Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Instructions

1. Complete all the information in the Entity table. The *Entity* is the committee or other group responsible for the plan.
2. Complete the information in the Goal and Objective tables, which may be copied and pasted as needed to accommodate all the goals and all the objectives under each goal on which you are reporting.
   a. Please enter a *Revised Timeline/Deadline* only if the analysis of progress to date on that objective clearly demonstrates the need for it.
   b. If any *Actions/Activities* and/or *Measurements/Documentation of Progress* suggested by the original planning group have been pre-entered, you may edit them as needed.
   c. List all major *Actions/Activities* that are completed, underway, scheduled, or planned. If you need space for more actions/activities, add lines as needed to the table.
   d. In the *Status Code* column, indicate whether each action/activity is Completed, Underway, Scheduled, or Planned.*
   e. In the *Progress Description* column, briefly describe your progress on each action/activity that is Underway.
   f. In the *Measurements/Documentation of Progress* column, identify the written evidence you will use to demonstrate your progress on each action/activity.

Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl Marshall Rebeccah Warren-Marlatt	Dec 2010

Goal	1.1: Support, guide, and empower every student to achieve his or her goals.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
1.1.1: Develop and expand alternative access to programs and services.	Spring 2011		Vice President, Instruction

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Monitor number of classes, orientations, tutoring sessions offered in alternative modes.	**U**	WebAdvisor registration is being tested and the many components are being reviewed WebAdvisor online Counseling training took place spring 2010, implemented fall 2010 Online orientation workgroup convened; a product has been selected and a portion of the funding secured CCCApply: in place; as processes are revised, they are being tested and documented CCCBOG: Draft specifications are being written ETranscript: Contracts have been sent forward. Installation and testing is planned All Student Services units now have Twitter feeds and/or RSS feeds The number of online courses will continue to be tracked, with the Ed Tech Committee will continue to track quality.	WebAdvisor meeting minutes Orientation Workgroup agendas and minutes BSI agenda and minutes ETC agenda and minutes
Expand online programs and student support services.	**S**	Student satisfaction data is being collected for CCCApply as an A&R Service Area Outcome. Other enhancements to be evaluated after they are fully implemented.	Student performance in applicable classes Surveys of instructors and students in Distributed Education Online course enrollments
Evaluate the effectiveness of alternative modes.	**U**	A&R has used the satisfaction data to improve direct, hands-on instruction in the use of the online application to students who need it on a case-by-case basis ETC completed the first full review of online courses and will continue to assess quality.	A&R Program Review, 2009-2010 ETC agenda and minutes
Implement improvements based on results.	**U**	The committees involved in developing and expanding alternative access to program and services consistently review research and use the results to inform decision making.	

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl Marshall Rebeccah Warren-Marlatt	Dec 2010

Goal	1.1: Support, guide, and empower every student to achieve his or her goals.	EMPC Comments	Progress is satisfactory

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
1.1.2: Enhance Transfer Services.	Spring 2012		Vice President, Student Services Vice President, Instruction

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Stronger focus on articulation: • Increase the number of articulation agreements. • Enhance marketing of articulation agreements. • Implement SB 1440 to streamline transfers to CSUs	**P**	The 2010-2015 Title V Grant also supports this process Also implementing SB 1440 with 5 degrees targeted for Fall 2011	Number of articulation agreements, Fall to Fall Number of fliers, promotional items, outreach advertisements Number of CSU transfer degrees under SB 1440
Provide more education for students on transfer requirements and degree completion.	**U**	TAG workshops fall, 2010 College Fair, each fall, 2010	Attendance tracking at TAG workshops Attendance tracking, College Fair
Train personnel to provide more hands-on approach in career services to students.	**P**	Transfer Advocates to be identified and trained in year 1 of Title V grant	Number of training sessions and participants
Evaluate effectiveness of changes.	**P**	The 2010-2015 Title V Grant also supports this process	Student satisfaction surveys, both short-term (POS, with focus on transfer assistance) and long-term (students who transferred)
Implement improvements based on results.	**P**	The committees and staff involved in helping students to achieve his or her goals consistently review research and use the results to inform decision making. The 2010-2015 Title V Grant also supports this process	

