



Annual Implementation Plan, 2013-2014

STUDENT ACCESS

Educational Master Plan Priorities:

- *A.1 Make learning accessible*
- *Provide clear direction for student success and completion throughout the College entry process*
- *Enhance community awareness of the educational, social, arts, cultural, and athletic opportunities available at the college*

Strategic College Goal:

- *Develop and implement systems and services that promote access, equity and opportunities for academic success, professional development and individual growth that serve the diverse needs of the community.*

Instructional Goals:

- *Increase student success by ensuring appropriate preparation and placement of students in classes.*
- *Enhance student access through management of the class schedule, development/implementation of programs, certificates & degrees that support broad-based student and community needs.*

Student Services Goal:

- *Enhance the use of technology for the delivery of student support services to provide greater access to students.*

Administrative Services Goals:

- *Enhance Admin Services website to be more user friendly for staff and students.*
- *Encourage Admin Services training for customer services and cross training.*

Key Performance Indicators

- *College Readiness: Number and percent of students who enroll in the math, English, and ESL courses in which they assessed, in the first year*
- *Student demographics: Number and percent of students enrolled as compared to the college's service area*

A.1 Make learning accessible A.1.2 Provide comprehensive educational services for all students, including emerging and growing populations, such as: <ul style="list-style-type: none"> • Active duty military, veterans, and their families • Academically underprepared • Socially, demographically, and economically diverse • Refugees, asylees, and immigrants • Non-native English speakers students 		
Specific Activities/Strategies	Primary Contact	Outcomes
A.1.2 Identify hours of operation to meet students' needs. (Military/veterans students, refugees, etc.) <ul style="list-style-type: none"> • Review Hours of operation; communicate hours on voicemail, website, and extended hours during peak times. • Communication to students with up to date information to students. Utilize bulletin board for quick information for students regarding, past due information, parking permits, and fee deadlines. 	Cashier Department Vice President of Administrative Services	
A.1.2 Develop and implement online new student orientation and advising programs to facilitate greater student access to these core services.	Dean, Counseling Services Department Chair, Counseling Chair Student Success Coordinator	
A.1.2 Prepare non-native English speakers, refugees, asylees, and immigrants in East San Diego County for entry-level employment through vocational ESL as the recognized educational partner with Department of Health & Human Services, County	Dean, Continuing Education & Workforce Training Community Learning Operations	

of San Diego (contract education)	Supervisor	
<p>A.2. Provide clear direction for student success and completion throughout the College entry process</p> <p>A.2.1 Maximize student access to One-Stop services by restructuring and reorganizing the delivery of matriculation, enrollment, registration and support services</p> <p>A.2.2 Require students to participate in a mandatory and comprehensive matriculation process that includes staff and peer orientation, skills assessment, and academic and financial aid advising</p> <p>A.2.3 Ensure that students develop a college/career goal, a program of study, and an individualized plan that identifies specific steps to goal completion</p>		
Specific Activities/Strategies	Primary Contact	Outcomes
<p>A.2.1 Maintain discipline-based ‘gear-up for success”, after class workshops, and tutoring that have proven to produce statistically significant improvement in student retention, course completion, and preparation for college-level or next course in program of study sequence. Disciplines include in English, Reading, math, ESL (credit and non-credit), STEM disciplines.</p>	<p>Dean of Instruction, Division II (English, ESL, Reading) Department Chair, Communication Arts Department Chair, ESL</p> <p>Dean of Instruction, Division I (Math) Department Chair, Mathematics Department Chair, Science</p> <p>Dean, Library Technology Resources Tutoring & Study Skills Coordinator</p>	
<p>A.2.3 In collaboration with First Year Experience Program, pilot program of study for students in one STEM discipline (Biology/Allied Health) and CTE discipline (Automotive).</p>	<p>Dean Division I Department Chair, Science Department Chair, Automotive</p> <p>Faculty Coordinator, First Year Experience</p>	

	Program	
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LEARNING & STUDENT SUCCESS

Educational Master Plan Priorities:

- *Continue to develop as a comprehensive college by offering a complete range of fully supported programs and services*
- *Increase K-12 student, parent and community awareness and readiness for college and career training*
- *Promote student behaviors that lead to successful learning and achievement of their educational goals, including life-long learning*
- *Provide multiple pathways to learning and success that facilitate student completion of personal and educational goals*
- *Streamline pathways to course sequence and degree or certificate completion by using student outcomes and completion data to inform decisions about which courses are critical to include in each program of study*
- *Enhance partnerships with four-year colleges and universities to facilitate articulation and transfer*

College Goal:

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

Instructional Goals:

