



Cuyamaca College 2022-2025 Student Equity Plan Executive Summary

Alignment with the Cuyamaca College Strategic Plan

In 2021-22, Cuyamaca College embarked on its most recent strategic plan development process, which included a robust data analysis; qualitative analysis of college strengths, challenges, and opportunities; discussions on future directions for the College, and identification of measurable college-wide goals and overarching strategies to achieve them. Emerging from this planning process was the Cuyamaca College Comprehensive Strategic and Facilities Plan 2022-2028. This plan included the following measurable goals and corresponding strategies to achieve them:

- **Increase equitable access**
 - Increase outreach, recruitment, and engagement in the community
 - Expand marketing/branding efforts to ensure relevance to communities we serve
 - Increase community partnerships
 - Adopt a student-centered class schedule development process
 - Optimize class modalities to meet student needs
 - Integrate and expand outreach efforts with a pathways framework
 - Increase outreach/recruitment for adult education students
 - Expand CCAP/dual enrollment
- **Eliminate equity gaps in course success rates**
 - Integrate equity-mindedness and anti-racism into our courses, programs, and services
 - Expand equity-minded professional development
 - Develop and expand curriculum that reflects diverse backgrounds and perspectives
 - Improve the student experience in distance education/hybrid learning environments as well as in-person learning environments
 - Expand creation and utilization of Open Education Resources (OER)
- **Increase persistence and eliminate equity gaps**
 - Implement a pathways approach to student support by integrating instruction and student services
 - Expand outreach to students who stop out
 - Implement an early alert process to proactively connect students with campus resources
 - Create a seamless learning and support experience for students within Academic and Career Pathways
 - Build a stronger sense of community among students and employees
- **Increase completion and eliminate equity gaps**
 - Establish a culture of completion
 - Increase awareness among students of career education programs that lead to high-need, high-wage careers
 - Increase awareness of students' own progress toward completion and next steps
 - Expand in-reach efforts for students who are close to completion
 - Expand peer mentoring efforts
 - Create clear pathways to completion that address the goals of our diverse student population
- **Increase hiring and retention of diverse employees**
 - Integrate equity-mindedness and anti-racism into hiring practices
 - Implement EEO program
 - Expand equity-minded and anti-racist professional development
 - Create a work culture that values employees and emphasizes employee wellbeing
 - Accommodate flexible work schedules where possible
 - Optimize staffing to ensure manageable workloads
 - Increase sense of belonging and community for employees, particularly among employees of color

Major Activities

In light of the College's 2022-2028 Comprehensive Strategic and Facilities Plan, the Cuyamaca Student Success and Equity Council discussed activities to address equity gaps for the populations of focus in the 2022 Student Equity Plan.

Student Populations Experiencing Disproportionate Impact

Population	Successful Enrollment	Completion of Transfer-Level Math and English	Fall-to-Spring Persistence	Completion	Transfer
Female	•				
Male					
Non-binary					
Current or former foster youth		•		•	•
Students with disabilities					•
Low-income students					
Veterans		•			
American Indian or Alaska Native	•			•	
Asian	•		•		
Black or African American	•	•	•	•	•
Hispanic or Latino/a/x	•		•		•
Two or More Races	•		•		•
Homeless students					
LGBTQ+ Students		•			•
First-generation Students		•			•

Student Populations of Focus for the Equity Plan

The Cuyamaca Student Success and Equity Council prioritized the following groups experiencing disproportionate impact for the 2022 Student Equity Plan:

- Black/African American Students
- Native American Students
- Latinx Students
- LGBTQ+ Students

Measurable Goals

Based on the groups prioritized above, the Cuyamaca Institutional Effectiveness Council set the following measurable goals to reduce or eliminate equity gaps, bringing each disproportionately impacted group to within three percentage points of the reference group:

Successful Enrollment

- Black/African American Students: +10 percentage points (to reach 47%)
- Native American Students +20 percentage points (to reach 48%)
- Latinx Students +5 percentage points (to reach 48%)

Completion of Transfer-Level Math and English

- Black/African American Students: +5 percentage points (to reach 21%)
- LGBTQ Students +10 percentage points (to reach 20%)

Fall-to-Spring Persistence

- Black/African American Students: +10 percentage points (to reach 66%)
- Latinx Students +10 percentage points (to reach 69%)

Completion

- Black/African American Students: +5 percentage points (to reach 7%)
- Native American Students +10 percentage points (to reach 10%)

Transfer

- Black/African American Students: +5 percentage points (to reach 27%)
- Latinx Students +5 percentage points (to reach 30%)
- LGBTQ+ +10 percentage points (to reach 30%)

Initiatives the College Will Undertake to Achieve the Above Goals

The Council identified a number of activities, including but not limited to the following, to address disproportionate impact for each of the following student populations:

