Cuyamaca College Strategic Plan 2022-2028 Goals and Strategies (Draft)

College Vision: Equity, Excellence, and Social Justice Through Education

College Mission: Cuyamaca College advances equity and social justice through student-centered and innovative approaches to education. We strive to create unique and meaningful learning experiences that build upon the strengths and socio-cultural experiences of our diverse student population and the communities we serve by providing programs that lead to certificates, degrees, transfer, career opportunities, and ultimately social and economic mobility.

College Values:

● Student-centered
● Equity
● Student Success
● Innovation
● Excellence
● Social Justice
● Community

The following goals and strategies were developed by the Institutional Effectiveness Council, working with the Institutional Effectiveness, Success, and Equity Office, and informed by service area and labor market data, student enrollment and outcome data, student survey responses, and feedback gathered through 4 college-wide strategic planning workshops held in the 2021-22 academic year, which included faculty, classified staff, students, and administrators.

The Institutional Effectiveness Council approved these goals and strategies at its April 25, 2022, meeting and is requesting review and endorsement of these goals and strategies by the following bodies:
● Academic Senate
● Classified Senate
● Associated Student Government

The Institutional Effectiveness Council will seek approval of these goals and strategies by the College Council upon endorsement by the above groups.

2022-2028 Goals

Goal/Strategies	Student Momentum Point (Completion by Design Framework)			
	Connection	Entry	Progress	Completion
Increase Equitable Access	✓			
Increase outreach, recruitment, and engagement in the community ● Expand marketing/branding efforts to ensure relevance to communities we serve ● Increase community partnerships				
Adopt a student-centered class schedule development process ● Optimize class modalities to meet student needs				
Integrate and expand outreach efforts with a pathways framework ● Increase outreach/recruitment for adult education students ● Expand CCAP/dual enrollment				
Goal/Strategies	Connection	Entry	Progress	Completion
Eliminate Equity Gaps in Course Success		✓		
Integrate equity-mindedness and anti-racism into our courses, programs, and services ● Expand equity-minded professional development ● Develop and expand curriculum that reflects diverse backgrounds and perspectives ● Improve the student experience in distance education/hybrid learning environments				
Expand creation and utilization of Open Education Resources (OER)				

Goal/Strategies	Connection	Entry	Progress	Completion
Increase Persistence and Eliminate Equity Gaps			✓	
Implement a pathways approach to student support by integrating instruction and student services ● Expand outreach to students who stop out ● Implement an early alert process to proactively connect students with campus resources ● Create a seamless learning and support experience for students within Academic and Career Pathways				
Build a stronger sense of community among students and employees				
Goal/Strategies	Connection	Entry	Progress	Completion
Increase Completion and Eliminate Equity Gaps				✓
Establish a culture of completion ● Increase awareness among students of career education programs that lead to high-need, high-wage careers ● Increase awareness of students' own progress toward completion and next steps ● Expand in-reach efforts for students who are close to completion ● Expand peer mentoring efforts				
Create clear pathways to completion that address the goals of our diverse student population				
Goal/Strategies	Connection	Entry	Progress	Completion

Increase hiring and retention of diverse employees to reflect the students and communities we serve	✓	✓	✓	✓
Integrate equity-mindedness and anti-racism into hiring practices ● Implement EEO program				
Expand equity-minded and anti-racist professional development				
Create a work culture that values employees and emphasizes employee wellbeing ● Accommodate flexible work schedules where possible ● Optimize staffing to ensure manageable workloads				
Increase sense of belonging and community for employees, particularly among employees of color				