e(2) Action Plan consideration:

By Fall 2000, 75% of the college's faculty and staff will be trained in computer basics as measured by staff/faculty perceptions and application of training to respective work areas.

GOAL 3: GROSSMONT COLLEGE WILL PROVIDE HIGH-QUALITY INSTRUCTIONAL PROGRAMS AND APPROPRIATE TECHNOLOGIES, SUPPORT SERVICES AND STAFF TO ACHIEVE EDUCATIONAL GOALS.

Objective 3a: ~~By Fall 1997,~~ The college's will have a comprehensive Technologies Plan that will be updated and assessed annually thereafter.

Objective 3b: By Fall 2000, the college staff and students will have access to appropriate technologies and innovative instructional methodologies including multi-media.

3b(1) Action Plan consideration:

By Fall 2000, 75% of the college's faculty and staff will be trained in computer basics as measured by staff/faculty perceptions and application of training to respective work areas.

3b(2) Action Plan consideration:

as measured by staff and student satisfaction and perceptions surveys and program review data.

3b(3) Action Plan consideration:

as measured by 75% of faculty having participated in a minimum of one activity in the Center for the Advancement of Teaching and Learning and by demonstration of the methodologies appropriate to the discipline.

Objective 3c: By Fall 2000, 75% (using 95-96 as a baseline) of campus offices, instructor offices, instructional laboratories and classrooms will have appropriate technologies as defined by the college's comprehensive Technology Plan

3c(1) Action Plan consideration:

75% (using 95-96 as a baseline of).....
which are current as measured by staff, student, employer surveys.

Objective 3d: By Fall 2000, the college will have adequate and appropriate staffing for instructional laboratories and supplemental instruction.

3d(1) Action Plan consideration:

as measured by staff and student perceptions, research data on success of students using labs and related instruction, and student/tutor ratios using 1995-96 data as baseline.

Objective 3e: By Fall 2000, the annual renewal rate of the Division of Learning Resources/Learning Resource Center's collection will have ~~moved up to~~ **reached** at least 60% of AB 1725 (Program Based Funding) standards for library materials.

GOAL 4: GROSSMONT COLLEGE WILL ESTABLISH, VALUE AND PROMOTE A CLIMATE THAT ENHANCES DIVERSITY, COLLABORATION, EFFECTIVENESS, AND STUDENT SUCCESS.

Objective 4a: By Fall 1998, college-wide activities and publications will address diversity concerns ~~as specified by~~ ~~identified in the~~ initial and ongoing campus climate studies.

Objective 4b: Grossmont College will increase enrollment of diverse students, reflecting the demographics of its service area.

4b(1) Action Plan consideration:

By the year 2000

Objective 4c: Grossmont College will ~~annually increase its enrollment of~~ ~~strengthen support services for the International Students Student Program commensurate with enrollment and strengthen related support services.~~ strengthen support services for the International Students Student Program commensurate with enrollment and strengthen related support services.

Objective 4d: By Fall 1999, the college will have an organizational structure that is student centered, user friendly and efficient.

4d(1) Action Plan consideration:

as measured by qualitative and quantitative outcomes at an 80% satisfaction rate.

Objective 4e: By Fall 1999, the college will have a common vision ~~of student success~~ that promotes collaboration and trust among staff, faculty and students.

4e(1) Action Plan consideration:

By Fall 1999, the college's Matriculation and Student Equity Plans will be revised and consolidated to describe a comprehensive and integrated approach to student success, with particular attention to the needs of underprepared students.

Objective 4f: ~~By Spring 1997,~~ The college will ~~continue to~~ work with the District Office and Cuyamaca College to develop strategies that improve working relationships.

Objective 4g: Grossmont College will annually increase student retention, without a reduction in academic standards.

4g(1) Action Plan Consideration

By Fall 2000, 90% of new non-exempt matriculants will participate in at least two matriculation services (in addition to admission) before or during their first semester at the college.

GOAL 5: GROSSMONT COLLEGE WILL BE A VISIBLE, ENGAGED AND RESPONSIVE LEADER WITHIN THE WIDER COMMUNITY.

Objective 5a: ~~By Fall 1998,~~ The college will ~~continue to~~ increase collaboration and partnerships with private and public community-based organizations and with governmental agencies within our service area.