- **Black or African Students**
 - Expand Umoja Program and hire a full-time Umoja Counselor
 - Increase support and build community for Black/African American faculty members
 - Expand high school and community engagement focused the Black/African American community
 - Create a dedicated Umoja space
 - Increase awareness of scholarships and support specifically for Black/African American students
 - Increase diversity of employees to reflect the students we serve
 - Streamline the enrollment process
 - Expand professional development specifically focused on supporting Black/African American students
- **Native American Students**
 - Expand programmatic support for Indigenous students in partnership with KCC
 - Expand high school and community engagement focused on Indigenous communities
 - Increase professional development specifically focused on supporting Indigenous students
 - Research effective practices employed at Tribal Colleges
 - Increase diversity of employees to reflect the students we serve
 - Increase technology access and support for Indigenous students
 - Create a dedicated space for Indigenous students
- **Latinx Students**
 - Launch the Together We Rise center for Latinx students
 - Routine translation of documents into Spanish
 - Continue new EMTLI cohorts and increase faculty participation
 - Increase community partnerships and outreach specifically to Latinx communities
 - Develop and implement a student-centered scheduling process
 - Streamline the registration process
 - Increase financial aid and scholarship communication and outreach specifically for Latinx students
- **LGBTQ+ Students**
 - Design and launch the LGBTQ+ Center
 - Expand SafeZones training
 - Prioritize and expand outreach for Cuyamaca Cares services for LGBTQ+ students
 - Expand Open Educational Resource utilization across campus, including in math and English
 - Continue Equity in Transfer Task Force to identify and address equity gaps in transfer
 - Hire peer mentors for LGBTQ+ students

Resources Budgeted to Achieve Student Equity Plan Goals

To best support the implementation of the 2021-22 SEA program, the budget allocation provided fiscal support to areas within the college identified as systemic barriers for students which either reinforce or create racial disparities for historically racially marginalized student populations. As a result, the 2021-22 SEAP program budget focused on the following areas to help address racial inequities in student access, retention, completion, and persistence:

- College wide outreach
- Matriculation Services
- Counseling Services
- Tutoring Services
- Transfer Services
- Professional Development
- Guided Pathways
- Student Engagement and Validation
- Umoja
- Equity Minded Teaching and Learning Institute
- Pathway Academy
- Resources for Immigrant Students in Education
- LGBTQ+ Student Support
- Kumeyaay Student Support
- Community Engagement
- Racial Equity and Social Justice Task Force
- Institutional Effectiveness, Success and Equity

For the Student Equity Funding over the previous three years, below is an accounting of expenditures:

2019-20 Student Equity and Achievement Budget

Object Code	Category	Amount Expended
1000	Academic Salaries	\$903,977
2000	Classified and Other Non-Academic Salaries	\$773,922
3000	Employee Benefits	\$587,244
4000	Supplies and Materials	\$33,360
5000	Other Operating Expenses and Services	\$194,692
6000	Capital Outlay	\$6,062
7000	Other Outgoing Expenses	\$0
Total		\$2,499,257

2020-21 Student Equity and Achievement Budget

Object Code	Category	Amount Expended
1000	Academic Salaries	\$933,478
2000	Classified and Other Non-Academic Salaries	\$769,723
3000	Employee Benefits	\$623,478
4000	Supplies and Materials	\$5,512
5000	Other Operating Expenses and Services	\$151,626
6000	Capital Outlay	\$14,828
7000	Other Outgoing Expenses	\$612
Total		\$2,499,257

2021-22 Student Equity and Achievement Budget

Object Code	Category	Amount Expended
1000	Academic Salaries	\$899,739
2000	Classified and Other Non-Academic Salaries	\$534,240
3000	Employee Benefits	\$596,225
4000	Supplies and Materials	\$7,482
5000	Other Operating Expenses and Services	\$57,170
6000	Capital Outlay	\$14,828
7000	Other Outgoing Expenses	\$0
Total		\$2,094,856

Planned Expenditures for the 2022-23 Student Equity and Achievement Program Funds is as follows:

Object Code	Category	2022-23 Budget
1000	Academic Salaries	\$800,706
2000	Classified and Other Non-Academic Salaries	\$565,371
3000	Employee Benefits	\$606,113
4000	Supplies and Materials	\$352,928
5000	Other Operating Expenses and Services	\$273,126
6000	Capital Outlay	\$0
7000	Other Outgoing Expenses	\$3000
Total		\$2,601,244

The above totals include the following: \$1,653,088 for SSSP, \$679,852 for Student Equity, and \$268,304 for Basic Skills.

Cuyamaca College Official to Contact for Further Information:

Bri Hays, Interim Vice President of Student Services
brianna.hays@gcccd.edu

Jesus Miranda, Dean of Student Success and Equity
jesus.miranda@gcccd.edu

Assessment of the progress made in achieving identified goals