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl Marshall	Dec 2010

Goal	1.1: Support, guide, and empower every student to achieve his or her goals.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
1.1.3: Implement best practices for underprepared students.	May 2011		Vice President, Instruction

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Identify best practices.	**C**	Studies by ORP show counseling and orientation are positively correlated with retention and persistence. Counseling is also correlated with student success. Basic Skills Initiative plan is based on best practices, including Learning Communities linking basic skills with college-level courses, Orientation, Answer Centers, and summer math programs for developmental students. Team from CHC attended Student Success Conference to gather additional information on best practices and will debrief in Nov '10.	ORP reports, ORP website
Implement best practices for targeted students, including the Early Assessment Program (EAP).	**P** **U** **U**	Dialogue about EAP occurring Fall 2010. Santos Manuel Student Success Program implemented: book loans, supplemental tutoring, counseling provided to 400 students. Basic skills plans are underway.	BSI Steering Committee report of implementation of BSI activities
Evaluate effects on student performance.	**U**	Tracking of SMSSP students is taking place	Student performance in applicable classes Retention within BS classes Success rate in BS classes Movement of BS students into college-level classes SLOs SOA³R Post-test
Implement improvements based on results.	**U**	The committees and staff involved in helping students to achieve his or her goals consistently review research and use the results to inform decision making.	
Develop and apply methods to ease the path of graduating high school students into CHC.	**U**	SOA³R program is in place at feeder high schools	BSI Steering Committee report of implementation of BSI activities

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Rebeccah Warren-Marlatt	Dec 2010

Goal	1.2: Deliver and ensure access to programs, services, and support that meet students' needs.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
1.2.1: Enhance efficiency and effectiveness of student access.	Fall 2010 (parking) May 2011 (remainder)		Vice President, Student Services Vice President, Administrative Services

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Implement system for purchasing parking permits online.	**C**	Beginning fall 2010, parking passes are now purchased online, directions to the website are located on banners, posters, signs, and on the CHC's homepage. Instructions to the faculty and staff were provided during in-service day (8/13/10)	Customizable reports through Credentials Solutions website.
Implement Web Advisor.	**U**	WebAdvisor registration is being tested and the many components are being reviewed WebAdvisor online Counseling training took place spring 2010, implemented fall 2010	WebAdvisor Workgroup Minutes Number of Web Advisor components implemented by date Number of Web Advisor users
Implement and provide training for online orientation.			
Develop an online Student Handbook and/or other package of information on what students need to know about becoming a successful student, to include topics such as parking, getting classes, books, counseling, and tutoring.	**U**	Director of Marketing has researched Student Handbooks to identify best practices Committee will meet in Spring 2011	Publication of online Handbook
Conduct research on non-persisting students, including a survey on the reasons for their departure.			Identification of reasons for dropping in online and in-person transactions with follow-up as needed
			Number of students in face-to-face and online orientations Student satisfaction surveys in face-to-face and online orientations

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan		

Goal	2.1: Seek, welcome, and respect diversity, and promote inclusiveness.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
2.1.1: Establish a welcome program for new employees.	May 2011		Chair, Professional Development Committee

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Establish a Welcome Program Task Force.	**U**	Membership for the Task Force has been solicited from the following groups/areas: Professional Development Committee (3 have already volunteered); President's Office; Academic Senate; CSEA; Classified Senate; CTE; Management	Task force documentation
Create a system for volunteer mentor assignments, and provide appropriate training.			No. of mentors, buddies
Develop a welcome package of materials.			Publication of the welcome package
Introduce/announce new employees in the President's Letter with a short bio.			Proportion of new-employee introductions in the President's Letter
Provide name tags for all employees.			Distribution of name tags
Implement an online photo directory.			Publication of the online directory
			Climate survey

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl Marshall	Dec 2010

Goal	2.1: Seek, welcome, and respect diversity, and promote inclusiveness.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
2.1.2: Improve the inclusiveness of targeted programs in which at least one student demographic group is significantly underrepresented.	Fall 2010: Demographics and identification Spring 2011: Strategies 2011-12: Implementation, evaluation, modification		Vice President, Instruction