- *Maintain and enhance the comprehensive community college mission.*
- *Create opportunities for greater communication and interaction between instruction and student services.*
- *Enhance support of student learning and success in our courses and programs.*
- *Develop innovative strategies in our courses and programs that promote student learning and success.*
- *Develop mutually beneficial partnerships.*
- *Develop and implement Cuyamaca outcomes-based research.*

Student Services Goal:

- *Graduation Starts Today: Proactively facilitate student retention and success, such that students are able to make progress toward completion of their educational goals.*

Administrative Services Goal:

- *Improve information communication to students, website, signage, inform assistants, etc.*

Key Performance Indicators:

- *Successful Course Completion: Number and percent of students who successfully complete the courses in which they attempt**
- *Unit Completion: Number and percent of students who earned at least 30 units**
- *Persistence: Number and percent of students who persist from one semester to the next, including fall to spring, & fall to fall**
- *Graduation: Number and percent of students who graduate with a degree or certificate**
- *Transfer: Number and percent of students who transfer to a four-year college/university**
- *Job Placement: Number and percent of CTE completers that are employed*
- *Student Satisfaction/Engagement: Level of satisfaction/engagement among students*

**ARCC Indicators*

B.3 Promote student behaviors that lead to successful learning and achievement of their educational goals, including life-long learning

- B.3.1 Promote and actualize the idea that “Graduation Starts Today” as a distinguishing characteristic of our institution
- B.3.2. Establish Cuyamaca College's reputation as the “Premier College for Completion” through the implementation and promotion of effective teaching and learning practices and student support services

Specific Activities/Strategies	Primary Contact	Outcomes
B.3.1 Implement an enhanced proactive, degree-outreach program to facilitate an increase in the number of degrees and certificates awarded each year	Dean, Counseling Services Counseling Chair Admissions and Records Supervisor Evaluators	
B.3.2 Enhance existing academic supports in tutoring and supplemental instruction in Writing Center, STEM Center, discipline-based laboratories/classrooms. Expand number of	Dean, Library Technology Resources Tutoring & Study Skills Coordinator	

subjects in which tutoring is provided.	Department Chairs & Program Coordinators	
B.3.2 Make the culture of innovation and excellence in teaching and learning more obvious through college-wide discussions about student achievement and promotion of findings from learning outcome assessment.	Vice President, Instruction Deans Department Chairs & Program Coordinators SLO & Assessment Coordinator Research Committee	
B.4 Provide multiple pathways to learning and success that facilitate student completion of personal and educational goals		
B.4.1 Support structured and intentional approaches to student learning and achievement		
<i>Specific Activities/Strategies</i>	<i>Primary Contact</i>	<i>Outcomes</i>
B.4.1 Continue multiple strategies for instructional delivery including distance education, acceleration, and compression. Explore feasibility of greater use of compression and acceleration beyond current use in Automotive, English, ESL, and mathematics.	Dean of Instruction, Division I Dean of Instruction, Division II Dean of Instruction, Continuing Education & Workforce Training Dean, Library Technology Resources Online Teaching & Learning Committee Department Chairs & Program Coordinators	
VALUE & SUPPORT OF EMPLOYEES		
<i>Educational Master Plan Priorities:</i>		

- Support the development and implementation of a comprehensive Human Resources Plan that addresses key needs.
- Support a culture of continuous, career-based professional learning for all employees
- Provide health and wellness programs and activities for all employees
- Support a culture of innovation for new approaches and improvements in all areas of the institution

College Goal: *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.*

Instructional Goals:

- *Create opportunities for greater communication and interaction between instruction and student services.*
- *Institute a workplace wellness program for employees.*
- *Enhance the great sense of family within our Cuyamaca Community.*

Student Services Goal:

- *Establish a work environment that recognizes Student Services employees for their good work, and that provides opportunity for team building and camaraderie.*

Administrative Services Goals:

- *Explore potential health and safety related activities for employees and students*
- *Add additional staffing as funds become available.*

Key Performance Indicators:

- *Professional Development: Number of faculty, staff, and administrators participating in professional development activities*
- *Employee Satisfaction/Engagement: Level of satisfaction/engagement among employees*
- *Demographics: Employee demographics as compared to service area*
- *Employee distribution: Number and distribution of appropriate college staff to support facilities, departments, and programs*
- *FT/PT faculty ratio*

C.1.2 Ensure staffing levels support a comprehensive college that meets student needs

C.1.2.1 Increase Cuyamaca College's full-time: part-time faculty ratio to meet or exceed state standards

