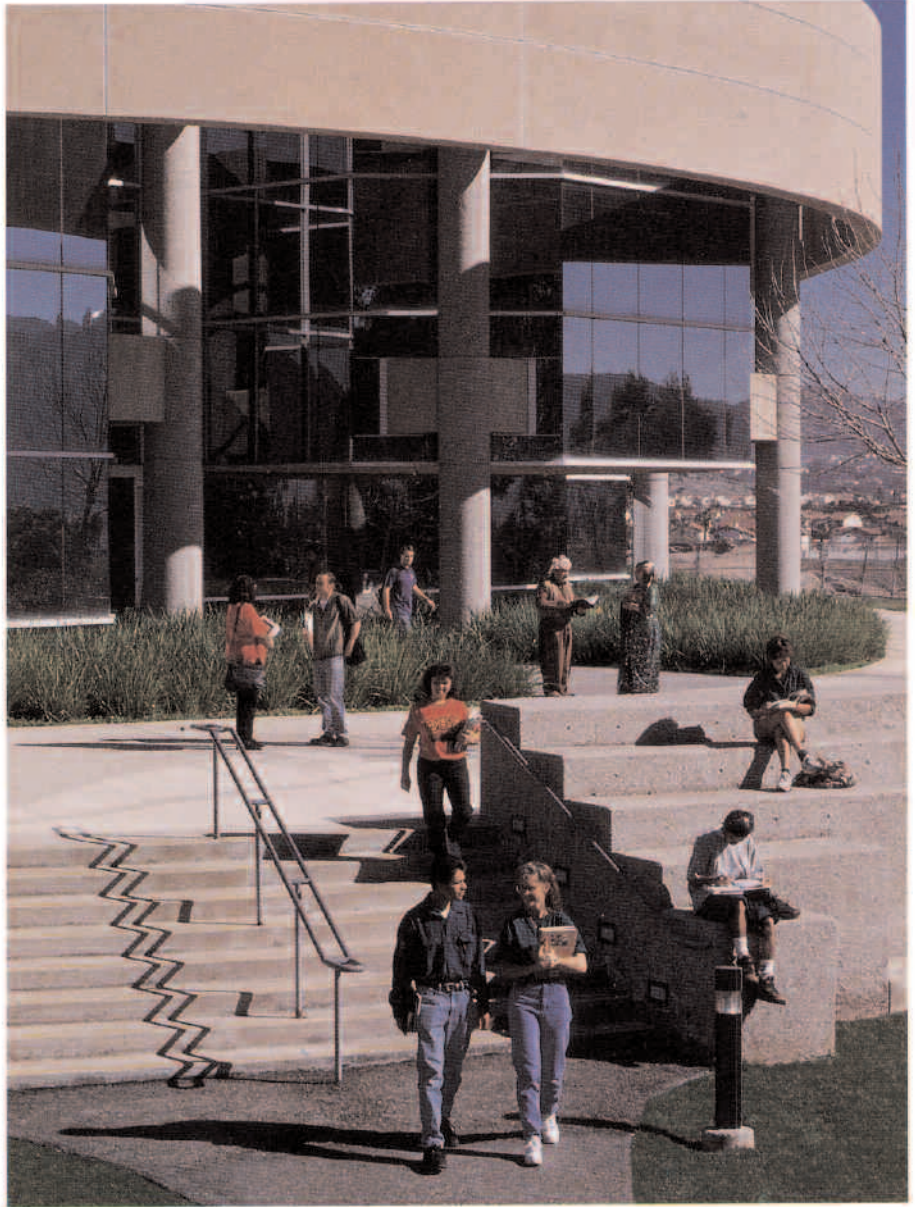


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C u y a m a c a C o l l e g e
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L e a r n i n g f o r t h e F u t u r e

S T R A T E G I C P L A N

Cuyamaca College

2950 Jamacha Road
El Cajon, California 92019

Grossmont-Cuyamaca
Community College District

Jeanne L. Atherton, Ed.D.
Chancellor

Governing Board Members

Richard D. Alexander, President
Victor Calderon
Rebecca Clark
Carolyn Griffin
Ronald Kraft



Letter from the President

The path to the year 2000 is charted for Cuyamaca College on these pages. Our vision, “**Learning for the Future,**” embodies a philosophy of quality innovative learning experiences and environments. In a world that is constantly changing, our strategic planning process keeps Cuyamaca College focused on the future educational needs of our students and our community.

