



Cypress College

Strategic Plan

2008-2011

October 23, 2008



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## President's Message

To Colleagues and Friends of Cypress College:

I am pleased to present the 2008-2011 Strategic Plan, one of the guiding documents we utilize in the decision-making and resource-allocation process at Cypress College.

This version of the Strategic Plan builds on its predecessors — the 2000-2004 Strategic Plan and the 2004-2008 Strategic Plan. Both of those documents were developed with involvement from a wide spectrum of the Cypress College community that includes students and employees as well as the Foundation Board of Directors and other community partners.

While incorporating that history, the 2008-2011 Strategic Plan was built based on the input from the nearly 50 members of the Cypress College community who attended a strategic planning colloquium. The participants included all segments of the campus, from students to faculty and managers to classified staff. Some have been here for many years, while others were new. In short, the colloquium brought together many varied perspectives about the campus.

Their work was then synthesized, sorted, analyzed and coalesced into a working draft. That draft was then shared across many campus communities for review, input and revision. The result is the 2008-2011 Strategic Plan will serve as a base for decision making during the coming three years at Cypress College.

The 2008-2011 Strategic Plan is the result of the dedication of many people. Those who participated in the colloquium are listed at the end of this plan. Members of various committees, including Planning and Budget, 5% MORE and the Leadership Team, also deserve thanks for their work. A number of individuals have earned special recognition for their pivotal roles: Nancy Deutsch, Staff Development Coordinator; Elizabeth Douglas, the former Administrative Assistant in Staff Development; and Barbara Woolner, Executive Assistant in the Vice President's Office.

Finally, this plan would not exist without the extraordinary efforts of Karen Cant, Vice President of Administrative Services, and Heather Brown, who served as the college's Director of Institutional Research.

Dr. Michael J. Kasler

## ***Vision***

A premier learning community recognized for supporting student success and enriching society.

## ***Mission***

Cypress College enriches students' lives by providing high-quality education for transfer to four-year institutions, associate degrees, career technical education, and certificate coursework, as well as basic skills and opportunities for lifelong learning. The college is committed to promoting student learning and success, embracing diversity, and contributing to both the economic and social development of the surrounding community.

## ***Core Values***

Cypress College is committed to:

**Excellence** – quality and high standards in instruction and students services, supported by professional growth for faculty and staff.

**Integrity** – an ethical standard that emphasizes honesty, fairness, accountability, and trust.

**Collegiality** – an environment that emphasizes teamwork, collaboration, communication, courtesy, and respect both on campus and with the surrounding community.

**Inclusiveness** – a community that embraces diverse individuals; provides an accessible, supportive climate; and encourages a variety of perspectives and opinions.

## ***Strategic Directions***

### **Direction One: Instruction**

Designing, enhancing, and delivering comprehensive and accessible instruction to promote academic excellence and student learning.

### **Direction Two: Student and Academic Support Services**

Developing and providing comprehensive student and academic support services to foster a positive and effective learning environment.

### **Direction Three: Campus Support and Infrastructure**

Ensuring that campus support services and resources are provided in an effective and efficient manner.

### **Direction Four: Climate, Involvement, and Communication**

Promoting a campus climate that embraces diversity and supports excellence, integrity, collegiality, and inclusiveness, by supporting communication and involvement throughout the college.

### **Direction Five: Collaborative Relations and Marketing**

Improving marketing efforts, and establishing and strengthening collaborative relationships with other educational institutions and with the communities we serve.

## ***Purpose of the Strategic Plan***

The strategic plan is designed to strike a balance between long-term and short-term initiatives at the college. The strategic directions and goals support the mission and vision of the college and its master plans. The objectives identify specific ways to strengthen institutional effectiveness within three years. Completing the objectives will require sustained and collaborative efforts by many at the college. Progress on the objectives will be monitored annually by the Strategic Plan Direction Committees.

The strategic plan also serves as a core document for annual discussions regarding the allocation of faculty positions, one-time funds, and other resources. Requests for funding that directly support established objectives generally receive higher priority than those that don't. Requests that show the potential to support strategic plan goals directly by responding to new or emerging needs may also receive high priority ranking. For further insight into the role of the strategic plan relative to other college plans and processes, please see the diagram in Appendix A (page 11).

