
CUYAMACA COLLEGE STRATEGIC PLAN 2010-2016

Beautiful • Dedicated • Collaborative • Integrity

Welcoming • Innovative • Teamwork



Vision • Community • Excellence



CUYAMACA
COLLEGE
LEARNING FOR
THE FUTURE

Friendly • Passionate • Student-Centered



The Cuyamaca College 2010-2016 Strategic Plan is the result of a 15-month interactive, inclusive and collaborative effort of the faculty, staff and administration of Cuyamaca College. Special recognition and appreciation is extended to the members of the college's Innovation and Planning Councils and Administrative Councils for their leadership and service to ensure that this Strategic Plan was truly a college-wide effort.

The Cuyamaca College 2010-2016 Strategic Plan was compiled and coordinated by the Office of Institutional Advancement.

2008-2009

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Front Cover: The plaza at Cuyamaca College

The college's core values, as expressed through the college's institutional culture of collegial consultation, planning and evaluation, help shape the unique experience that is Cuyamaca College. This unique experience is best described by the 13 words that the college community identified to represent "The Cuyamaca Way" – which are engraved in the arcing bands on the college's plaza and printed around the border of the front cover.

Introduction



The Cuyamaca College Strategic Plan 2010-2016 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 serve our students and our community with the highest quality educational activities, workforce training programs, and comprehensive student support services.

The Strategic Plan identifies five areas of focus with goals, and corresponding specific activities to be accomplished, as well as measurable key indicators to help us evaluate our successes, achievements and accomplishments. The plan is linked to the organizational structure of the college through the Innovation and Planning Council and will drive decision-making, and comprise the Innovation and Planning Council's Annual Implementation Plan (AIP). More detailed activities and evaluation measures will be developed annually by the Innovation and Planning Council as they construct each year's Annual Implementation Plan to more accurately reflect the pressing issues and available resources of the time.

The process to develop this Strategic Plan began by conducting both External and Internal Environmental Scans; an External Scan to help us be aware of and understand the major issues and trends taking place in our community, and an Internal Scan to help us better understand the students we serve. The data from the scans were used by members of the Administrative Council and Innovation and Planning Councils to develop major themes (of the data) and goals (in response to the data). At the 2009 Spring Convocation, a college-wide "Visioning for the Future" exercise was held where all members of the college community actively participated in creating specific activities directly in response to the focus areas and corresponding goals. The entire college community then prioritized the activities through an online survey*. The Strategic Planning Writing Team, with representation from instructional and student services faculty, classified staff and administration, analyzed the data, identified the highest-rated activities, and drafted measurable key indicators. The final draft of the 2010-2016 Strategic Plan was shared with the Administrative Council, Innovation and Planning Council, Faculty Senate, Classified Senate, and Associated Student Government Cuyamaca College, for each group to share the document with their constituents for review and input. The feedback from each group was reviewed and included into the final Strategic Plan. All these activities were characterized by a spirit of inclusiveness, participation, open discussion, vision and innovation.*

Cuyamaca College, through its vision of "Learning for the Future," and its values of Academic Excellence, Student Access and Success, Environmental Stewardship, Strong Community Relations, Innovation and Creativity, and Diversity and Social Harmony, is well poised to meet the ever-changing educational and training needs of our students and community. Through this Strategic Plan 2010-2016, Cuyamaca College has a clearly defined roadmap which will guide the annual planning efforts and priorities of the college as it journeys to both serve and provide leadership to our community.

**Environmental Scans and Survey Results are available at:
<http://www.cuyamaca.edu/cc/strategicplan/>*

Vision: *Learning for the Future*



Mission: *The mission of Cuyamaca College is to serve a diverse community of students who seek to benefit from the college's wide range of educational programs and services.*

In order to fulfill its commitment to student learning, the college provides:

- ✓ ***Instructional programs that meet student needs for transfer education, career technical education, general education and basic skills courses***
- ✓ ***Community education programs and services***
- ✓ ***Programs that promote economic, civic and cultural development***

To facilitate this mission, Cuyamaca College provides a comprehensive range of support services including: outreach and access initiatives, academic and learning resources, student development programs, and multicultural and co-curricular activities.

In support of its mission, Cuyamaca College structures its planning processes and engages the college community by pursuing the following areas of focus, which form the foundation of the 2010-2016 Strategic Plan:

- ✓ ***Student Access***
- ✓ ***Learning and Student Success***
- ✓ ***Value and Support of Employees***
- ✓ ***Economic and Community Development***
- ✓ ***Fiscal and Physical Resources***

Values: *Our Mission is reflected in the college's six core values:*

- ✓ ***Academic Excellence***
- ✓ ***Student Access and Success***
- ✓ ***Environmental Stewardship***
- ✓ ***Strong Community Relations***
- ✓ ***Innovation and Creativity***
- ✓ ***Diversity and Social Harmony***



Student Access

To develop and implement systems and services that promotes access, equity and opportunities for academic success, professional development, and individual growth that serve the diverse needs of the community.