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Analyze the demographic characteristics of every program.	**U**	Demographic makeup of student participants in each instructional and student services unit is now a feature of the Planning and Program Review process	Report on program demographic characteristics
Identify targeted programs in which at least one demographic group is significantly underrepresented, as determined by consensus of the applicable dean and faculty/staff.	**U**	Demographic makeup of student participants in each instructional and student services unit is now a feature of the Planning and Program Review process	
Develop strategies to improve inclusiveness in those programs and carry out any necessary training.	**P**		Report of strategies in Perkins Plans, Program Reviews, and Annual Plans Training session participation
Year 2: Implement those strategies on at least a pilot basis.			
Evaluate the success of those strategies.			CCSSE Comparative analysis of trend data on underrepresented groups Student survey
Modify the strategies as needed and begin the cycle again.			

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Rebeccah Warren-Marlatt	Dec 2010

Goal	2.1: Seek, welcome, and respect diversity, and promote inclusiveness.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
2.1.3: Develop a common definition of inclusiveness among employees and students at CHC.	2011-12		Vice President, Student Services

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Form a representative task force to study the nature of the problem at CHC and available models at other institutions or organizations, and to recommend language and an appropriate end product.	**S**	This task has been assigned to the Enrollment Management Committee. It will be addressed in Spring, 2011	Task force documentation
Draft language on what inclusiveness ought to entail at CHC, in organizational structures and processes and in individual and group behavior.	**S**	This task has been assigned to the Enrollment Management Committee. It will be addressed in Spring, 2011	Documentation of successive drafts of definition
Hold forums and make presentations to constituent groups to discuss and gather feedback on the drafts.	**P**	Spring, 2011	Documentation of forums and presentations, including participation and feedback
Revise drafts and gain necessary approvals.			
Publish/post the approved definition.			Publication of approved definition
Regularly disseminate and discuss the definition.			Documentation of subsequent discussions
			Climate survey

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CHC Educational Master Planning Committee	Educational Master Plan	Cheryl Marshall Rebeccah Warren-Marlatt	Dec 2010

Goal	2.1: Seek, welcome, and respect diversity, and promote inclusiveness.	EMPC Comments	Changes based on EMPC Formative Evaluation are highlighted

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
2.1.4: Hold at least one major event annually that includes all employees, for the purpose of improving communication and understanding across group and organizational boundaries.	Fall 2010		President

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Invite all employees to beginning of Fall In Service Day	**C**	All employees participated in the first two hours of Fall In Service Day (Aug 2010) Offices were closed for two hours	Documentation of event
Invite all employees to morning session of Spring In Service Day	**S**		Documentation of event
Continue to hold Welcome Back Barbeque	**C**	PDC sponsors this BBQ every fall	Documentation of event
Classified Professional Development Week	**C**	First Week completed Spring 2010 Will be continued if funding permits in Spring 2011 Monthly professional development offerings for Classified Staff began in Fall 2010	Documentation of event Participant Evaluations
Regularly scheduled Flex Days for Faculty	**C**	Flex Days are now scheduled each semester for Instructional Faculty	Documentation of event Participant Evaluations
			Climate survey

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl Marshall Rebeccah Warren-Marlatt	

Goal	2.1: Seek, welcome, and respect diversity, and promote inclusiveness.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
2.1.5: Establish a program of Crafton Town Hall meetings to facilitate sharing ideas on significant issues facing the College.	Fall 2010		President

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Continue All Instruction Meetings	**U**	Approximately 3 times a semester, the VPI holds All Instruction Meetings. These meetings began in 2009-2010 and will be ongoing.	Documentation of meetings
Continue Student Service All Hands Meetings	**U**	The VPSS holds meetings for all SS staff on the last Friday afternoon of the month.	Documentation of meetings
Conduct Accreditation Round Tables	**U**	A series of Round Tables to discuss status of the college's response to Accreditation recommendations are planned and two have taken place (Fall 2009 and Fall 2010)	Documentation of meetings
Hold Open Meetings during College Hour			
			Climate survey

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	3.1: Achieve college-wide excellence in teaching and learning through best practices and ongoing reflection, assessment, and improvement.	EMPC Comments	Progress is satisfactory. Consider combining with 2.1.1.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
3.1.1: Develop and implement appropriate mentorship programs for faculty, staff, and students.	Fall 2011		Vice President, Instruction

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Design mentorship program modeled in part on BSI Plan Initiatives: Faculty (Initiative 18), Students (Initiative 10)			
Identify target populations of mentees.			
Recruit mentors and mentees.			
Evaluate the effects of the program.			No. of mentors and mentees Annual survey of mentors and mentees Climate survey
Implement improvements based on results.			