The Cuyamaca College Innovation and Planning Council is to be commended for its excellent response to the planning requirements of an expanding community college. The continued participation of the Council, the college staff and the community is essential as we work together to achieve our vision and accomplish our initiatives.

The implementation of our Strategic Plan and annual planning process over the next five years is a major priority. As President, I look forward to the challenge of leading Cuyamaca College toward the future.



Sherrill L. Amador, Ed.D.





Introduction

To serve its community in the next century, Cuyamaca College has initiated a strategic planning process to set priorities for action. Our vision, "**Learning for the Future,**" is the foundation of the Strategic Plan for 1995-2000.

In January 1994, the Future's Committee, a group of twenty-four participants, began to identify the College values and to develop initiatives and a planning process to achieve them. Their work was validated at a college-wide workshop in August 1994 and provided the framework for the Strategic Plan and a five-year planning cycle. The Innovation and Planning Council became the recognized campus governance structure for the planning process in November 1994.

The Strategic Plan identifies eight initiatives with specific objectives and activities to accomplish these initiatives over the five-year period. An Annual Implementation Plan is developed by the Innovation and Planning Council to provide priorities and direction for the planning and budgeting processes. Each year the Council will revise and evaluate the Annual Implementation Plan to assess the progress toward achieving the Strategic Plan.

The College's planning process provides a focus to mobilize and allocate its human, fiscal, technical and physical resources. The College initiatives, both long-term and short-term, are defined, implemented, continuously reviewed,

assessed and updated to respond to the ever changing needs of the student population and the demands of the external and internal environments.

Since planning is so vital to the success of an institution, Cuyamaca College engages all of its members in the planning process to ensure broad-based participation and interest-based decision making. The planning process assures that the College remains dynamic, futuristic and effective in meeting the educational needs of its community.

Innovation and Planning Council



**nnovation and
Planning Council**
1994-95

Sherrill Amador, Chair

Jacqueline Azhocar

Paul Boatner

Sandra Beasley

Paul Carmona

Pei Hua Chou

Mark Eskew

Jan Ford

Teresa McNeil

David Raney

Glyn Rowbotham

Carmen Solom

Kay Turman

Tony Zambelli

Carmen Silva, Graduate Intern

ur Vision

Learning for the Future


Cuyamaca College is committed to educational leadership.


Our focus: The future.


This focus stimulates renewal, growth, inspiration and self-evaluation. To keep our vision alive, Cuyamaca College accomplishes decision making and planning through a continual process.


Cuyamaca College's vision, "Learning for the Future," reflects these values:





 Cuyamaca College fosters an environment that promotes **academic excellence** to prepare our students to become productive members of society.


 Cuyamaca College enriches human potential by cultivating an environment that fosters and rewards **innovation and creativity** among our students and staff.


 Cuyamaca College, as a reflection of the larger **community** we serve, recognizes that a responsive campus **community** is built upon the individual's uniqueness, cooperation and contributions toward team efforts and partnerships.

 Cuyamaca College teaches and models the tenets of **social responsibility** among our staff and students to enhance the quality of life.

 Cuyamaca College celebrates the richness of **diversity and social harmony** among our students and staff and through our curriculum and services.

 Cuyamaca College emphasizes protecting, preserving, enhancing and understanding our **natural environment** through curriculum, facilities, and activities of students and staff.

 Cuyamaca College commits to **resource development** with an entrepreneurial spirit by promoting creative economic initiatives and incentives.