Goals	Key Performance Indicators*
◆ Ensure and facilitate student access to college instruction and Student Development and Success services.	<ul style="list-style-type: none"> ✓ Breadth and depth of student services offered. ✓ Number of students entering classes. ✓ Number of students served by categorical programs. ✓ Number of students accessing online services. ✓ Number of students applying for financial aid.
◆ Increase early awareness of the community college as an option, and the need for K-12 students and parents to prepare for college success.	<ul style="list-style-type: none"> ✓ Number and type of marketing and outreach activities to high schools and the community. ✓ Number of students contacted and entering college. ✓ Number of outreach events and activities.
◆ Increase awareness of Cuyamaca College as a lifelong learning option to all demographic groups in the post-high school age population (“hidden tidal wave”).	<ul style="list-style-type: none"> ✓ Number and type of marketing and outreach activities for credit, non-credit, and workforce training courses and programs. ✓ Number of outreach events and activities focused on adults and post-high school age population. ✓ Demographic trends of entering student populations.

* Specific evaluation measures for Student Access will be developed annually by the Innovation and Planning Council (IPC), the college’s principal shared governance structure, during the development of each year’s Annual Implementation Plan (AIP).

Planned Activities

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Provide students with an email confirmation of their successful application and registration and a reminder of when classes begin	✓					
Use email alert or pop ups to communicate course information to students when they register for a course with “notes”. Such as “you have registered for a class with a lab”; “you have registered for a class that has an orientation (and give time and date of orientation)”		✓				
Provide a greater presence in our feeder district such as instructors at Cuyamaca communicating with the same department in the high schools; better communication with colleagues in same program in the high schools			✓			
Develop an adult re-entry program				✓		
Provide clearly defined career pathways that encourage and support lifetime of educational career opportunities					✓	



Learning and Student Success



To support student learning and success by strengthening academic programs and services to facilitate student transfer, degree/certificate completion, professional opportunities and personal growth.

Goals	Key Performance Indicators*
◆ Identify and support "at-risk" students.	<ul style="list-style-type: none"> ✓ Number of comprehensive programs, services and resources for "at-risk" students. ✓ Number of "at-risk" students participating in student support programs and services. ✓ Retention rates. ✓ Persistence rates. ✓ Success rates (both transfer- and basic skills-level courses).
◆ Develop effective practices for enhancing students' ability to attain degrees and certificates.	<ul style="list-style-type: none"> ✓ Number of students participating in programs specifically designed to enhance success. ✓ Success rates in sequential courses. ✓ Retention rates. ✓ Persistence rates. ✓ Number of certificates and degrees offered.
◆ Continue to explore new technologies for student learning and to promote its effective use.	<ul style="list-style-type: none"> ✓ Number of professional development events related to new technologies. ✓ Number of courses or programs utilizing new technologies. ✓ Number of faculty participating in professional development activities related to new technologies. ✓ Number of students taking courses or programs utilizing new technologies. ✓ Number of students utilizing online and/or computer lab services.

* Specific evaluation measures for Learning and Student Success will be developed annually by the Innovation and Planning Council (IPC), the college's principal shared governance structure, during the development of each year's Annual Implementation Plan (AIP).

Planned Activities

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Offer ongoing training to faculty and staff to keep up with new internet and software technologies					✓	
Provide technical support and training to help incorporate technology in instruction				✓		
Continue to build relationships with 4-year institutions to facilitate articulation and transfer, including field trips to transfer institutions				✓		
Develop methods to more effectively assess student preparedness levels and to place students in appropriate courses, including online assessment services in English and Math	✓					
Enhance counselor outreach – early outreach to students to help them know what they need to transfer		✓				
Research effective textbook options (including 'open source' and online options)					✓	
Maintain basic skills as a major focus.	✓					
Enhance and expand student tutoring programs (including investigating nation-wide programs for tutoring, collaborative learning inside and outside class, training tutors, multi-lingual tutors and recruiting tutors from 4-year institutions)			✓			
Analyze the need for prerequisites for content classes (Math, English, Reading, Writing)		✓				
Offer counseling services more specialized according to academic disciplines				✓		
Improve collaboration between Financial Aid and Counseling	✓					
Provide technical help for 508 compliance		✓				
Develop and offer "Return to College" refresher courses in technology and basic study skills (Math, English, Study Skills...)			✓			

Value And Support Of Employees



To value and support our employees in their efforts to provide leadership in response to the growing needs of the college and community, by ensuring sufficient resources and promoting a healthy and nurturing work environment.

