



C U Y A M A C A  
• C O L L E G E •

# Annual Update Report

Admin - President's Office

## Reexamine our equitable hiring and retention practice. (Goal 1)

**Program Goal:** Reexamine our equitable hiring and retention practice.

**Goal Status:** Active

### Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Hiring and Retention of Diverse Employees:** Reexamine our equitable hiring and retention practice. (X)

#### Summary of Progress or Results

**Summary Date:** 11/11/2024

**Summary of Progress or Results:** Over the past few years GCCCD has worked to implement equitable hiring and retention practices. This work started strong due to faculty leadership and campus wide buy in but has had recent lags in progress due to an overabundance of projects with district HR. More notably there is a need to create an onboarding program that will allow new employees the opportunity to learn college and district wide knowledge that will lead to success. This work partners well with my interest to strengthen professional development and THRIVE program opportunities college wide.

**Reporting Period:** 2023 - 2024

**Status:** In Progress - will carry forward into next year

#### Action steps for this academic year.:

It is imperative that I partner with the district to reexamining our commitment to equitable hiring and retention practices to ensure they align with our ongoing commitment to diversity, equity, and inclusion (DEI) across the institution. There are several actionable components of this goal:

**Review Current Hiring Practices:** Conduct a comprehensive review of our current hiring processes to identify potential barriers that may hinder equitable access for underrepresented groups. This includes reviewing our PEs, job postings, and interview procedures to ensure inclusivity is embedded at every step.

**DEI Training for Hiring Committees:** Work with the district to ensure we have a DEI training for all hiring committees. This training should cover unconscious bias, inclusive recruitment, and culturally responsive hiring practices.

**Targeted Outreach for Diverse Talent:** Implement strategies to widen our hiring pools, such as expanding partnerships with institutions that serve underrepresented communities, advertising in diverse publications, and participating in job fairs that cater to diverse populations.

**Retention through Inclusive Work Culture:** Strengthen our retention practices by promoting an inclusive and supportive work culture. I believe the presence of Initiatives like mentorship programs, employee resource groups, and professional development tailored to diverse backgrounds can help create a sense of belonging and career growth for all employees.

**Data-Driven Monitoring and Improvement:** Establish clear metrics and benchmarks to track the effectiveness of our hiring and retention practices. This will involve collecting and analyzing data on hiring and turnover rates across demographic groups. Regular reporting on these metrics will help us monitor progress, identify gaps, and continuously refine our strategies.

**Summary of Progress or Results**

By addressing these areas, I believe Cuyamaca College can strengthen its equitable hiring and retention practices, further building a diverse and inclusive workforce that reflects the communities we serve and enhances our institutional effectiveness.

**Increase equitable enrollment overall when compared to the 2021-2022 academic year (Goal 2)**

**Program Goal:** Increase equitable enrollment overall when compared to the 2021-2022 academic year

**Goal Status:** Active

**Mapping**

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Increase equitable enrollment overall when compared to the 2021-2022 academic year (X)

**Summary of Progress or Results**

**Summary Date:** 11/14/2024

**Summary of Progress or Results:** This goal was created by viewing the ongoing decline in enrollment and recognizing the need for better access for students and residents in our neighboring communities. Over the past year the college has continued to increase outreach, recruitment, and engagement in the community and worked to adopt a student-centered class schedule development process. We have seen great gains in our enrollment compared to 2021-2022 and are almost at never before seen growth for our college. Additionally, overall section fill-rate continues to be high. Our college dashboard reflects this growth. <https://www.gcccd.edu/research-planning/kpi/sections/section-2/unduplicated-head-count.php>

**Reporting Period:** 2023 - 2024

**Status:** In Progress - will carry forward into next year

**Action steps for this academic year.:**

Increasing enrollment among disproportionately impacted students, particularly Black/African American and Indigenous populations, remains a priority for Cuyamaca College as we aim to create equitable access and opportunities for all. Although overall enrollment is high, these specific student groups have shown slower growth or declines, highlighting the need for targeted interventions to address the unique barriers they face.

This includes strengthening outreach efforts through partnerships with our local community organizations, high schools, and tribal entities to continue to build trust and raise awareness about the resources Cuyamaca offers. Increasing our work in develop recruitment materials and events that resonate with Black, African American, and Indigenous communities. This includes providing more representation in materials, highlighting programs such as Umoja, and ensuring a welcoming, inclusive environment that reflects their values and cultural backgrounds.

We are making efforts and must continue our intentional efforts to create a campus environment where all students feel a sense of belonging. This includes offering spaces, cultural events, and support programs tailored to the identities and experiences of Black, African American, and Indigenous students. The opening of our Black Student Success Center will help us achieve this goal.



## Service Area Overview and Update

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**Lead Author**

Jessica Robinson

**Manager(s)**

Not Applicable

**Please summarize the changes, additions, and achievements that have occurred in your program since the last program review.**

The college has hired several administrators over the past year leaving only one interim administrator (and a recent vacancy) at the time of the writing of this program review. Historically our college administrative team has had turnover yearly. Though the admin team is set now, I am aware turnover exist and may be forthcoming in some of the positions.

## Service Area Outcome Assessment and Operational Improvements

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**Administrative service areas collect data in many different ways. This may include the number of students, employees, or community members served, survey results, or other reports prepared by the department and external organizations. Which data was used to assess your service area?**

The President's office employs a comprehensive approach to assess performance by collecting and analyzing various types of data. The key metrics we utilize spans 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, and completion as well as demographic breakdown of the students benefiting from our programs or services.

We also track our 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 conduct surveys to gather feedback from students, employees, and community members to assess satisfaction, identify areas for improvement, and gauge the overall effectiveness of our programs.

**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 set of data, we aim to paint a comprehensive picture of our performance, identify areas of success, and pinpoint opportunities for improvement. 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.

## Annual Update

### Program Goals

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### Submission

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**Program Review response is complete and ready for review.**

Yes - Response is complete and ready for review