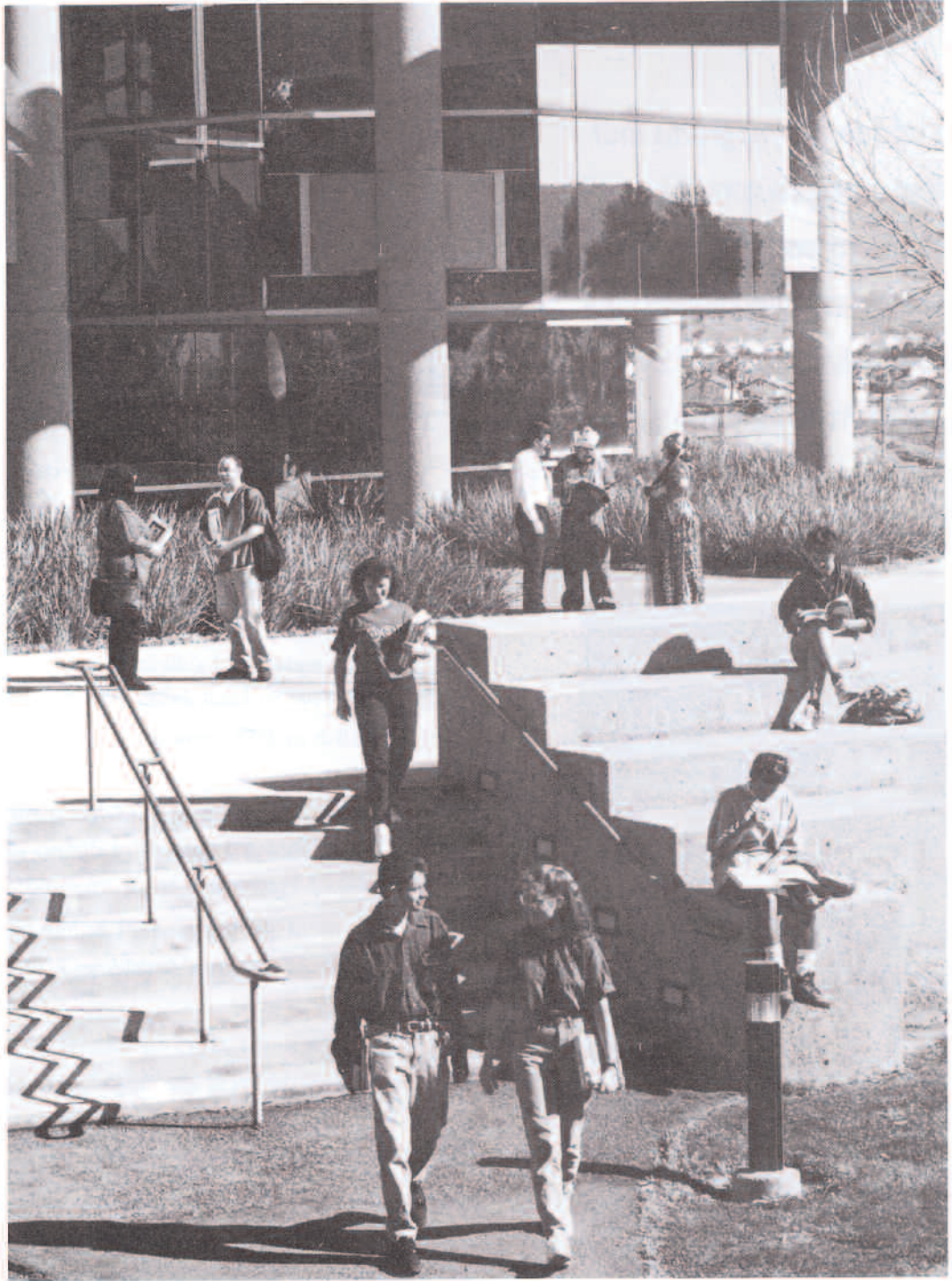
 Cuyamaca College believes in the access to and effective use of evolving **technology** in our classrooms, delivery of services and work settings.



ur Mission

*Cuyamaca College
provides leadership
for our community's future
through innovative
experiences and
environments for learning.*

*Our mission is implemented
through our initiatives*



Academic Excellence

To provide academic programs that assist students in acquiring the necessary skills to participate actively and productively in our changing community.