Goals	Key Performance Indicators*
<ul style="list-style-type: none"> ◆ Increase professional development for faculty, staff, and administration. 	<ul style="list-style-type: none"> ✓ Number and diversity of professional development events. ✓ Number of faculty participating in professional development events. ✓ Number of staff participating in professional development events. ✓ Number of administrators participating in professional development events.
<ul style="list-style-type: none"> ◆ Increase college staffing to support facilities and departments. 	<ul style="list-style-type: none"> ✓ Number and distribution of appropriate college staff to support facilities. ✓ Number and diversity of faculty to support departments and programs. ✓ Full-time/Part-time faculty ratio.

* Specific evaluation measures for Value and Support of Employees Activities will be developed annually by the Innovation and Planning Council (IPC), the college's principal shared governance structure, during the development of each year's Annual Implementation Plan (AIP).

Planned Activities

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Support continuing education opportunities for administrators, faculty and classified staff			✓			
Increase full-time/part-time faculty ratio					✓	
Develop program(s), including a Blackboard course, and a faculty study group, an annual summer teaching conference, that promote more effective teaching				✓		
Provide support to faculty and staff to enhance department websites		✓				



Transfer Achievement Celebration



Health Fair



Economic and Community Development

To anticipate and respond effectively to the economic and development needs of the community through strategic partnerships, community activities and innovative educational programs.

Goals	Key Performance Indicators*
◆ Provide leadership in the area of economic and workforce development.	<ul style="list-style-type: none"> ✓ Faculty and staff participation in CTE community activities. ✓ Number of CTE courses and programs. ✓ Number of students enrolled in CTE courses and programs. ✓ Number of partnerships.
◆ Become known as the Gateway to the Health Professions.	<ul style="list-style-type: none"> ✓ Number of Gateway courses offered. ✓ Number of students enrolled in Gateway courses. ✓ Diversity of students enrolled in Gateway students. ✓ Number of students transferring into health professions programs.
◆ Establish the college as the center of arts, science and culture in East County.	<ul style="list-style-type: none"> ✓ Policies and practices which facilitate community participation. ✓ Number of artistic, scientific and cultural events and activities hosted by the college. ✓ Number of partnerships with arts, science and cultural organizations.
◆ Enhance college-community relationships.	<ul style="list-style-type: none"> ✓ Participation in activities which link the college and the community. ✓ Number of college-community partnerships. ✓ Resources gained from community partnerships. ✓ Number of community members and/or organizations serving on college advisory committees.
◆ Identify appropriate college niche to respond to green/sustainable needs.	<ul style="list-style-type: none"> ✓ Number of green/sustainable programs and activities. ✓ Number of partnerships related to green and sustainable technologies. ✓ Number of students enrolled in green and sustainable technology programs. ✓ Number of events related to green/sustainable initiatives hosted by the college. ✓ Participation by college faculty and staff on green/sustainable initiatives.

* Specific evaluation measures for Economic and Community Development will be developed annually by the Innovation and Planning Council (IPC), the college's principal shared governance structure, during the development of each year's Annual Implementation Plan (AIP).



Spring Garden Festival



Solar panel training

Planned Activities

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<i>Work with industry and other partners to identify workforce development needs to develop new programs, create classes/programs and be current in the programs (maintain certification)</i>	✓					
<i>Explore various ways of making all college divisions and departments more green (reducing waste)</i>	✓					
<i>Facilitate interactions, including internships, apprenticeships and off-campus work study, between students and professionals in their field in interest</i>			✓			
<i>Build and expand community and corporate partnerships</i>		✓				
<i>Become the model site for best practices (proactive in establishing best practices)</i>		✓				
<i>Increase outreach for CTE programs and include Career Technical Education information in all outreach efforts</i>		✓				
<i>Develop more instructional programs and career paths for green technologies and green-related industries and issues</i>			✓			
<i>Explore establishing an Energy Conservation Center to discover, implement and champion better energy conservation measures for the college and community</i>			✓			
<i>Encourage more interaction between CTE programs, general education and industries and businesses to coordinate learning experiences (guest lectures, offer on-site classes, hands-on training and site visits)</i>				✓		
<i>Explore the development of a green car technology training program</i>			✓			
<i>Increase CEU's for all the certifications for our CTE programs</i>				✓		
<i>Host more community events, such as youth camps, farmer's market, summer science fairs, youth theatre, writer's camps, concerts, film festivals, Native American events, annual Earth Day</i>				✓		
<i>Host an annual "green collar" industry job fair to promote green occupational paths and career opportunities</i>		✓				
<i>Explore developing appropriate credit, non-credit and fee-based health care/health professions training, degree, certificate programs</i>					✓	
<i>Partner more closely and actively with the Water Conservation Garden, museum and college programs and facilities to enhance the overall educational experience offered by the college and to become the center of arts, culture and science in East County</i>			✓			



Hosting a regional music event



Water Conservation training



Fiscal and Physical Resources

To enhance human, fiscal and physical resources through professional development and diversity, cultivating and securing new funding sources and continuing to create a more prestigious, beautiful, and 21st century learning environment.