## ***Development of the 2008-2011 Strategic Plan***

In March 2008, over 45 members of Cypress College attended a strategic planning colloquium at the UCLA Conference Center in Lake Arrowhead. Participants included students, faculty, classified staff and managers. In addition, colloquium attendees had been at the college from as little as six months to over 38 years participants, and represented many different departments. Please see Appendix B (page 12) for a complete list of colloquium participants.

Prior to the colloquium, participants prepared statements about the most significant strengths at the college and what needed most urgent attention. These statements were based upon a wide variety of resources including interviews of students and colleagues, and existing reports and plans (including the Educational Master Plan, the Student Services Master Plan, the District Strategic Plan, the Basic Skills Plan, and recommendations to the college from the accrediting commission). This pre-colloquium assignment was designed to 1) solicit input from members of the college who were not able to attend the retreat, and 2) connect the new Strategic Plan to significant work and plans underway at the college and district.

At the colloquium, participants met in small and large groups to agree upon the primary challenges facing the college. These challenges soon fell into several broad topic areas: student success and retention, resource development, communication, campus involvement, training and orientation, and marketing. Participants then drafted strategies and objectives to address the six primary challenges. Towards the end of the colloquium, participants met as a large group to reflect upon their work and discuss implications and next steps. The group agreed that because the previous strategic directions (and some goals) were still considered to be relevant, the new strategic plan should keep a similar structure, with five strategic directions.

After the colloquium, objectives were compiled from the colloquium records to form the initial basis of a new plan. The direction statements were modified slightly to reflect the six primary challenges identified at the colloquium, and the new objectives were mapped

to the five strategic directions. The next phase of developing the plan involved drafting over-arching goals and carrying previous goals forward, as appropriate. Portions of the draft plan were shared with campus groups for discussion in April. For example, the Planning and Budget Committee reviewed the draft of Direction Three and 5%MORE reviewed the draft of Direction Five. The entire draft plan was shared with the Leadership Team at its meeting on May 2, 2008. Small group discussions at that meeting identified language that needed to be revised for clarity. In general, however, the suggested revisions made at that point were relatively minor. Suggested changes were incorporated as appropriate and a revised draft of the Strategic Plan was presented to Planning and Budget Committee on May 15, 2008. The committee representatives asked for time to review the plans with their constituency groups before final approval but agreed to tentatively approve the plan pending potential additional feedback. This would allow work related to the plan to continue through Summer 2008.

At the September 18, 2008 meeting of the Planning and Budget Committee the Strategic Plan was accepted as written and forwarded to the President's Advisory Cabinet with a recommendation that it be adopted. That same day in the President's Advisory Cabinet approval of the 2008-2011 Strategic Plan was finalized.

## ***Strategic Plan Directions***

Cypress College staff and students recognize the importance and interdependence of diversity, innovation, technology, and staff development. These threads are reflected in all of the strategic plan directions.

### **Direction One: Instruction**

Designing, enhancing, and delivering comprehensive and accessible instruction to promote academic excellence and student learning.

#### **Goal 1: Identify, develop and utilize Student Learning Outcomes in the instructional area.**

1. Implement a continuous cycle to develop, evaluate and monitor student learning outcomes for instructional courses, programs and general education.  
Lead Person: SLO Coordinator

#### **Goal 2: Develop courses, programs and services, and instructional strategies to improve retention, persistence, and student success of an increasingly diverse student population.**

2. By Fall 2008, initiate implementation of the 2008-2009 Basic Skills Plan.  
Lead Person: Executive Vice President.
3. By March 2009, develop a comprehensive Distance Education Plan that delineates the scope and direction of distance education at Cypress College, addresses standards for student and instructor proficiency, and identifies strategies to improve student success and retention.  
Lead Person: Dean charged with oversight for distance education

**Goal 3: Maintain and improve the instructional program and environment.**

4. Beginning in Spring 2009, support academic excellence and the implementation of the Educational Master Plan by allocating resources to maintain or enhance the learning environment with necessary equipment and other instructional tools.  
Lead Person: Executive Vice President

**Goal 4: Increase student success in completing courses, degrees and certificates, and transfer.**

5. By December 2008, develop an enrollment management plan to be implemented shortly thereafter.  
Lead Person: Executive Vice President
6. Beginning in Fall 2008, initiate a review (with significant faculty participation) of factors affecting student success in all courses that includes consideration of curriculum, pedagogy, class size and out-of-class support.  
Lead Person: Executive Vice President
7. By Spring 2009, establish a calendar of annual or semiannual opportunities for faculty to share best practices in teaching.  
Lead Person: Staff Development Coordinator

## **Direction Two: Student and Academic Support Services**

Developing and providing comprehensive student and academic support services to foster a positive and effective learning environment.