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan		

Goal	3.1: Achieve college-wide excellence in teaching and learning through best practices and ongoing reflection, assessment, and improvement.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
3.1.2: Develop a Best Practices for Teaching and Learning program through Professional Development.	Fall 2010-Spring 2012		Chair, Professional Development Committee

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Pilot alternative formats for sharing best practices, and continue using the most successful. For example: • Structure a regular weekly time for faculty and staff to discuss best practices. • Develop an informal, "brown bag" program specifically for how-to's. • Develop a monthly Great Ideas for Teaching (GIFTS) program. • Develop seminars (guest speakers) for best practices.	**U**	Great Ideas for Teaching (GIFTS) program launched in September, with monthly presentations planned throughout the year Monthly classified Professional Development Day launched in September, with presentations planned for the rest of the year. Workshop planned for faculty inquiry groups on topic to be chosen by faculty. Guest speaker/workshops planned for best practices in accelerated learning; reading apprenticeship; and scaffolding assignments .	Documentation of contents of and participation in piloted activities, and those chosen for continuation
Develop and support a systematic program of external professional development opportunities. • Incorporate standards for sharing and/or applying knowledge gained through external professional development opportunities.	**U**	Currently under discussion by the Professional Development Committee.	Documentation of creation, approval, and application of standards for sharing knowledge
Establish a goal for instructors to observe each other's classes non-evaluatively, in the spirit of sharing best practices for teaching and learning.			No. of non-evaluative classroom observation sessions
Explicitly include part-time faculty in all activities. • PT Faculty Orientation	**U**	Part-time faculty have participated in PD activities throughout the year.	Proportion of part-time faculty participating in activities
Partner with universities to offer unit value (CEUs) or advancement for participation in best practices activities.			Documentation of university agreements and CEUs
Follow through on all major professional development projects/programs.			Annual status report on all major professional development projects/programs

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	3.1: Achieve college-wide excellence in teaching and learning through best practices and ongoing reflection, assessment, and improvement.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
3.1.3: Pilot a College-wide program to focus on preparing all students to be successful learners.	May 2012		Vice President, Instruction

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Research programs/models such as AVID, iFALCON, OnCourse, Passport, First-Year Experience, and Second-Year Experience, and recommend the most promising for pilot(s).	**P**	Will begin research in Spring 2011 Second Year Experience is incorporated into the Title V Grant	Documentation of research results and evaluation of models
Institutionalize OnCourse strategies by sharing them in multiple ways, such as the following: • Meetings of those who have already attended OnCourse seminars. • Brown-bag sessions • A 5-to-10-minute presentation in every class each term			Documentation of OnCourse experiences, including no. of participants
Evaluate all activities.			Participant evaluations Evaluation of student learning during and after implementation of selected strategies
Implement improvements based on results.			

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Daniel Bahner	Dec 2010

Goal	3.1: Achieve college-wide excellence in teaching and learning through best practices and ongoing reflection, assessment, and improvement.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
3.1.4: Provide a comprehensive set of useful, accessible resources for best practices in teaching and learning.	May 2011		Professional Development Committee

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Develop a research library, both online and physical, for best practices for teaching and learning.	**U**	Physical library now in LR 107. Online library under development.	Documentation of library holdings No. of users of research library over time Satisfaction of users (POS or as part of climate survey)
Market and promote the Center for Innovation and Teaching Excellence. Model in part on BSI Plan Initiative 4.			Marketing and promotional materials for CITE

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CHC Educational Master Planning Committee	Educational Master Plan	Rebeccah Warren-Marlatt	Dec 2010

Goal	3.1: Achieve college-wide excellence in teaching and learning through best practices and ongoing reflection, assessment, and improvement.	EMPC Comments	Consider modifying to include all SLOs or add 3.1.6.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
3.1.5: Establish and assess institutional student learning outcomes.	Dec. 2010		Outcomes Committee

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Convene Task Force.	**C**	Task Force met in Spring 2010 and Summer 2010	Task Force documentation
Develop institutional SLOs.	**C**	Task Force developed draft ILOs and possible assessment methods	Successive drafts of SLOs
Gather feedback, revise as needed, and obtain approvals.	**U**	ILOs were presented and approved by Student and Classified Senates. Academic Senate is still reviewing and discussing them.	Documentation of feedback
Disseminate institutional SLOs widely.			Documentation of approvals and dissemination.

