

Cuyamaca College

2010-2016 Strategic Plan Development

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I. Analyzing the Environmental Scans

A. Administrative Council

The extensive and inclusive process of building of the college's 2010-2016 Strategic Plan began nearly 14 months ago by first gathering and interpreting data on our community through an External Environmental Scan (Appendix I:A, II:B) and on the students we serve through an Internal Environmental Scan (Appendix I:B, II:B). On October 14, 2008, the District Office of Research presented the data from the Environmental Scans to the members of the college's Administrative Council at a retreat dedicated to Strategic Planning. The information included in the presentations was extensive, detailed and thorough. The members of the Administrative Council reviewed and analyzed the information and began the process of organizing the data by clustering, or grouping, the data into common major themes. The clustered data, by theme, were then organized by respective Focus Area.

B. Innovation and Planning Council

The next step in building the college's Strategic Plan was to develop macro-level goals in response to the themes identified in the data by the Administrative Council. On October 22, 2008, the Innovation and Planning Council, the college's principle shared governance structure, held a retreat dedicated to reviewing the major themes of the data. As a result of the retreat, the Innovation and Planning Council develop a list of major goals that directly addressed the themes reflected in the data from the scans. These goals would drive the rest of the planning process.

II. The Entire College Involved: "Visioning for the Future"

To ensure that the maximum number of participants from throughout the college participated in the next step of building the 2010-2016 Strategic Plan, an interactive exercise entitled "Visioning for the Future" was held at the Spring 2009 Convocation.

The "Visioning for the Future" exercise was divided into two sessions. For the first session, the college community was randomly divided into groups identified by

Strategic Plan Focus Area. For the second session, participants were allowed to self-select in which Focus Area they wanted to participate. Each Focus Area group, for both sessions, had a facilitator and a recorder to capture all suggestions made by all participants. This process (of randomly assigning people to one session and then allowing them to self-select another session) ensured that all members of the college community were allowed to participate in both the Focus Area of their interest as well as one additional area.

As a result of the “Visioning for the Future” exercise held at the Spring Convocation, approximately 300 faculty, staff and administrators representing all departments, programs and services from throughout the college participated in developing nearly 250 activities that specifically addressed the Focus Areas and goals identified by the Innovation and Planning Council.

III. Developing and Implementing the Survey

A. Editing the Activities

In January and February of 2008, the Innovation and Planning Council read through each of the 250 activities and painstakingly edited each one to ensure clarity, consistency and understanding. The lists of activities were carefully reviewed to eliminate redundancies and to ensure that the intent of each suggested activity was preserved.

B. Matching Activities with Goals

Once the Innovation and Planning Council completed the difficult task of editing the lists of activities, the Strategic Planning Writing Team then carefully sorted through the activities and matched them to specific goals within the Focus Areas. Efforts were made to ensure that each goal had specific activities associated with that goal. The result of these efforts was a draft Strategic Plan that included the Focus Areas (including brief text defining the Focus Area), with their corresponding goals and the extensive lists of activities developed during the ‘Visioning’ exercises held at the Spring Convocation.

C. Creating the Online Survey

The Strategic Planning Writing Team then worked with the District Research Office to process through the many details of developing an online survey. The District Research Office was exceedingly helpful in helping the Writing Team understand all the subtleties and intricacies of developing and implementing an online survey – such as allowing a user to complete the survey at different times and from different computers, saving data, the range of response options, how different response options affect data interpretation, and capturing general information (such as if the respondent was an administrator, faculty or staff).

The online survey was completed and made available to the college community in May 2008 so that everyone could have access to and complete the survey before the end of the Spring semester. The online survey was available for nearly a month and multiple all-site emails were regularly sent to encourage and remind everyone to complete the survey.

D. Survey Data and Results

Once the online survey had closed, the District Research Office compiled and organized the data, and made their report available to the Strategic Planning Writing Team. The data was organized and presented in various formats to facilitate the analysis of all the survey results.

IV. Completing the 2010-2016 Strategic Plan

A. Prioritizing the Activities

The Strategic Planning Writing Team reviewed the results from the online survey. Since there were nearly 250 activities on the total survey, an initial and difficult task of the Writing Team was to set the cut-off point that would determine which activities would be included in the final Strategic Plan. Upon careful review, the Writing Team

decided that all activities which received “4” or “5” (on a scale of 1-5, “5” being “High Priority”) from 70% or more from the college community would be included in the final Strategic Plan. Having a cut-off of 70% allowed for an appropriate and manageable number of activities to be pursued and implemented over a 6-year period. The recommendations of the Writing Team (to include all activities receiving positive votes of 70% or more), as well as the list of included activities, were made available to the Administrative Council and the Innovation and Planning Council to be shared with their constituents for review, input, and for final approval.