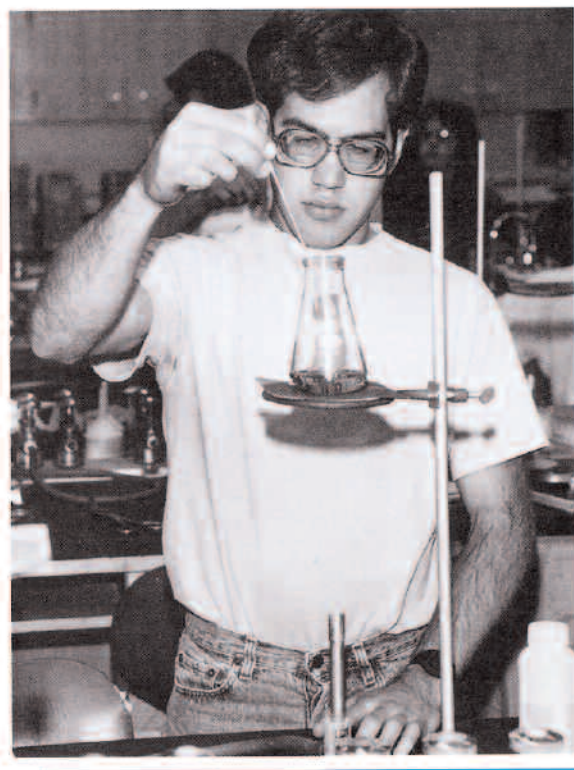


- ❑ Develop and implement an integrated basic skills program to address student success and retention.
- ❑ Develop and fund a classroom (lecture and laboratory) materials and equipment standard.
- ❑ Establish an ESL program.
- ❑ Develop and promote information literacy skills to enhance self-directed learning.
- ❑ Implement programs that enhance opportunities for mentoring among students, faculty and staff.
- ❑ In-service faculty on classroom techniques for accommodating different learning styles.
- ❑ Promote the use of modern classroom assessment techniques.
- ❑ Continue faculty in-service on teaching methodologies that enhance critical thinking.

Innovation and Creativity

To cultivate a progressive and responsive environment that encourages and recognizes innovation, creativity, and risk taking among our students and staff.

- ❑ Sponsor regular staff development sessions to encourage the exchange of creative ideas.
- ❑ Recognize and reward students, faculty and staff who consistently demonstrate a commitment to innovation and creativity and publicize their ideas.
- ❑ Establish an in-house grant fund to support innovative proposals and establish a clearinghouse to manage the process.
- ❑ Establish an ongoing process for obtaining innovative ideas from the community at large for ways to better meet its changing needs.





To build upon each individual's unique contributions toward collaborative efforts and partnerships on the campus and in the greater community.



- ❑ Improve communication processes within the college campus, among the district entities and with the greater community.
- ❑ Provide an integrated process to develop promotional materials and the use of media to create high visibility for the college.
- ❑ Provide facilities, signage, materials, and training that create an inviting, welcoming supportive campus.
- ❑ Develop a comprehensive community and high school outreach program.
- ❑ Enhance student activities and social life programs.
- ❑ Establish on-campus activities that foster community involvement and interaction.

Social Responsibility

- ❑ Adopt and implement a campus code of ethical behavior.
- ❑ Encourage and reward active participation of faculty and staff in campus governance.
- ❑ Establish a campaign to enhance pride in the college.
- ❑ Offer a staff development program on ways to promote ethical and critical thinking in campus life.
- ❑ Develop an awareness among faculty and staff of community resources available for referral of students.

To provide a campus climate which promotes and exhibits social responsibility among our students and staff.



Diversity and Social Harmony

To provide an educational climate which recognizes and fosters the richness of diversity and enhances social harmony among our students, staff, community, curriculum and services.



- Embrace a philosophy that integrates issues of diversity and social harmony into the curriculum.
- Develop programs that promote equity and diversity among students, faculty and staff.
- Provide training for faculty and staff on diversity and social harmony issues on the campus.
- Provide workshops on methods to address student behaviors that impact diversity and social harmony.
- Support through special initiatives, district hiring policies and procedures that promote equity and diversity.

- ❑ Create and support curriculum and activities that promote an appreciation of environmental issues.
- ❑ Establish a plan to conserve water and energy resources.
- ❑ Restore the California Native Habitat Preserve.
- ❑ Implement and teach the use of environmentally friendly products.
- ❑ Design future facilities to blend in with the existing campus topography and park-like setting.
- ❑ Incorporate the natural environment of the college into physical fitness and wellness programs.
- ❑ Pursue partnerships with other organizations that promote increased understanding and appreciation of the natural environment.