Objective 5b: By Fall 1998, the college will better serve all underrepresented populations within its service area.

5b(1) Action Plan consideration:

as measured by an increase in the number of courses offered that meet identified educational needs, and ongoing communication with under-represented communities.

Objective 5c: By Fall 2000, the college will have developed and implemented a system for integrating academic learning with community service.

Objective 5d: By Fall 1998, Grossmont College will establish an Issue Management Team to identify local, national and global issues that may impact the college planning process.

GOAL 6: GROSSMONT COLLEGE WILL IDENTIFY AND MEET INTERNAL STANDARDS OF ACCOUNTABILITY AND WILL PROMOTE EXTERNAL STANDARDS OF ACCOUNTABILITY.

Objective 6a: ~~By Fall 1997 and annually thereafter~~ The college will ~~publish and distribute an annual~~ report to the public.

6a(1) Action Plan consideration:

how it is spending tax dollars so the public will know the college is spending its funds in a way that benefits the local community.

Objective 6b: By Fall 1998, every department, program, and service area will ~~have~~ ~~develop~~ specific, ~~agreed-upon~~ measures of effectiveness (staffing, equipment, funding, student outcomes, etc.) that are reviewed bi-annually.

Objective 6c: By Fall 2000, 80% of college programs will have undergone program review and 100% will have been scheduled to undergo program review, using 1996-97 as the initial review year.

Objective 6d: By Fall 1998, the college will be given responsibility for utilizing its total budgets, making transfers between budget areas in appropriate and innovative ways in order to stay within the total division and program budget while achieving agreed-upon goals.

Objective 6e: By Fall 1997, an ongoing institutional effectiveness research agenda will be developed, reviewed and revised annually ~~thereafter~~.

6e(1) Action Plan consideration:

By Fall 1999, the college will have a post-college tracking system that allows it to individually identify 60% of students who have transferred to four-year colleges and universities and 50% of students who work in the professional/vocational areas in which they took employment-related coursework at Grossmont College.

Objective 6f: By Spring ~~1997~~ ~~1998~~, the ~~an integrated~~ Educational ~~and Facilities~~ Master Plan will be completed and updated ~~annually~~.

6f(1) Action Plan consideration:

every year thereafter as measured by compliance with appropriate Education Code and Title V regulations, college/district policies, and faculty/staff evaluation of programs.

6f(2) Action Plan consideration:

~~By Fall 1997, the college will have a complete Facilities Master Plan that will be updated and assessed annually thereafter.~~

6f(3) Action Plan consideration:

By Fall 1997, a mechanism will be identified to fund the expansion of the Learning Resources Center.

6f(4) Action Plan consideration:

By Fall 1998, a Capital Outlay Budget Change Proposal will be prepared to remove all portable buildings on campus and replace them with permanent structures.

Objective 6g: ~~By Fall, 1998,~~ The college will ~~have~~ ~~implement~~ a refined General Education packet ~~implemented~~ and ~~an~~ ~~a~~ ~~yearly~~ evaluation mechanism ~~established~~ to assess its effectiveness ~~annually thereafter.~~

Objective 6h: By Fall 1999, the college will implement all prerequisites, corequisites, and recommended advisories.

6h(1) Action Plan consideration:

as measured by enhanced registration processes, instructor and counselor implementation of class registration and challenge procedures, and improved student success.

GOAL 7: GROSSMONT COLLEGE WILL INCREASE FUNDING, MAXIMIZE RESOURCES AND ENHANCE STAFF UNDERSTANDING OF AND INVOLVEMENT IN ALL BUDGETING PROCESSES.

Objective 7a: By ~~Fall 1997~~, The college will annually develop specific recommendations to adjust the district allocation formula so that a greater percentage of the district income be directed to college level instruction, services, infrastructure, etc.

Objective 7b: By ~~Fall 1997~~, The college will implement a budgeting system based on planning processes to ensure an efficient use of resources.

7b(1) Action Plan consideration:

Beginning with the 1997-98 academic year, all staff will receive budget-related information at least four times during the year through a variety of communication mediums.

Objective 7c: By ~~Spring~~ ~~Fall~~ 1997, the college will develop specific recommendations to improve district purchasing and budgeting procedures, including more decisions and actions made at lower levels.