B. Developing the 6-year Annual Implementation Plan

By request of the Strategic Planning Writing Team and because many activities are resource-dependent, the proposed timeline of activities was initially drafted by the President’s Cabinet. The activities which were selected to be included in the final Strategic Plan were organized by the year they would be addressed and implemented by the college community. This process makes up the college’s Annual Implementation Plan (AIP) for the next five years, beginning in January 2010. The last year of the plan was left intentionally blank so that any activity which had not yet been completed could be addressed in the final year of the plan. Once drafted, the proposed timeline for implementing the activities was presented to Administrative Council and the Innovation and Planning Council to be shared with their constituents for review, input and for final approval.

C. Developing Key Indicators

Specific key indicators for each goal were then developed by the Strategic Planning Writing Team. Key indicators were drafted to help the college measure progress towards achieving each goal. The key indicators were intentionally written to be general at this point because the Innovation and Planning Council, when it develops its more detailed Annual Implementation Plan at the beginning of each fiscal year will develop more detailed specific activities and more detailed key measurable indicators for each activity. The key indicators were presented to Administrative

Council and the Innovation and Planning Council to be shared with their constituents for review, input and for final approval.

V. Review of the College Mission

A. Review and Edit of the College Mission

As part of the development of the 2010-2016 Strategic Plan, and consistent with BP 1200, which states that “the mission is evaluated and revised on a regular basis,” the Writing Team revisited and made minor edits to the college’s mission statement. These edits were shared with the Administrative Council and the Innovation and Planning Council for review and approval.

In respect of the new college president, who will be arriving at the college in April 2010, the Writing Team deferred additional action on the college’s mission statement anticipating that the new president will subsequently initiate a more substantive and thorough review and revision of the college’s mission statement.

B. College Mission

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

VI. Finalizing the 2010-2016 Strategic Plan

A. Dissemination to the College Community for Review and Input

At each step of the process of developing the Strategic Plan, the drafts of the documents were shared with the Administrative Council and the Innovation and Planning Council to share with their constituents for review and input. The feedback from Administrative Council and the Innovation and Planning Council was incorporated into the final documents for final review and approval.

B. Finalizing the Strategic Plan

Once the Strategic Plan Writing Team had put together all the components of the Strategic Plan – Focus Areas (with descriptive text), Goals, Activities (with Annual Implementation Plan), Key Indicators, and the Mission Statement, the entire draft document was presented to, and shared with, the Administrative Council, Innovation and Planning Council, Faculty Senate, Classified Senate, and Associated Student Government Cuyamaca College for one final comprehensive review and feedback.

Great care and effort were taken to ensure that all members of the college community had ample opportunities to actively participate in the development of the college's 2010-2016 Strategic Plan. The Cuyamaca College 2010-2016 Strategic Plan was developed over a 14-month period through a respectful, transparent and inclusive process that honored the spirit and essence of collegial consultation and more importantly, the Cuyamaca Way.

VII. Acknowledgements

A. Innovational and Planning Councils

IPC 2008-09

Dr. Cristina Chiriboga
Bobby Carino
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Nancy Jennings
Henri Migala
Dr. Tim O'Hare
Barbara Takahashi
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B. Administrative Councils

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C. Strategic Planning Writing Team

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|-----------------|--------------------------|
| Michael Wangler | Instructional Faculty |
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| Gwen Nix | Classified Staff |
| Henri Migala | Administration |

**VIII. Cuyamaca College 2010-2016 Strategic Plan Timeline of Production
History/timeline of the development of the
Cuyamaca College 2010-2016 Strategic Plan**

| <u>DATE</u> | <u>ACTIVITY</u> | <u>PARTICIPANTS</u> |
|------------------------------|--|--|
| Before September | 4 Focus Areas established | District |
| September 2008 | Environmental Scan | President's Cabinet |
| October 14, 2008 | Data from Environmental. Scan clustered into 'themes' | Admin Council Retreat |
| October 22, 2008 | Goals developed in response to themes identified in Environmental Scan | IPC Retreat |
| Nov 26, 2008 | Focus Area descriptions drafted | Writing Team |
| Jan 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 |
| Jan 27, Feb 10, Feb 24, 2009 | Activities Edited | Innovation and Planning Council |
| March 6, 11, 18, 2009 | Activities assigned to specific Goals, Survey drafted and refined | Writing Team |
| April-May 2009 | Survey created | District Research Office |
| May 2009 | Survey Implemented | College Community |
| June-July 2009 | Survey results compiled | District Research Office |
| August-Sept 2009 | Survey results analyzed to determine which Goals and Activities received enough votes from the college-wide survey to be placed on the final Strategic Plan | Writing Team |
| September-October 2009 | Activities assigned to Annual Implementation Plan 6-year schedule | Cabinet, Writing Team, Innovation and Planning Council |
| October 2009 | Key Indicators for all Goals drafted | Writing Team |
| October-November 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. | Administrative Council, Innovation and Planning Council, Faculty Senate, Classified Senate, and Associated Student Government Cuyamaca College |
| December 2009 | Cuyamaca College 2010-2016 Strategic Plan presented to Governing Board | |
| January 2010 | Approved and adopted 2010-2016 Strategic Plan presented to the college community. | |

