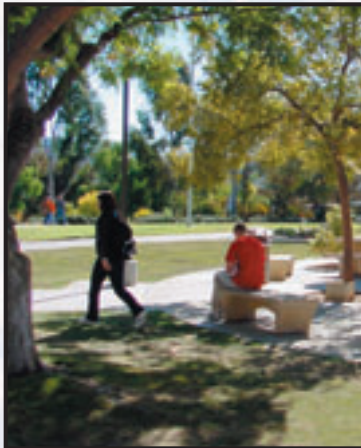


CUYAMACA COLLEGE STRATEGIC PLAN 2004-2010



Communication Arts Building



CUYAMACA
· COLLEGE ·
LEARNING FOR
THE FUTURE

**GROSSMONT-CUYAMACA
COMMUNITY COLLEGE
DISTRICT GOVERNING
BOARD MEMBERS:**

Rick Alexander

Timothy L. Caruthers, D.C.

Wendell R. Cutting

Ronald D. Kraft

Deanna Weeks

Chancellor:

Omero Suarez, Ph.D.

Cuyamaca College

President:

Geraldine M. Perri, Ph.D.

President's Message



I am most pleased to share Cuyamaca College's Strategic Plan 2004-10 with you. This document represents the collaborative efforts, leadership and wisdom of the members of the Cuyamaca College community. Its goal is to define and direct the major activities and areas of focus for Cuyamaca College during the next six years as we attempt to serve our students with a high-quality educational program and comprehensive support services.

Cuyamaca College, through its vision of "Learning for the Future," and its values of Academic Excellence, Student Access, the Natural Environment, Strong Community Relations, Innovation & Creativity, and Diversity & Social Harmony is well poised to meet the ever-changing educational needs of our students and community.

The Cuyamaca College Innovation and Planning Council is to be commended for its diligence in developing this plan and for its commitment to the Cuyamaca College community. Through this Strategic Plan 2004-10, Cuyamaca College has a clearly defined roadmap which will guide the annual planning efforts and priorities of the college as it journeys to serve the community more comprehensively.

As the President, I look forward to collaborating with the faculty and staff of Cuyamaca College in a mutual effort to advance the college toward its vision of "Learning for the Future."

Sincerely,

Geraldine M. Perri, Ph.D.



**Innovation and
Planning Council
2003-2004**

Geraldine M. Perri, Chair

Administrators

*David Agosto
Cristina Chiriboga
Arleen Satele
Al Taccone*

Faculty

*Ezequiel Cárdenas
Chuck Charter
Angela Nesta
Patricia Santana
Pat Setzer
Peter Utgaard
Kristin Zink*

Classified Staff

*Joan Burak
Maggie Gonzales
Barbara Modica*

Recorder

Leonita Cole

Students

*Kalani Creutzburg
Bill Stanford*



Introduction

To better serve its community, Cuyamaca College has adopted a strategic planning process to set priorities for action. Our vision, Learning for the Future, embodies a philosophy that is centered on providing quality innovative learning experiences and environments. In a world that is constantly changing, our strategic planning keeps Cuyamaca College focused on the future educational needs of our students and community.

At Cuyamaca College, focused planning is integral to our organizational culture. This plan was developed within the context of the college vision's and core values, and the Grossmont-Cuyamaca Community College District Strategic Plan. The Cuyamaca College Strategic Plan 2004-2010, as outlined in this document, will shape the college's direction and activities over the next six years. The plan is linked to the organizational structure of the college through the Innovation and Planning Council and will drive decision-making.

The Strategic Plan identifies five areas of focus with goals and specific activities to be accomplished over the six-year period. An Annual Implementation Plan developed by the Innovation and Planning Council guides the college's progress incrementally towards achieving its strategic goals. The Council's annual planning processes mobilize and allocate institutional, human, fiscal, technical and physical resources. As well, college goals, both long-term and short-term, are defined and implemented, while being assessed and updated on a continual basis.

The process to develop this Strategic Plan was initiated by the Innovation and Planning Council in spring 2003, with an affirmation of the college's core values and identification of needed areas of focus. The Council's work was the starting point for a college-wide staff development workshop in August 2003, at which time faculty, staff and administrators proposed a variety of activities to address the previously identified areas of focus. The activity was characterized by a spirit of open discussion, vision and innovation. In spring 2004, faculty and staff prioritized activities within each area of focus through a college-wide survey. Broad-based participation in the planning process has ensured the inclusion of creative ideas drawn from all segments of the college community and has promoted an understanding of and commitment to achieving the Strategic Plan.

It is our belief that the planning process assures that the college remains dynamic, effective and focused on the future in meeting the educational needs of its community.