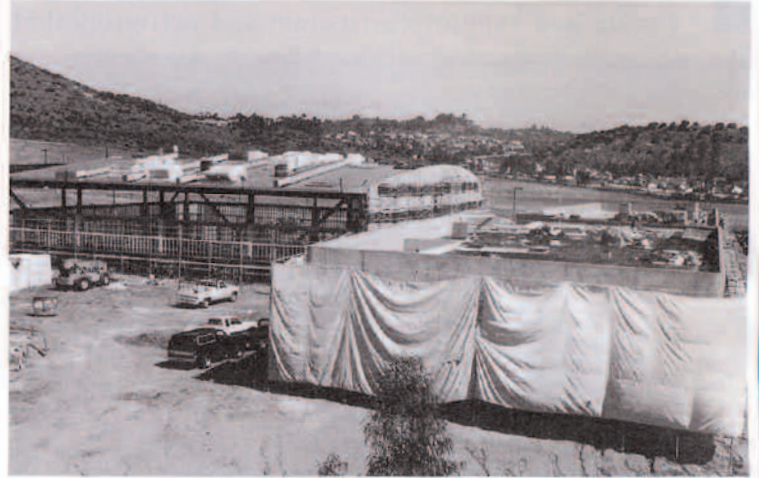
Natural Environment

To develop programs, services, facilities, policies and procedures which reflect an understanding of and commitment to our natural environment.



Resource Development

To acquire additional resources through economic development, entrepreneurial practices and programs, grants, and creative strategies.

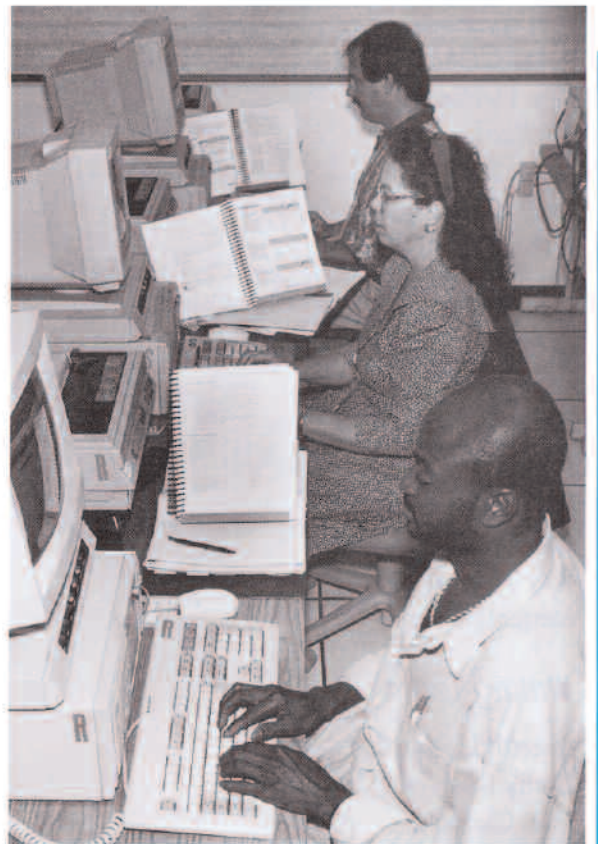


- ❑ Implement a staffing plan for a resource development function to actively pursue grant opportunities.
- ❑ Expand alumni and foundation fund-raising activities.
- ❑ Seek business and industry partnerships.
- ❑ Continue to develop the contract education program.
- ❑ Expand offerings of the extended studies program.
- ❑ Expand the distance education program.
- ❑ Increase recruitment of nonresident and international students.
- ❑ Develop a partnership to build an aquatic facility.
- ❑ Work cooperatively with other colleges in the county to maximize purchasing power.

Technology

- ❑ Design and equip a high technology “super classroom.”
- ❑ Assign District Information Systems staff member to the campus.
- ❑ Provide technology in-service training and technical support for all employees.
- ❑ Provide computers in faculty offices.
- ❑ Implement a wide area networking environment that includes E-mail, internet and access to the information superhighway for teaching and learning resources.
- ❑ Allocate a budget reserve to ensure that software and hardware remain current.
- ❑ Enhance technology for graphics services to support instruction, campus services and marketing.
- ❑ Expand information and services provided to students and staff through touch-tone access.
- ❑ Establish electronic linkages with four-year institutions and high schools to facilitate access to and delivery of information.
- ❑ Use technology to access college information throughout a variety of community locations.
- ❑ Augment the computerized evaluation system for student records.
- ❑ Develop an implementation plan to utilize fully the potential of the college’s cable television station.

To utilize technology to better plan for and manage information resources, to ensure cost-effectiveness, and to accomplish tasks that improve the quality of education.





cknowledgements

Future's Committee

The committee participants which designed the process and coordinated the workshop.

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Photography: John Dixon, Grossmont College
Printing: Grossmont College Printing Department



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