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Rebeccah Warren-Marlatt	Dec 2010

Goal	4.1: Effectively manage enrollment through a dynamic balance of identified needs and available resources.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
4.1.1: Develop a plan for student engagement for the purpose of increasing retention, success, and persistence.	Spring 2011: Research Fall 2011: Pilot(s) Spring 2012: Evaluation and plan Fall 2012: Implementation		Enrollment Management Committee

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Research methods used by other institutions to enhance student engagement, and identify the best fit(s) for CHC.			Documentation of the most promising method(s) used by other institutions
Administer the CCSSE.	**U**	ORP will administer in Spring 2011. Preparation is underway.	CCSSE results
Pilot the most promising method(s), and evaluate the results.			
Develop the engagement plan accordingly.			Documentation of Plan
Implement the student engagement plan.			
Evaluate the effects of the implemented program, and make changes as appropriate.			Student performance (retention, success, and persistence) before and after implementation of the pilots and the program

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CHC Educational Master Planning Committee	Educational Master Plan	Rebeccah Warren-Marlatt	Dec 2010

Goal	4.1: Effectively manage enrollment through a dynamic balance of identified needs and available resources.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
4.1.2: Develop a robust enrollment management model that both guides long-range enrollment planning and responds to short-term environmental and fiscal factors.	Spring 2011		Vice President, Student Services

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Reconvene the Enrollment Management Committee to revise the Enrollment Management Plan in accord with the Educational Master Plan, and to develop the model.	**U**	Enrollment Management Committee began meeting in spring, 2010. Goals have been updated and a draft plan written.	Enrollment Management Committee minutes and other documentation
Include in the enrollment management model consideration of the relationship among annual budget variations, alternative funding sources, the cap, quality of programs and services, community and other needs assessments, and significant College initiatives, among other factors.	**P**	New goals align with the Quantitative Effectiveness Indicators listed in the Educational Master Plan. Other factors to be addressed as the plan is updated.	Documentation of revised Enrollment Management Plan Approval of the enrollment management model Documentation of application of Plan to scheduling and incorporation into Instruction Area planning
Identify programs with capacity and attract students to them.			

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	4.2: Identify and initiate the development of new courses and programs that align strategically with the needs of the College and its students.	EMPC Comments	Changes based on EMPC Formative Evaluation are highlighted

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
4.2.1: Develop and implement a process for recommending the development of new courses and/or programs based on a strategic perspective.	Fall 2010 and in Fall of every even year thereafter	Spring 2011	Educational Master Planning Committee

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
EMPC discuss ways to develop process	**U**	EMPC had preliminary discussions in Sept 2010 and will develop process by April 2011	
Review draft process with Academic Senate	**P**		
			Implementation progress report Documentation of results of research Documentation of periodic recommendations and of incorporation of those recommendations into the Enrollment Management Plan, Instruction Area planning, and Perkins Plan

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	5.1: Enhance the College's value to the community.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
5.1.1: Establish an infrastructure to coordinate marketing, outreach, and partnerships with community institutions and organizations.	April 2011: Position Fall 2011: Gap and opportunity analysis and plan for action		President

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Identify existing partnerships with high schools, government agencies, businesses, service clubs, and other community organizations.	**U**	Beginning in Fall, 2010, the Planning and Program Review process elicits information about internal and external partnerships from each participating program.	List of existing partnerships
Identify gaps and opportunities in existing partnerships, and initiate appropriate actions: • Assess the organizations' needs. • Promote what CHC does. • Participate in joint projects, meetings, committees, and service clubs. • Create student internships. • Include the arts and sports.	**U**	New Marketing Director has begun assessment and promotion	Results of gap and opportunity analysis
Create and fill a position for outreach/marketing coordination.	**C**	Marketing Director hired in September 2010	Job description and position announcement Documentation of employment Documentation of coordination activities