Objective 7d: By Fall 2000, the Grossmont College Foundation will contribute \$25,000 annually to the college.

Objective 7e: The college will annually increase its grant and other external funding income.

7e(1) Action Plan consideration

Beginning with the 1997-98 academic year and annually thereafter

7e(2) Action Plan consideration:

~~by 5% over the 1995/96 level.~~

Objective 7f: By ~~Fall 1998~~, The college will annually increase revenue from contract education services to the business community.

7f(1) Action Plan consideration:

by 10% over the 1995-96 level.

GOAL 8: **GROSSMONT COLLEGE WILL PROVIDE AND MAINTAIN AN ENVIRONMENT, INCLUDING INFRASTRUCTURE, THAT IS SAFE, FUNCTIONAL, ATTRACTIVE, ACCESSIBLE, AND ECOLOGICALLY SOUND.**

Objective 8a: By Fall 2000, the college will provide a safe, fully accessible, and aesthetically pleasing campus.

8a(1) Action Plan consideration:

as measured by a 50% decrease (using 1995-96 as a baseline) in reports of accidents, public safety incidents, health service requests related to on-campus incidents.

8a(2) Action Plan consideration:

By Fall 2000, the college will have a fully accessible campus.

8a(3) Action Plan consideration:

as measured by staff and community perceptions, and full compliance with ADA requirements.

8a(4) Action Plan consideration:

By Fall 1998, the college will have an aesthetically pleasing campus.

8a(5) Action Plan consideration:

as measured by a student, staff, and community satisfaction and perceptions survey.

Objective 8b: ~~By Fall 2000,~~ The college will use physical resources in ways that reduce negative impact on the environment.

8b(1) Action Plan consideration:

as measured by full compliance with regulatory laws, increase in recycling and decrease in utility usage and waste generation.

**SUMMARY OF CHANGES
TO
GOALS AND OBJECTIVES
Preliminary Draft #5A**

February 21, 1997

Objective 1

SP Draft #5A	SP Draft #6	Unchanged	Words Added	Words Deleted	Replaced with Proposed Objective	Moved to Suggested Action Plan Consideration	Parts of Objective Moved to Action Consideration	Combined with Other Objective
1a	1a		x					
1b	1b				x			
1c	1c		x	x				
1d	1d	x						
1e	1e		x	x				
1f	1f		x	x				
1g	1g	x						



Grossmont-Cuyamaca Community College District
OFFICE OF THE CHANCELLOR

DATE: February 18, 1997

TO: Sheridan DeWolf, President
Grossmont Academic Senate

SUBJECT: RESPONSE TO MAY 21, 1996, GROSSMONT ACADEMIC SENATE RESOLUTION

At the February 12 Grossmont Senate Officers' Committee meeting, we discussed the fact the Grossmont College Academic Senate had not received a written response to its May 21, 1996, resolution. Although the response was presented in open session and summarized in the *Courier*, I did not communicate it to the Grossmont Academic Senate directly. That was an oversight which I wish to correct at this time.

The resolution contained four points. Each of those points, plus the District's response to them, are indicated below. The Academic Senate called for:

1. *Honest, accurate, and complete budget figures for the 1996-97 school year.*

Although the District's financial reports are audited annually by an outside firm and can be accessed online, it is recommended that suspicion could be reduced with additional representation from the Academic Senate and United Faculty to provide oversight.

2. *A process to reconsider the budget allocation model in light of "off-the-top" designations, percentages to the District, distribution to campuses, and stated goals not being met.*

The process is in place through the District Budget Planning Committee (a shared governance committee) and its Budget Detail Committee. It is recommended that all interested faculty attend these meetings.

3. *Agreed-upon, by districtwide shared governance, criteria by which the success of the Cuyamaca Self-Sufficiency Plan will be assessed.*

The District Institutional Researcher, Brad Phillips, and the sites are developing criteria that will be recommended to the Governing Board for their use in evaluating how each site is making progress toward their goals.

4. *A contingency plan prior to the 1996-97 budget, to be used in the event the Cuyamaca Self-Sufficiency Plan is not successful.*

There are several contingency plans in place. These include the planned cushion between the goal level of FTES and the funded cap, the carry forward of Imperial Valley College FTES, and the ability to increase the 1997 summer term and credit it to the 1996-97 fiscal year.