### **Goal 1: Develop, implement, evaluate and monitor student learning outcomes for student services and academic support programs.**

8. Implement a continuous cycle to develop, evaluate and monitor student learning outcomes for student services.

Lead Person: Dean of Student Support Services

9. By January 2009, identify a facilitator to lead the development of SLOs for instructional support programs and services (e.g., Honors, Puente, Supplemental Instruction/Peer Assisted Learning).

Lead Person: Executive Vice President

10. By Fall 2009, initiate a process to evaluate and monitor SLOs for instructional support programs and services.

Lead Person: SLO Facilitator for instructional support programs and services

### **Goal 2: Provide programs and services to improve retention, persistence, and student success of a diverse student population.**

11. By October 2008, review and update the Matriculation Plan to incorporate the latest ideas and discussions (e.g., Basic Skills Initiative, Student Services Master Plan, and suggestions from the Strategic Planning Colloquium such as survival skills and student interventions).

Lead Person: Dean of Counseling and Student Development

12. By June 2009, develop a coordinated plan for on-going academic support opportunities. The plan shall reflect an emphasis on L/LRC services but include learning communities.

Lead Person: Dean of the L/LRC

13. By Fall 2009, include faculty and Associated Students' participation in the implementation of expanded assessment and orientation services for all new first-time college students.

Lead Person: Dean of Counseling and Student Development

14. By Summer 2009, develop a summer College Readiness Program for appropriate new student populations to develop educational plans and academic goals.

Lead Person: Dean of Counseling and Student Development

### **Direction Three: Campus Support and Infrastructure**

Ensuring that campus support services and resources are provided in an effective and efficient manner.

#### **Goal 1: Allocate fiscal and human resources in ways that strengthen institutional effectiveness.**

15. By December 2008, develop and implement requirements for regular reporting on the impact and benefits of one-time funding allocations.  
Lead Person: Vice President
16. By February 2009, develop and implement training to enhance data-informed decision making at all levels.  
Lead Person: Director, Institutional Research
17. By September 2008, submit the Technology Plan for campus approval and, upon approval, initiate the implementation of the plan.  
Lead Person: Director of Academic Computing and Media Services
18. By Spring 2010, review existing resource development strategies and seek opportunities to expand the most effective strategies.  
Lead Person: Dean of Vocational Education and Economic Development
19. By Fall 2010, develop framework for discontinuance of programs and services.  
Lead Person: Executive Vice President
20. By Fall 2010, develop long-term fiscal planning strategies that consider life-cycle(s) of major infrastructure.  
Lead Person: Vice President

#### **Goal 2: Support the ongoing development of relevant skills and knowledge among Cypress College employees.**

21. By Fall 2009, implement a training process to provide employees with opportunities to increase their confidence and competence in using technology (such as Banner, MyGateway, Groupwise, Argos, and instructional equipment) relevant to their duties. The training needs will be addressed in a coordinated manner with Staff Development and District Information Services.  
Lead Person: Director of Academic Computing and Media Services
22. By Fall 2010, improve access to training by developing and distributing a list of “resident experts” by their area of strength, and seek additional opportunities to “bring the trainer to the trainee.”  
Lead Person: Staff Development Coordinator/Committee or Subcommittee

## **Direction Four: Climate, Involvement, Communication**

Promoting a campus climate that embraces diversity and supports excellence, integrity, collegiality, and inclusiveness, by supporting communication and involvement throughout the college.

### **Goal 1: Expand involvement in college activities, plans and initiatives to reflect broader participation by all members of the college.**

23. By Fall 2008, establish a task force on campus involvement to explore and establish strategies and activities to increase involvement and to identify the responsible individuals or departments to lead these efforts (e.g., a written guide to campus involvement, spirit week, and student life activities plan).

Lead Person: Chair of Direction Four

24. By Fall 2010, reflect upon the recent strategies to increase campus involvement and develop ways to sustain or expand the most effective ones.

Lead Person: Chair of Task Force on Campus Involvement

### **Goal 2: Improve communication and understanding among all members of the campus community.**

25. By Spring 2009, develop and disseminate guidelines regarding the appropriate use of campus email and blogs, and myGateway discussion groups.