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	5.1: Enhance the College's value to the community.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
5.1.2: Increase the visibility of the College.	2010-11: Promotion 2011-12: Facilities		Vice Presidents

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Implement an effective marquee.	**U**	Electronic marquee is designed and will be installed during 2011. Marquee will be visible to travelers on Sand Canyon Rd.	Parking Lot, Access, and Lighting Project plans and specifications; design review meeting minutes
Install widely visible signage.	**U**	On campus signage has partially been installed to improve way finding for newcomers on campus; new signage is included in ongoing bond construction projects.	Construction project plans and specifications; Implementation of Signage Master Plan developed by Steinberg Architects 2005
Promote CHC by publicizing its successes and programs.	**U**	• During Classified Professional Development Week held in June 2010, management presented progress of construction and success related to the implementation and progress of the bond construction program • Also, CHC celebrated the opening of the new Aquatics Center and the new Learning Resource Center on October 15, 2010. The local community, dignitaries, college employees, district employees attended. • New Marketing Director has re-established processes for press releases and publication and is working on revamping the website.	Sign in sheet; photos of event Promotional materials

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	6.1: Implement and integrate planning processes and decision-making that are: ●: Collaborative, ●: Transparent, ●: Evidence-based, ●: Effective, and ●: Efficient.	**EMPC Comments**	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
6.1.1: Align all college plans to the EMP.	2010-12		Crafton Council

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Create a process to ensure alignment of all major college plans to the EMP	**U**	Plan authors and committee chairs attended Crafton Council meeting on 9/21 to discuss alignment and reporting due dates. Majority of progress reports submitted to Council and were discussed at Dec 7 meeting Written feedback will be provided to each Chair	Outline of the monitoring process by Crafton Council
			Documentation of analysis, recommendations, and actions taken by Crafton Council and applicable planning committees to achieve alignment
			Self-evaluation by planning committees on knowledge of issue and extent of alignment

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Rebeccah Warren-Marlatt	Dec 2010

Goal	6.1: Implement and integrate planning processes and decision-making that are: ●: Collaborative, ●: Transparent, ●: Evidence-based, ●: Effective, and ●: Efficient.	**EMPC Comments**	Changes based on EMPC Formative Evaluation are highlighted

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
6.1.2: Create a structure and processes to communicate committee and shared governance information to the campus.	August 2010 and each August thereafter	September 2010 and each April thereafter beginning in April 2011	Crafton Council

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Update and disseminate the *CHC Organizational Handbook.*	**C**	Org Handbook completed and posted online under Crafton Council. Input was solicited from all three senates.	Updated version of the *CHC Organizational Handbook* Documentation of dissemination of *CHC Organizational Handbook*
Actively promote student participation in shared governance.	**U**	Student appointees for Crafton Council, Enrollment Management, Basic Skills Initiative, Educational Master Planning, Program Review, Student Services Council, Academic Exceptions, and Matriculation, as well as several District committees. Mentors have been assigned to student representatives. The Org Handbook includes a recommendation to assign a mentor to each student representative on participative governance committees, with detailed instructions for mentors included in the appendix.	Documentation of methods for promoting student participation Census of participation on committees
Crafton Council meeting with Committee Chairs	**C**	The Council met with Chairs to review the committee assessment tool and to emphasize the importance of broad participation on committees.	Documentation of meeting Completed census and assessments

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Keith Wurtz	Dec 2010

Goal	6.1: Implement and integrate planning processes and decision-making that are: ●: Collaborative, ●: Transparent, ●: Evidence-based, ●: Effective, and ●: Efficient.	**EMPC Comments**	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
6.1.3: Develop processes and structures to give users convenient access to appropriate data for planning and decision-making.	July 2010		Director, Research and Planning