Jeanne L. Atherton
Chancellor

JLA:mw

**PROPOSED
RESEARCH AND ANALYSIS COMMITTEE
OF THE GROSSMONT COLLEGE ACADEMIC SENATE**

MISSION STATEMENT: The mission of the Research and Analysis Committee is to coordinate with appropriate campus and district programs and groups to research and analyze significant academic issues as determined by the Academic Senate and to provide information and data to the Senate on relevant academic issues facing Grossmont College.

- A. **Composition**
The Committee shall consist of interested faculty members
- B. **Function**
The Committee shall research and/or analyze any and all issues assigned by the Academic Senate as well as provide research and/or analysis and information on relevant academic issues facing Grossmont College. All committee recommendations will be submitted to the Senate through the Senate Officers Committee. Any findings of the committee will only be published with the approval of the Senate.
- C. **Authority**
The Committee shall be advisory to the Academic Senate, and shall follow the policies and procedures of the Academic Senate, the College, and the District.
- D. **Attendance**
Attendance will be open to all faculty
- E. **Term**
The term of each committee member will be a function of interest.
- F. **Procedures for filling vacancies**
 - a. *Academic discipline nominates*
 - b. *Academic Senate accepts and approves nominees*
- G. **Officers**
Chair and Secretary (elected every two years)
- H. **Meetings**
Twice a month and more frequently as needed.
- I. **Minutes**
To be approved at the next meeting
Sent to: Senate Officers Committee

DRAFT

Composition of Planning & Budget Committee

Steering Committee

- Academic Senate President (or designee) -- co-chair
 - Chair of Chairs & Coordinators (or designee)
 - Two Faculty members - to be approved by Academic Senate
 - Classified Senate President (or designee)
 - ASGC President (or designee)
 - College President
 - Vice President, Academic Affairs*
 - Vice President, Student Services* *(VPs annually rotating as co-chair)
 - Campus Business Officer
 - Supervisory/confidential representative
 - Academic Affairs administrator
 - Student Services administrator
- (total: 13)
- To meet on 2nd & 4th Thursdays from 3:30 - 5:00 p.m.

Full committee

- Steering Committee
 - One administrator from each of the six divisions (which may overlap with Academic and Student Services administrators)
 - One additional ASGC representative
 - One additional supervisory/confidential representative
 - One additional classified representative
 - Four additional faculty representatives (not including faculty on Steering Committee)
 - One additional Student Services administrator (not division representative)
 - One additional Academic Affairs administrator (not division representative)
 - United Faculty representative
 - CSEA representative
 - College representative(s) from District Budget, District Budget Detail Committees, or District Strategic Planning Committee
(if not already on Planning/Budget Committee in other capacity)
(total: 30 + district committee reps, above)
- The full committee will be "on-call" to meet on the 2nd & 4th Thursdays
 - The co-chairs will determine when to call the full committee together

Approved by Planning & Budget Committee, 12/12/96

DRAFT

Name of Committee

College Planning and Budget Committee

Purpose

To provide recommendations to the College President for the Grossmont College planning process, including the identification of institution-wide priorities and interests; to provide guidelines for the distribution of college Fiscal resources; to monitor the implementation of college-wide plans and review their outcomes; to assist the President in developing the college budget for the coming year, based on planning priorities; to make recommendations for budget revisions throughout the year; and to serve as the principal conduit for the exchange of planning and budget information between the College and the District.

Role

A) Planning functions

- monitor the institutional planning process and provide overall direction
- address issues relating to institutional effectiveness and quality
- periodically review and update the initiatives in the College's vision and mission statements, strategic plan, educational master plan, and facilities master plan
- establish institutional interests and priorities
- address issues concerning facilities (design planning, maintenance planning, and prioritization)
- review all new position requests and the process for filling faculty vacancies
- address issues related to organizational structure
- make recommendations for the next year's enrollment and productivity goals

B) Budgetary functions

- responsibility for determining expenditures in relationship to projected income
- collect and analyze budgetary information from the District, and make recommendations to the District regarding budgetary matters that affect the College
- implement the institution-wide priorities and interests it has established by making specific funding recommendations to the President
- monitor District allocations on a regular basis