C.1.2.2 Ensure that appropriate and equitable administrative and classified staffing is established for all college programs and services		
<i>Specific Activities/Strategies</i>	<i>Primary Contact</i>	<i>Outcomes</i>
Promote an environment in which every employee understands how their role contributes to the success of our students	President	
C.1.2 Review and analyze appropriate classified for critical department needs. <ul style="list-style-type: none"> • Review department requests for personnel needs • Request emergency hires upon staffing retirements, resignations, and promotions. 	President Vice President, Instruction Vice President, Student Services Vice President, Administrative Services	
C.1.2.2 Each semester, coordinate at least one professional development activity with a focus on team-building and camaraderie.	Vice President, Student Services	
C.1.3 Attract, recruit, and retain diverse, highly-qualified employees		
<i>Specific Activities/Strategies</i>	<i>Primary Contact</i>	<i>Outcomes</i>
C.1.3 Participate with the District Human Resources in a business process analysis for the hiring process.	Vice President, Administrative Services	

C.1.4 Develop and implement a robust orientation and mentoring process for new employees		
<i>Specific Activities/Strategies</i>	<i>Primary Contact</i>	<i>Outcomes</i>
Work with district HR regarding an on-boarding packet for all new employees. <ul style="list-style-type: none"> • Developing new hire checklist • Working on inter-departmental requirements for new employee needs 	Vice President, Administrative Services	
C.2 Support a culture of continuous, career-based professional learning for all employees		
C.2.1 Provide all employees with training to promote student learning and success		
<i>Specific Activities/Strategies</i>	<i>Primary Contact</i>	<i>Outcomes</i>
C.2.1 Invite the participation and sharing of expertise by employees and materials developed by Workplace Learning and Resource Center in design of professional development activities for all employee groups.	Professional Development Committee Linda Waring, Director Workplace & Learning Resource Center	
ECONOMIC & COMMUNITY DEVELOPMENT		
<i>Educational Master Plan Priorities:</i> <ul style="list-style-type: none"> • <i>Research, develop and implement a collaborative strategy to meet the workforce training needs of the community</i> • <i>Collaborate with business, educational institutions, and community workforce development organizations to create an East County Workforce Solutions and Training Center</i> • <i>Partner with four-year institutions to provide more access to university degrees to meet the demand in East County</i> • <i>Develop strong and vibrant Career Technical Education partnerships with local business and industry to ensure that college programs meet economic needs of the community</i> 		

- Explore the possibilities of the College entering into partnerships to meet the social, educational and health care needs of aging members of the community
- Market programs, facilities, events, and capabilities to community development organizations and potential partners

College Goal:

- Anticipate and respond effectively to the economic and developmental needs of the community through strategic partnerships, community activities and innovative educational programs.

Instructional Goals:

- Pursue grants and other sources of revenue and provide an infrastructure to support their research, development and implementation.
- Develop mutually beneficial partnerships.
- Develop and implement Cuyamaca outcomes-based research.

Student Services Goal:

- Collaborate across programs and services, to maximize the use of existing facilities to establish a Veteran's Center and Welcome Center.

Administrative Services Goals:

- Partner with other departments, colleges and business to develop additional revenue streams.
- Increase community activities with things like job fairs, community garden, farmers markets, and classes for local industries.

Key Performance Indicators:

- Certificates: Number and percent of CTE degrees & certificates awarded
- Industry certifications: Number of industry certifications (CEWT division)
- Community partnerships: Number of college-community partnerships
- Community events: Number of community events held on campus; participation numbers for community events both on and off campus.

D.2 Collaborate with business, educational institutions, and community workforce development organizations to create an East County Workforce Solutions and Training Center

Specific Activities/Strategies	Primary Contact	Outcomes
D.2 Support workforce development through budget, finance, procurement and reporting.	Business Services	

D.2	Strengthen high school participation in matriculation services, including assessment, orientation, and advising.	Student Success Coordinator; First-Year Experience Coordinator
D.2	Promote visibility and resources of Cuyamaca College to employers throughout the region through membership and participation in the Global Corporate College	Dean of Instruction, Continuing Education & Workforce Development Business Developer
D.2	Develop educational programming and plan for the East County Workforce Solutions and Training Center through CEWT Advisory, Global Corporate College, and economic and workforce development stakeholders.	President Vice President, Instruction Dean of Instruction, Continuing Education & Workforce Training
D.3 Partner with four-year institutions to provide more access to university degrees to meet the demand in East County		
	<i>Specific Activities/Strategies</i>	<i>Primary Contact</i>
D.3	Encourage participation and networking of Cuyamaca faculty with colleagues in neighboring universities and to the extent feasible, develop and implement all	President, Academic Senate Chair, Curriculum Committee Articulation Officer Deans of Instruction Department Chairs
		<i>Outcomes</i>