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Provide regular training in data access methods.	**C Ongoing**	Training is ongoing and occurs both informally and formally. Every week the ORP works informally with faculty, staff, and administrators on training in data access. Numerous training on how to access PPR data has occurred as well as training sessions on how to write goals and objectives, and using data and information from the EMP.	Documentation of training: number of session, number of participants, content
	C Ongoing	Survey for PPR occurred in Spring 2010 and will occur every spring	Survey on ease of access to data for Planning and Program Review cycle
Provide regular training in using the services of the Office of Research and Planning.	**C Ongoing**	Training on how to use the services provided by the ORP is ongoing. For instance, a research request form was developed and is available on the ORP Web Site.	Documentation of training: number of session, number of participants, content Documentation of research request system
Identify ongoing data needs in Instructional Services, Student Services, and Administrative Services.	**C Ongoing**	The ORP maintains a research request database to identify ongoing needs of the Campus Community. As of June 30th, 2010 32% of the research requests were from Instruction, 16% from Student Services, 1% from Administrative Services, and 34% were from the President's Area (e.g.: accreditation, grants, etc.). In addition, 60% were for planning and/or evidence-based decision making.	Documentation of ORP data delivery ORP service catalog and documentation of service usage
Establish an annual research calendar.	**C Ongoing**	A research calendar was developed and made available to campus community at the fall 2010 in-service and on the ORP Web Site.	Contact other research offices to see examples of research calendar, develop research calendar and get feedback

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Keith Wurtz	Dec 2010

Goal	6.1: Implement and integrate planning processes and decision-making that are: ●: Collaborative, ●: Transparent, ●: Evidence-based, ●: Effective, and ●: Efficient.	**EMPC Comments**	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
6.1.4: Provide institutional support for the acquisition, analysis, and interpretation of data.	Spring 2010 and ongoing		Director, Research and Planning

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Provide appropriate training in measurement and evaluation.	**U**	In Spring 2010 the ORP provided multiple trainings on how to interpret and evaluate data provided for Planning and Program Review. In addition, the ORP has met individually with those engaged in writing their annual and three-year plans on a regular basis in fall 2010. The Employee Campus Climate and the Professional Development Surveys were distributed in October 2010 and will be used to identify future training needs.	Survey of training needs Documentation of training contents and participation Participant evaluations Survey of users on level of applicable skills after training
Promote a culture of evidence in the service of continuous improvement.	**C Ongoing** **C Ongoing** **U** **U**	Six "Did you Know?" series have been distributed the first of every month The new ORP Web Site has been created and is available to campus community Obtaining Collaboration and Deployment Software is underway. Starting to make Cal PASS OLAP Cubes available to CHC users	Develop and distribute "Did you Know?" series once a month Create and implement new ORP Web Site to provide access to data Obtain Collaboration and Deployment Software and develop Online Analytical Processing (OLAP) Cubes for use in evidence-based decision making and PPR by Summer 2011 Provide access to Cal PASS's OLAP Cubes to CHC faculty, staff, and administrators

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	6.1: Implement and integrate planning processes and decision-making that are: ●: Collaborative, ●: Transparent, ●: Evidence-based, ●: Effective, and ●: Efficient.	**EMPC Comments**	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
6.1.5: Ensure that planning processes and decision-making are collaborative, transparent, evidence-based, effective, and efficient.	Fall 2010-Spring 2012		Crafton Council

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Establish criteria for "collaborative," "transparent," "evidence-based," "effective," and "efficient."	**S**	Focus groups – Plan for assessing was taken to and approved by Crafton Council. Focus Groups will be conducted in Spring 2011	List of criteria
Analyze the extent to which each process meets the criteria.	**S**	Results from the focus groups will be generated in Spring 2011 and provided to the Crafton Council	Results of analysis
Initiate corrective action as needed, and reevaluate.			Documentation of corrective actions taken Climate survey

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Rebeccah Warren-Marlatt	Dec 2010

Goal	6.2: Establish and document effective, efficient, and consistent organizational structures and processes.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
6.2.1: Create a map or flowchart of organizational processes and structures.	August 2010 and each August thereafter	Sept 2010 and each April thereafter beginning in April 2011	Crafton Council

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Update the *CHC Organizational Handbook* to include the map or flowchart.	**C**	Two flowcharts (pages 12 and 13) show the college organization and the committee structures.	Updated version of the *CHC Organizational Handbook* with map or flowchart Documentation of wider dissemination of map or flowchart

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Daniel Bahner	Dec 2010

Goal	7.1: Optimize the organization's human resource capacity.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
7.1.1: Ensure that all faculty, staff, and administrators receive relevant, timely, and appropriate training.	2010-11 and ongoing		Professional Development Committee

