Cuyamaca College
# Strategic Plan · 2001-2004
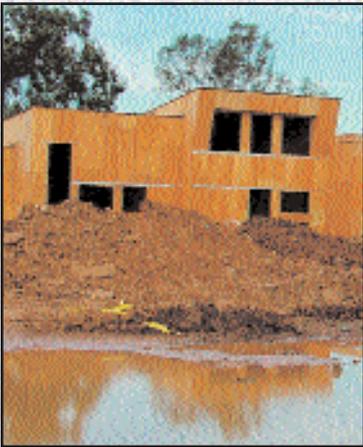
**Learning for the Future**

# President's Message

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 path to the year 2004 is charted for Cuyamaca College on these pages.

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 three years is a major priority. As the President, I look forward to the challenge of leading Cuyamaca College toward the future.

*Sherrill L. Amador*

Sherrill L. Amador, Ed.D.

## Innovation and planning Council 1999-2000

**Sherrill L. Amador, Chair**

**Administrators**
David Agosto
Cristina Chiriboga
Kay Hartig
Glyn Rowbotham
Carmen Solom

**Faculty**
Ezequiel Cardenas
Paul Carmona
Jan Ford
Teresa McNeil
Kathryn Nette
Patricia Santana
Patrick Setzer
Kristin Zink

**Classified Staff**
Sharron Hamlett
Pat Newman
Judi Reyes-Smith

**Student**
Virginia Torres

# Introduction

To serve its community, 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 process for 2001-2004.

The Innovation and Planning Council is the recognized campus governance structure for the planning process. In May 2000, the Innovation and Planning Council reaffirmed the College's values and developed its goals within the context of the District Strategic Plan. The Council's work was validated at a college-wide workshop in August 2000, and again by survey responses in October, which has provided the framework for the Strategic Plan and a three-year planning cycle.

The Strategic Plan identifies five goals with specific objectives and activities to accomplish them over the three-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 goals, both long-term and short-term, are defined, implemented, continuously revised, 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 in decision making. 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 global society.

To achieve our mission, The College is guided by the vision and values.

## Preamble & Values:

Cuyamaca College continues to build a thriving learning culture responsive to the needs and contributions of the individual and community at large. Our focus on learning for the future stimulates renewal, growth, inspiration and self-evaluation. We keep our vision alive through a continual process of shared planning and decision making. We are guided by our values of:

- Pursuing and achieving academic excellence
- Providing student access
- Fostering and encouraging innovation and creativity
- Recognizing and accepting social responsibility
- Respecting and celebrating diversity and social harmony
- Enhancing and protecting the natural environment
- Integrating a global perspective
- Promoting economic and community development
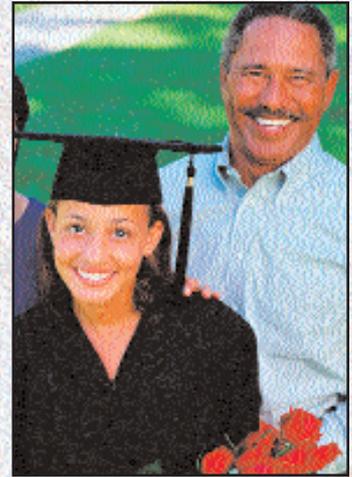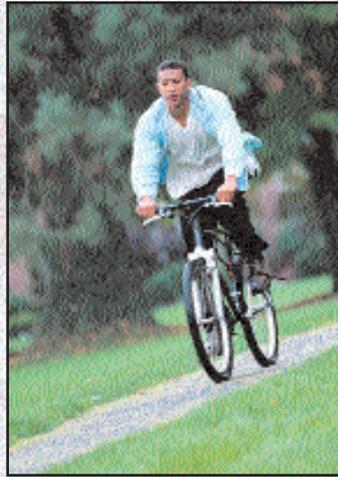
We are committed
to achieving our strategic goals of:

# Access and Student Development

To create a campus climate which promotes access for all students, equity and opportunities for individual growth and achievement of educational goals.

- Develop an implementation plan, including timelines, to achieve ADA accessibility in compliance with self-study and Disabled Student Programs & Services review recommendations.

- Implement recommendations from the Effective Communications Work Group to ensure constant and accurate dissemination of information.

- Streamline the application and registration process; reduce steps.

- Establish better linkages with universities for smooth student transitions.

- Increase activities and programs which enhance a sense of community among students.

- Increase number of students who complete a transfer degree.

- Increase the dissemination and the access to scholarship information for students.

- Ascertain quality, accessibility and availability of support services and implement improvement plan based on results.

- Expand mentoring opportunities for students, faculty and staff.

- Implement an on-line student educational planning system.

- Build the Student Center.

- Implement a campus signage system and master plan.

# Academic Excellence

To provide high quality, learner-centered academic programs that assist students acquire the knowledge and skills necessary to meet the challenges of life in a diverse democratic society and a global economy.

- Review assessment and prerequisite policies, practices and procedures and implement recommendations for improvement.

- Increase department alliances and faculty-to-faculty dialogue with four-year schools to enhance student transfer.

- Explore consistent grading standards within departments and across disciplines.

- Maintain an internal on-line system of official course outlines with procedures for dissemination and regular review.

- Develop a system to ensure that all course syllabi are aligned with official course outlines.

# Staff and Organizational Development

To enhance staff development programs and opportunities which foster individual and team professional growth and lead to a high-achieving educational organization.

- Implement strategies to create a responsive and caring campus to foster student retention.

- Provide staff development training and forums that address academic excellence issues.

- Develop a web site link that contains operational information for faculty and staff.

- Continue to provide on-going staff development related to new technology development.

- Develop procedures and protocols to encourage and increase the use of on-line communications for all college business.

- Develop a comprehensive new employee orientation program offered on a regular basis.

# Technology

To expand the integration of state-of-the-art technology in teaching and learning, support services and the administration of the College.

- Optimize access to computers, printers and ancillary equipment for all faculty and staff.

- Survey all faculty and staff on their long-range technology needs and develop a plan of action to address them.

- Provide ongoing technical support to instructors on equipment, operations and maintenance.

- Provide more funding for weekend technology support staff.

- Encourage the use of electronic class rosters and grading systems.

- Provide more opportunities for instructors, staff, and students to have access to labs, smart classrooms, informational kiosks and e-mail accounts.

- Expand technical assistance for instructors during class.

- Provide funding for a state-of-the-art technology faculty development station with staff support on-site.

- Provide local system phones in each classroom for emergency use.

- Establish technology infrastructure in all buildings.

# Enrollment and Growth Management

To reach an enrollment of 10,000 students through managed continuous growth while maintaining consistent, high quality programs and services.

- Implement strategies to strengthen student retention and persistence.

- Implement web-based application and registration systems.

- Expand campus community participation in the development and implementation of the Outreach Plan.

- Increase outreach to high schools, community and businesses.

- Increase the number of partnerships with industries, and support them with credit and non-credit curriculum.

- Maintain an interactive, user-friendly, responsive college Web site whereby potential students can ask questions to an on-line counselor.

- Develop system procedures and provide a campus calendar for staff on the web site.

- Market child care center services internally and externally.

- Fund Educational & Facilities Master Plan priorities for P building remodel, Science/Technology Mall, Communication Arts Building and secondary effects to create capacity for growth.

- Increase support for grounds, maintenance and operations staff.

- Maintain facilities and continue grounds projects to make the campus more inviting.

Writing Team

Cristina Chiriboga
Patricia Santana
Nancy Jennings
Sharron Hamlett
Jan Ford
Teresa McNeil


Production

Marjie Kallmeyer
Jim Ney