Goals	Key Performance Indicators*
FACILITIES (Physical)	
<ul style="list-style-type: none"> ◆ Develop Educational Facilities Master Plan II that maintains a commitment to a beautiful college environment. 	<ul style="list-style-type: none"> ✓ Complete the Educational Facilities Master Plan II. ✓ Preservation of a beautiful college environment. ✓ Number of instructional programs that incorporate the preserve into its activities.
<ul style="list-style-type: none"> ◆ Promote and develop sustainability initiative. 	<ul style="list-style-type: none"> ✓ Development of a college-wide Sustainability Master Plan. ✓ Resources spent/saved on water and electricity. ✓ Number of instructional programs and activities related to sustainability.
FISCAL	
<ul style="list-style-type: none"> ◆ Develop alternative sources of revenue to reduce overall reliance on state funding. 	<ul style="list-style-type: none"> ✓ Number of faculty and staff participating in grant writing. ✓ Number of grants received. ✓ Amount of funds received through the Foundation. ✓ Number of special revenue-generating events. ✓ Revenue generated from green and sustainability activities and technologies (recycling, solar energy, wind energy).

* Specific evaluation measures for Fiscal and Physical Resources will be developed annually by the Innovation and Planning Council (IPC), the college's principal shared governance structure, during the development of each year's Annual Implementation Plan (AIP).

Planned Activities

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Promote a culture that values energy conservation	✓					
Model the Water Conservation Garden on campus (to reduce water usage and foster conservation		✓				
Support continuing education opportunities for administrators, faculty and classified staff			✓			
Explore ways to make the college more pedestrian friendly (more sidewalks, especially to/from CDC), adding more picnic-like areas, outdoor study areas, making the Grand Lawn sidewalks safer, and creating dedicated pathway to/from Student Center (to protect the landscaping)				✓		
Utilize green technology on campus (facilities), such as solar panels on roofs and parking lots.			✓			
Increase full-time/part-time faculty ratio					✓	
Develop program(s), including a Blackboard course, and a faculty study group, an annual summer teaching conference, that promote more effective teaching				✓		
Provide support to faculty and staff to enhance department websites				✓		
Maintain the college preserve as an educational resource for the college and the community		✓				
Hire the grants specialist to assist faculty and staff in identifying, pursuing and securing external funding, and assisting in post-award program coordination			✓			
Commit ourselves to developing and maintaining facilities and resources that would support innovative CTE programs (primarily in response to developing technologies)	✓					

Development of the Cuyamaca College 2010-2016 Strategic Plan

DATE	ACTIVITY	PARTICIPANTS
2010		
January 2010	Approved and adopted 2010-2016 Strategic Plan presented to the college community for implementation	
December 2009	Cuyamaca College 2010-2016 Strategic Plan presented to Governing Board	
October-Nov 2009	Strategic Plan (Goals, Activities and Key Indicators) presented to Administrative Council, Innovation and Planning Council, Faculty Senate, Classified Senate, and Associated Student Government Cuyamaca College for each group to share the document with their constituents for review and input. The feedback from each group was reviewed and included into the final Strategic Plan.	
October 2009	Key Indicators for all Goals drafted	Writing Team*
August-Sept 2009	Survey results analyzed to determine which Activities received enough votes from the college-wide survey to be placed on the final Strategic Plan	Writing Team*
2009		
June-July 2009	Survey results compiled	District Research Office
May 2009	Survey Implemented	College Community
April-May 2009	Survey created	District Research Office
March 2009	Activities assigned to specific Goals, Survey drafted and refined	Writing Team*
January-Feb 2009	Activities Edited	IPC
January 21, 2009	Strategic Planning "Visioning for the Future" activities for each Focus Area drafted with input from entire college community at Spring convocation	College Community
November 26, 2008	Focus Area descriptions drafted	Writing Team*
October 22, 2008	Goals developed in response to themes identified in Environmental Scans	IPC Retreat
October 14, 2008	Data from Environmental Scans clustered into 'themes'	Admin Council Retreat
2008		
September 2008	Environmental Scans	President's Cabinet
Before September	4 Focus Areas established	District

*Writing Team comprised of instructional and student services faculty, classified staff and administration



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