	approved AA/AS-Transfer Degrees		
D.4	Develop strong and vibrant Career Technical Education partnerships with local business and industry to ensure that college programs meet economic needs of the community		
	<i>Specific Activities/Strategies</i>	<i>Primary Contact</i>	<i>Outcomes</i>
D.4	Provide regional leadership and direction for the state-wide “Doing What Matters Initiative”	Vice President, Instruction Dean of Instruction, Continuing Education & Workforce Training Dean of Instruction, Division I Dean of Instruction, Division II CTE Program Coordinators Workforce Development Committee Director, Environmental Training Center Director, Workplace Learning Resource Center	
D.6	Market programs, facilities, events, and capabilities to community development organizations and potential partners		
D.6.2	Develop strategic partnerships with community organizations to support College programs		
D.6.3	Create a coherent and well-justified statement that communicates funding challenges to the community		
D.6.4	Effectively utilize the noncredit and fee-based programs as pilots for new program development and structuring career ladder options		
	<i>Specific Activities/Strategies</i>	<i>Primary Contact</i>	<i>Outcomes</i>
D.6.2	Incubate leading edge, high demand programs in Continuing Education and Workforce Training Division	Vice President, Instruction Dean of Instruction, Continuing Education & Workforce Training Program Coordinators	

<p>D.6.3 Implement branding campaign of Community Education & Workforce Development so that community members and regional employers are aware and choose Cuyamaca College as a place for life-long learning, training and development of employees.</p>	<p>Vice President, Instruction</p> <p>Dean of Instruction, Continuing Education & Workforce Training</p> <p>Business Developer</p>	
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FISCAL & PHYSICAL RESOURCES

Educational Master Plan Priorities:

- *Ensure that resource decisions are transparent, collegial, equitable, driven by strategic priorities for learning and student success, and consider total cost of ownership (TCO) in cooperation and collaboration with Grossmont College*
- *Update and implement a comprehensive Facilities Master Plan that is driven by student learning and success needs*
- *Update and implement a comprehensive Instructional Technology Plan that identifies and addresses support for innovative and successful teaching, learning, student support, and administrative operations, and includes a funding strategy*
- *Evaluate facility use and administrative operations to increase efficiency and cost-effectiveness*
- *Support and implement a Sustainability Plan that makes Cuyamaca College a regional leader in responsible and accountable stewardship of all resources*
- *Identify and secure new sources of revenue to augment traditional funding to advance strategic priorities*

College Goal:

- *Enhance human, fiscal and physical resources through professional development and diversity, cultivating and securing new funding, and manage existing resources to maximize efficiencies and productivity.*

Instructional Goals:

- *Pursue grants and other sources of revenue and provide an infrastructure to support their research, development and implementation.*
- *Develop mutually beneficial partnerships.*
- *Develop and implement Cuyamaca outcomes-based research.*

Student Services Goal:

- Continue to engage with K-12, business, and other community organizations and highlight Student Services involvements to campus community.

Administrative Services Goals:

- College-wide facilities activities upgrade, renovations, standardization, reconfiguration, and replacement of facility needs.
- Improve Admin Services communication and notification of information to other departments.

Key Performance Indicators:

- Grants: Number of grants applied for/received; total amount of grant funding
- Sustainability: Number and scope of sustainability strategies implemented on campus
- Satisfaction: Level of employee and student satisfaction with physical resources

E.1 Ensure that resource decisions are transparent, collegial, equitable, driven by strategic priorities for learning and student success, and consider total cost of ownership (TCO) in cooperation and collaboration with Grossmont College

<i>Specific Activities/Strategies</i>	<i>Primary Contact</i>	<i>Outcomes</i>
E.1 Establish a Veteran’s Resource Center (VRC) in existing location in Student Services Center to support veteran students in the area of wellness, academics, and camaraderie.	Vice President, Student Services Dean, Counseling Services Counselor liaison to Veteran Students Student Success Coordinator	

E.5 Support and implement a Sustainability Plan that makes Cuyamaca College a regional leader in responsible and accountable stewardship of all resources

E.5.1 Integrate cost-effective green practices for facility, landscape, and infrastructure into all facilities planning and operations.

<i>Specific Activities/Strategies</i>	<i>Primary Contact</i>	<i>Outcomes</i>
E.5.1 Develop a Sustainability Strategic Plan 2012-18	Facility Director/Environmental Sustainability Planning Committee	

E.5.1	Improve water management system to reduce water use.	Grounds Supervisor	
E.6 Identify and secure new sources of revenue to augment traditional funding to advance strategic priorities			
E.6.3 Leverage partnerships with business, industry, education, government, and community-based organizations			
<i>Specific Activities/Strategies</i>		<i>Primary Contact</i>	<i>Outcomes</i>
E.6.3	Pursue capacity-building grants in support of economic and workforce development programs, enhancement to existing credit programs, and that target industries in which there is demand.	Dean of Instruction, Continuing Education & Workforce Training Dean of Instruction, Division I Dean of Instruction, Division II CTE Program Coordinators Workforce Development Committee Director, Environmental Training Center Director, Workplace Learning Resource Center	
E.6.3	More actively pursue rental of facilities	President Vice President, Administrative Services	