Vision: *Learning for the Future*

Mission: *Provide educational leadership through learning opportunities that anticipate, prepare for, and meet the future challenges of a complex democracy and a society.*

Preamble & Values: *Cuyamaca College is committed to providing opportunities and excellence in higher education to our community. Our vision, Learning for the Future, is reflected in our six core values listed below. These values help shape the unique experience that is Cuyamaca College.*

- ✓ **Academic Excellence**
- ✓ **Student Access**
- ✓ **The Natural Environment**
- ✓ **Strong Community Relations**
- ✓ **Innovation and Creativity**
- ✓ **Diversity and Social Harmony**



Over the next six years, Cuyamaca College will focus on five key areas. These areas of focus - Academic Excellence & Program Development, Student Success, Facilities & Physical Environment, Community Relations, and Resource Development - are directly related to the college's core values.

Academic Excellence and Program Development



To reflect the college's values of Academic Excellence, Strong Community Relations, Innovation and Creativity, Diversity and Social Harmony

To provide high quality, learner-centered academic programs that enable students to achieve transfer and career/technical educational goals. Program development focuses on designing effective and unique courses and programs of study that expand the comprehensiveness of the curriculum and respond to the learning needs of a diverse community.

- ◆ *Develop a unique educational niche that sets the college apart.*
- ◆ *Strengthen transfer programs and services.*
- ◆ *Respond to diverse community and industry needs.*
- ◆ *Strengthen career/technical program development.*
- ◆ *Support the effective use of technology as a tool for attaining academic excellence.*
- ◆ *Provide professional development programs and activities that support the appropriate use of technology.*

Planned Activities

- ✓ *Promote universal assessments in basic skills (reading, writing and math) for entering students.*
- ✓ *Develop and offer workshops focusing on academic/success skills (basic skills and in content areas) to be taught by faculty in the discipline.*
- ✓ *Develop strategies to increase student awareness of transfer opportunities.*
- ✓ *Offer student orientations specific to the major.*
- ✓ *Strengthen support for online classes, including technical support, student services, and advertisement.*
- ✓ *Provide online help desk for online classes.*
- ✓ *Provide on-going support to maintain department web pages and services.*
- ✓ *Improve technology training for full-time and part-time instructors (topics may include grade book, smart classroom, Web CT/Blackboard).*
- ✓ *Promote student awareness and acceptance and use of tutoring services.*
- ✓ *Provide orientation and training for adjuncts on "Classroom Management" (including but not limited to effective syllabi design, classroom discipline, establishing a positive classroom climate, and a better orientation to discipline course goals).*
- ✓ *Develop teacher preparation programs for elementary and secondary levels.*

Student Success



To reflect the college's values of Academic Excellence, Student Access, Innovation and Creativity, Diversity and Social Harmony

To implement systems and services that promote access, equity and opportunities for individual growth and that serve the diverse college student population. Student Success focuses on strengthening academic programs and supporting services in order to increase student transfer and degree/certificate completion rates.

- ◆ *Increase number of students who transfer to four-year colleges and universities.*
- ◆ *Provide a richer student life through campus programs.*
- ◆ *Ensure student access to college instructional and support services.*
- ◆ *Promote a college culture that understands and embraces diversity.*
- ◆ *Offer professional development programs that facilitate student success initiatives.*

Planned Activities

- ✓ *Create an institutional transfer system including counseling, instruction-curriculum development and faculty mentoring.*
- ✓ *Strengthen the first-year student experience by providing retention programs.*
- ✓ *Encourage and increase student access to academic counseling.*
- ✓ *Increase the number of students with two-year educational plans.*
- ✓ *Develop articulations with four-year institutions to transfer programs rather than individual courses only.*
- ✓ *Expand four-year college visibility on campus for transfer purposes.*
- ✓ *Provide a student help desk to assist with computer use.*
- ✓ *Develop a textbook donation program for student use in the library.*
- ✓ *Provide online student counseling services (such as counseling and financial aid).*



Facilities and Physical Environment



To reflect the college's values of Innovation and Creativity, The Natural Environment, and Strong Community Relations

To create well designed and appropriate learning environments that facilitate student success. Facilities development and maintenance focuses on expanding the physical infrastructure while enhancing and protecting a beautiful campus environment that serves students and the community.

- ◆ Increase effective use of facilities.
- ◆ Continue to plan for new facilities/buildings.
- ◆ Create a transition plan to minimize the disruption to students and staff as we undertake new construction and remodeling projects.
- ◆ Maintain a commitment to a beautiful college environment as we develop the campus.

Planned Activities

- ✓ Provide external signage to campus.
- ✓ Increase safety through better lighting in key locations.
- ✓ Promote energy conservation, solar power, and other similar strategies.
- ✓ Create ergonomically sound classroom environments for students.
- ✓ Upgrade all classrooms to "smart classrooms."
- ✓ Preserve the Grand Lawn.
- ✓ Integrate the nature preserve into the campus environment.