Lead Person: Director of Academic Computing and Media Services

26. By May 2009, develop and broadly disseminate materials that delineate college emergency response information and procedures.

Lead Person: Vice President

27. By Fall 2009, explore and implement new ways (e.g., daily email updates and electronic billboards) to improve the dissemination of information throughout the campus and between the college and the district.

Lead Person: Public Information Officer

28. By Fall 2010, establish a task force which will consider the development of a weekly College Hour, explore potential effects on students and staff, and forward a recommendation in Spring 2011 for campus approval.

Lead Person: Executive Vice President

## **Direction Five: Collaborative Relations and Marketing**

Establishing and strengthening collaborative relationships with other educational institutions and with the communities we serve, and improving marketing efforts.

### **Goal 1: Develop, strengthen, and participate in collaborative relationships with business, civic, and community organizations.**

29. Beginning in Fall 2008, expand and strengthen partnerships with local business, civic and community organizations through a variety of activities so that the college is viewed as a significant resource and partner.

Lead Person: President

30. By Fall 2008, identify and procure additional potential sources of funding through sponsorships of and participation in Foundation special events and other fundraising activities.

Lead Person: Executive Director, Foundation and Community Relations

31. In Fall 2010, assess the effectiveness (i.e., fiscal return) of Foundation strategies and develop plans to expand upon those that are most successful.

Lead Person: Executive Director, Foundation and Community Relations

### **Goal 2: Develop, strengthen and participate in collaborative relationships with other educational institutions.**

32. Beginning in Fall 2008, establish effective collaborations with the School of Continuing Education and Fullerton College.

Lead Person: President's Staff

33. By Fall 2009, expand effective collaborations with other educational institutions (e.g., local high schools, language schools, and universities) to enhance student access, success, and transfer.

Lead Person: Dean of Counseling and Student Development

34. Beginning in Spring 2009, identify opportunities to build relationships with other educational institutions to support the development of high school academies with an emphasis on career and technical education (e.g., health care, information technology, and transportation).

Lead Person: Dean of Vocational Education and Economic Development

### **Goal 3: Improve and expand marketing tools and strategies**

35. By Summer 2008, launch the new college website and by Fall 2008, reach substantial completion of the college website redesign, including a complete removal of the existing site.

Lead Persons: Dean of Student Support Services, Director of Academic Computing and Media Services, and Public Information Officer

36. By Spring 2009, establish a framework for a new college marketing committee to direct the marketing activities of the college.

