

Standard One

INSTITUTIONAL MISSION

The institution has a statement of mission that defines the institution, its educational purposes, its students, and its place in the higher education community.

- 1. The institution has a statement of mission, adopted by the governing board, which identifies the broad-based educational purposes it seeks to achieve.**

Descriptive Summary

“Cuyamaca College provides leadership for our community’s future through innovative experiences and environments for learning.”

The Cuyamaca College mission statement, shown above, is found in the *Cuyamaca College Catalog*. The statement identifies the educational purpose of Cuyamaca College as providing leadership for our community’s future. It further describes how the leadership will be provided, that is, through provision of innovative experiences and environments for learning. The mission statement was developed by the campus community and adopted by the Board of Trustees in 1994. The Innovation and Planning Council (IPC) was established to implement the mission statement and charged with the task of re-examining it after 5 years.

Analysis

The current College mission statement was developed in conjunction with the District mission statement, developed in 1994. The mission statement conveys the values described in the College vision statement, “Learning for the Future.” Both the mission statement and the vision statement are in the *Cuyamaca College Catalog*. Both the District and College mission statements are currently being updated.

Plan

The Innovation and Planning Council, as part of its planning cycle, are reviewing the

College mission statement. This also coincides with the District’s re-evaluation of its mission statement. Any changes will be published as part of the planning cycle for the College.

- 2. The mission statement defines the students the institution intends to serve as well as the parameters under which programs can be offered and resources allocated.**

Descriptive Summary

The current mission statement can be found in the *Cuyamaca College Catalog*. A section in the catalog entitled, Educational Philosophy and Objectives, gives the student an idea of how the College plans to address their needs. Goals of the instructional programs, student development and services, and community education are addressed. Sections entitled “General Information,” and “Services for Students” describe the programs available to assist and promote student growth and success.

The College provides an orientation for all new students. In the Orientation Handbook, the President’s Welcome reiterates the College’s mission and lists the programs and services available on campus to assist and promote student success.

Analysis

The College values and strategic goals are developed using the College mission statement. Within these values and goals, the College expands upon the philosophy and intent of the mission statement, and defines specific programs and resource allocation.

The draft of the Districtwide Strategic Plan 2000-2010 identifies “Student Access” and the importance of “increased outreach efforts to attract non-traditional student populations.” In addition, “Diversity” recognizes the value and strengths of different backgrounds, embracing the variety

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in the changing population, and the ideal of increasing faculty and staff diversity to reflect the community the College serves. The District's success in meeting these goals will be assessed, and reported in the *Report Card*, in areas such as "percent of population served by ethnicity vs. service area," "evidence indicating infusion of diversity in the curriculum," and "comparison of faculty and staff hires to student demographics." These are indicators of the success of the plan.

Plan

The current planning processes includes evaluation and revision of the mission statement, if necessary, and regular revision of the values and goals of the College, based on the mission statement. The plan is to continue with current practices.

- 3. Institutional planning and decision making are guided by the mission statement.***

Descriptive Summary

Planning and decision making are achieved through the established campus governance structure. The Innovation and Planning Council (IPC), which is comprised of faculty, staff and students, reflects this shared governance structure. The chair of the IPC is the College President, who is responsible for the implementation and evaluation of the planning process. The IPC uses a five-year planning cycle to develop and implement the *Cuyamaca College Strategic Plan* based on the College mission statement. Each year the IPC evaluates the previous year's progress and writes an annual report that is presented to the Governing Board, administration, faculty, staff and students. These constituencies review the report and, based on this input, the IPC writes an annual implementation plan for the coming year. This report prioritizes the coming year's activities based on the strategic plan that is in effect at the time.

Analysis

Using the mission statement for guidance, the IPC develops the values and a Strategic Plan for the College. Specific goals are then developed from the Strategic Plan, and prioritized based on the input IPC has received from the various College constituencies. Each year, some of the goals are addressed in the Annual Implementation Plan. The IPC determines which goals need to be addressed for the coming year and accountability for specific goals is assigned to the appropriate IPC member. Progress is monitored through quarterly reports to the President and the IPC. The President produces an Annual Report that reports on progress toward achieving the goals for the year. Some goals are multi-year projects.

The planning process is a dynamic one that could warrant changes as the environment of the College changes.

Plan

The current process is working and the plan is to continue with this process.

- 4. The institution evaluates and revises its mission statement on a regular basis.***

Descriptive Summary

Prior to 1994, the President's Advisory Committee compiled the mission statement. Beginning in 1994, the IPC assumed the responsibility for reviewing, evaluating and revising the mission statement. IPC's responsibility for the mission statement reflected the College's new vision and emphasis on planning.

Currently, revision of the mission statement is part of a five-year cycle. The next mission statement will be revised for a three-year period in order to coordinate the planning cycles of the District, Cuyamaca College and Grossmont, its sister college. The next

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mission statement will be guided by the District mission statement.

Analysis

The IPC's responsibility for development and review of the mission statement is very effective. The next three year cycle should result in the coordination of the planning cycles of the District and the Colleges.

Plan

The proposed mission statement for the next three-year cycle is to:

“provide educational leadership through learning opportunities that anticipate, prepare for, and meet the future challenges of a complex democracy and a global society.”

The IPC will use the mission statement to adopt a set of values and a new *Strategic Plan* for the three year cycle, from 2001-2004

SUPPORTING DOCUMENTS

The Cuyamaca College Catalog

Innovation and Planning Council Meeting Minutes

Cuyamaca College 1995-2000 Strategic Plan, Learning for the Future

Cuyamaca College Annual Reports, 1995-2000