Community Relations



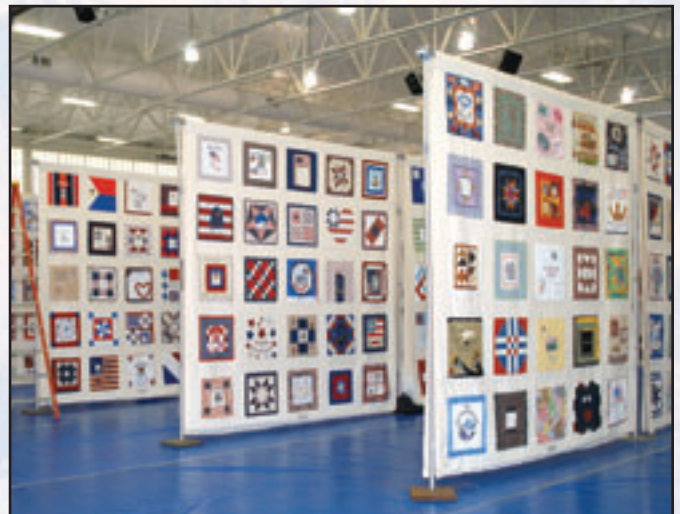
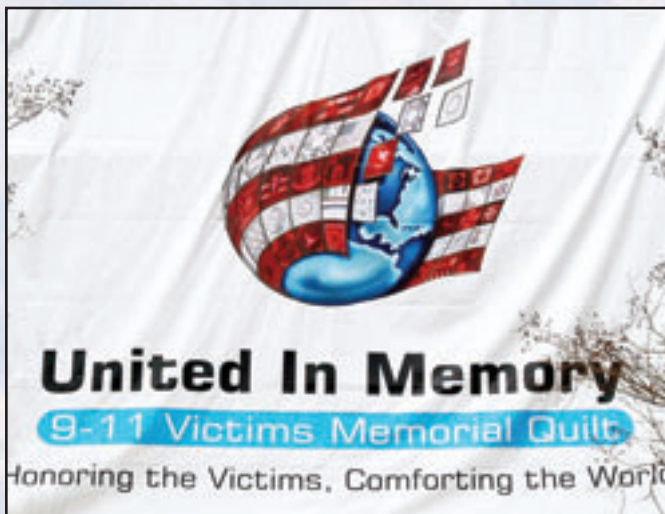
To reflect the college's values of Academic Excellence, Student Access, Innovation and Creativity, Diversity and Social Harmony, The Natural Environment, and Strong Community Relations

To enhance the college image, academic reputation and prominence in the community in order to become its focal point for postsecondary education. Community relations which focus on anticipating and responding effectively to local educational, business, and cultural needs.

- ◆ *Enhance the college's image, reputation, prominence (align external and internal perceptions).*
- ◆ *Develop programs that are responsive to community needs and the changing demographics in our district.*
- ◆ *Improve the integration of the college with the community.*

Planned Activities

- ✓ *Assess the educational interests of the community.*
- ✓ *Develop programs that are responsive to the changing demographics in our district.*
- ✓ *Increase publicity of success stories in the newspaper, radio, and public service announcements.*



Resource Development



To reflect the college's values of Innovation and Creativity, and Strong Community Relations

To expand resources and maximize the use of existing resources, including fiscal and human. Resource Development focuses on cultivating new sources of funding and pursuing opportunities to enhance the college resource base in all areas.

- ◆ Support public resource expansion.
- ◆ Maximize existing resources.
- ◆ Support human, fiscal and physical resources/infrastructure.
- ◆ Staff development.

Planned Activities

- ✓ Develop strategies to increase donations to the college from corporations, alumni, and other entities.
- ✓ Continue to solicit grants from state, federal, foundation and corporate sources.
- ✓ Explore the prospect of developing a higher education center (UC, CSU collaborative).
- ✓ Explore and develop industry/college partnerships.
- ✓ Partner with other two- and four-year colleges to maximize funding.

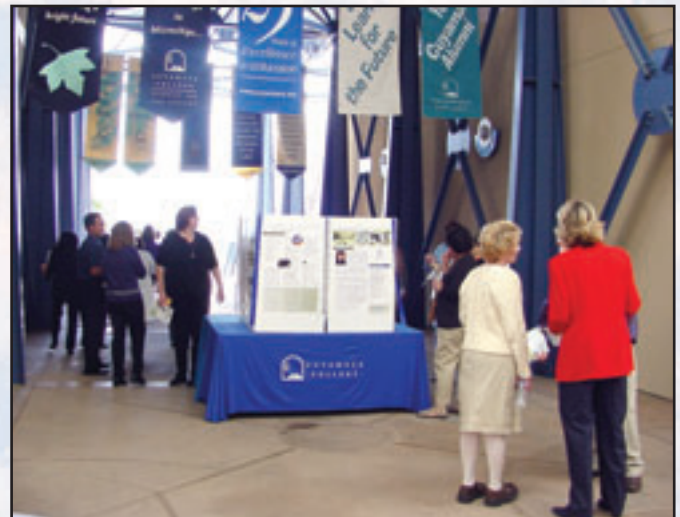


Writing Team

*Chuck Charter
Cristina Chiriboga
Patricia Santana
Pat Setzer
Kristin Zink*

*Production
Jim Ney
Dave Francis*

*Photography
Phu Nguyen*





C U Y A M A C A
· C O L L E G E ·

900 Rancho San Diego Parkway, El Cajon, CA 92019-4304
619-660-4000
www.cuyamaca.edu