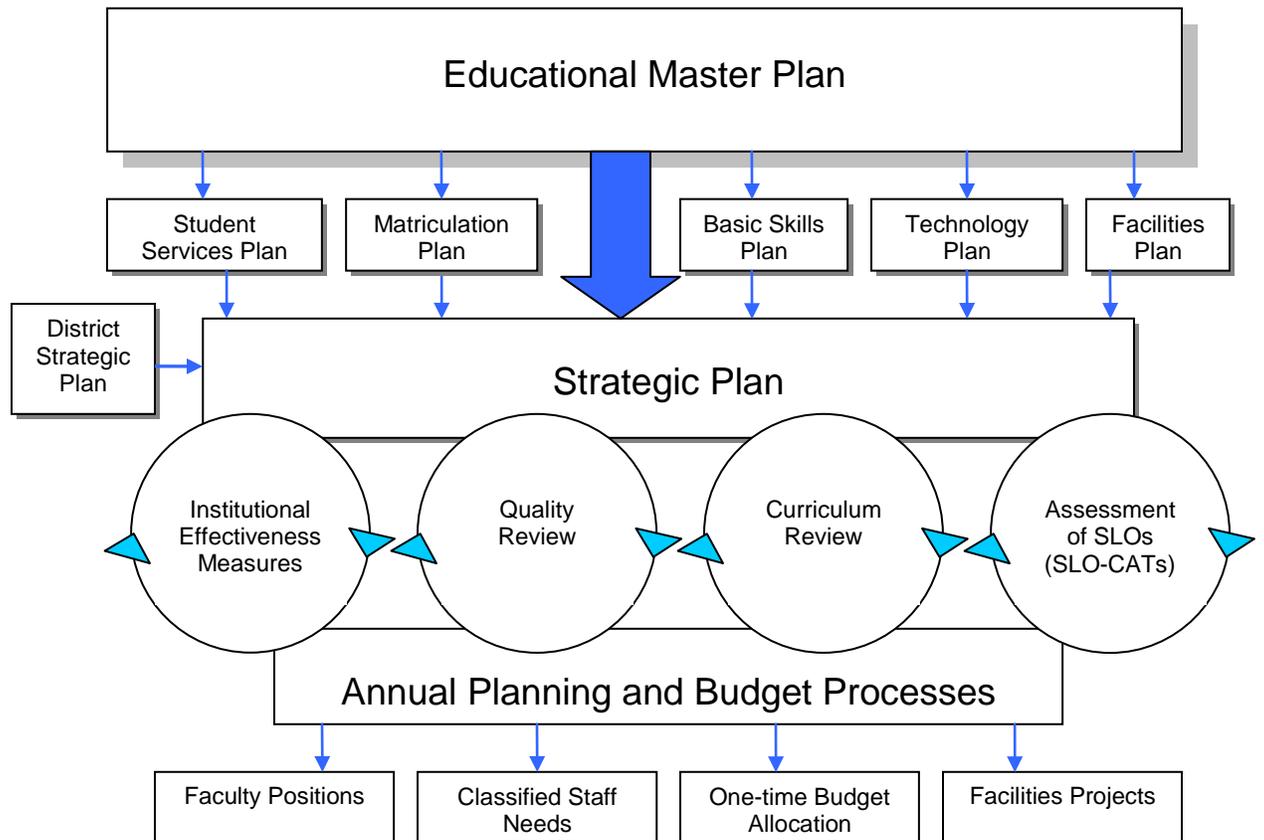
Lead Person: President's Staff

37. By Fall 2010, identify and implement effective strategies to market and promote individual departments and programs to potential students.

Lead Person: Public Information Officer

# Appendix A

## Diagram of College Planning



## Appendix B

### *Strategic Planning Colloquium Participants*

Meg Alton .....	Technician, Admissions & Records
Larry Beidler .....	Instructor, Physical Education
Heather Brown .....	Director, Institutional Research
Deann Burch .....	Coordinator, Career Center
Karen Cant .....	Interim Vice President, Educational Support and Planning
Joyce Carrigan .....	Dean, Fine Arts
Lisa Clark .....	Instructor, Vocational Education
Paul de Dios .....	Dean, Counseling
Nancy Deutsch .....	Coordinator, Staff Development
Cherie Dickey .....	President, Academic Senate and Instructor, Language Arts
Richard Fee .....	Interim Dean, Science, Engineering and Math
Mary Lou Ford .....	Instructional Assistant, Business & CIS Division
Pat Ganer .....	Instructor, Language Arts Division
Mary Lou Giska .....	Director, Health Services
Andrea Hannon .....	Dean, Health Science
Diane Henry .....	Dean, Physical Education
Anthony Ignacio .....	Student
Ben Izadi .....	SLO Coordinator and Instructor, Business and CIS
Marcia Jeffredo .....	Locksmith, Maintenance & Operations
Rob Johnson .....	President-Elect, Academic Senate and Instructor, Fine Arts
Isai Juarez .....	Student
Michael Kasler .....	President, Cypress College
Susan Klein .....	Instructor, Language Arts
Josh Luna .....	Student
Mark Majarian .....	Instructor, Fine Arts
Mike McHargue .....	Lead Facilitator
Ali Moady .....	Instructor, Business and CIS
Jann Nelson .....	Business Service Specialist, Business Office
Kris Nelson .....	Manager, Matriculation
Michele Oja .....	Research Analyst, Institutional Research
Beth Piburn .....	Instructor, Health Sciences
Deidre Porter .....	Counselor, Business and CIS
Nancy Pound .....	Administrative Assistant, Social Science Division
Rick Rams .....	Dean, Student Support Services
Alan Reza .....	Technician, Financial Aid
Robert Simpson .....	Interim Executive Vice President, Educational Programs & Student Services
Gail Smead .....	Administrative Assistant, CalWORKS
Laura Stephens .....	Grants & Special Projects Assistant, Foundation
Craig Tomooka .....	Instructor, Science, Engineering and Math

Jeannette Vazquez..... Student  
Manny Verdugo ..... Instructor, Physical Education  
Doreen Villasenor ..... Counselor, EOPS  
Fran Wahl..... Student Services Specialist, DSP&S  
Nicole Wells..... Student  
Carol Welsh ..... Dean, Library/LRC  
Eldon Young ..... Dean, Language Arts  
Gary Zager ..... Instructor, Social Sciences