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Establish a process for planning, executing, and rewarding specialized/departmental training.			Documentation of process Documentation of participation (e.g., sign-in sheets and counts) Training calendar for each academic year Participant evaluations
Design and implement a system of employee development plans.	**U**	Presented to the Academic Senate as part of the Flexible Calendar Program. Currently under revision.	Employee development plans
Establish a process for identifying training needs.	**U**	Professional Development Survey distributed to all SBCCD employees last month. Results are now being disaggregated for closer, more pointed analysis.	Climate survey

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	7.1: Optimize the organization's human resource capacity.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
7.1.2: Establish professional standards and expectations for faculty, staff, and managers.	2010-12		Crafton Council

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Research standards and expectations applied by other institutions, in part through a literature review.			Documentation of research results
Develop a draft profile of professional standards and expectations.	**U**	Discussions have begun in the Classified Senate. Managers will work on a draft in Spring 2011. Student Senate will give input on their expectations during Spring 2011. Academic Senate discussed the matter and chose not to pursue this activity.	Draft profile of professional standards and expectations
Solicit and incorporate feedback from the campus community.			Documentation of feedback
Finalize and disseminate the standards and expectations.			Documentation of dissemination
Ensure that standards include: • Maintaining CHC's "personal touch" • Effective communication • A statement of ethics			Documentation of approved standards and expectations

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Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	7.1: Optimize the organization's human resource capacity.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
7.1.3: Create an easily accessible online resource center for sharing information and documentation.	December 2011		Crafton Council

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Develop specifications for the types of information that should be included (e.g., processes/ procedures, contracts, frequently asked questions).	**P**	New Marketing Director will undertake this task.	Specifications of types of information needed List of feasible options for implementing online resource center
Implement resource center.			Rollout of resource center: Resources are available
Evaluate the success of the resource center.			Resource center usage statistics Survey of user satisfaction and feedback
Include an updated version of the Employee Directory.	**U**	New Marketing Director has begun this task	

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	7.1: Optimize the organization's human resource capacity.	EMPC Comments	Changes based on EMPC Formative Evaluation are highlighted

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
7.1.4: Institutionalize professional development.	2010-12		President

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Establish an adequate budget for professional development.		Will need to be revised due to budget cuts	Budget documentation
Create and fill a faculty position for design and coordination of professional development.		Will need to be revised due to budget cuts	Job description Employment documentation
Establish the Center for Innovation and Teaching Excellence (CITE).			

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	7.2: Manage change proactively.	EMPC Comments	Progress is satisfactory; however, additional discussion is needed to move forward more quickly.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
7.2.1: Foster an environment that adapts proactively to change.	2011-12		Vice Presidents

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Develop a vision for adapting proactively to change.			Documentation of vision
Develop in accord with the vision: • A training/mentoring program that provides emotional support (e.g., "it's OK to make mistakes and learn from them") and recognition of successes. • Communication processes that facilitate full access to information. (See 7.1.3)			Documentation of training/mentoring program Participants' evaluation of training/mentoring program
			Surveys to assess adaptation to change (reorganization, program review, etc.)

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	7.2: Manage change proactively.	EMPC Comments	Changes based on EMPC Formative Evaluation are highlighted

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
7.2.2: Empower people to be leaders of change.	2010-11		Vice Presidents

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Conduct leadership training for all employees.		Additional Discussion is needed on how to identify willing leaders and conduct meaningful training	Participants' evaluation of leadership training and workshops
Hold workshops on the vision for adapting proactively to change.	**U**	• During Classified Professional Development Week held in June 2010, management held two workshops: "Our Changing Campus" and "Dealing with Change"	Documentation of number and content of workshops Participants' evaluation of leadership training and workshops
Additional discussions are needed to identify ways to be proactive in dealing with change; discuss ways in upcoming management meetings or as a breakout session on in-service days. This could be ongoing facilitated by the VP's			Documentation of employee engagement in leadership roles (e.g., committee functions)

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan		

Goal	8.1: Maintain and use resources effectively.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
8.1.1: Ensure that resource selection, deployment, and evaluation are consistent with identified institutional priorities, policies, and procedures.	Spring 2010 and ongoing		President's Cabinet and P&PRC

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Review resource-related policies and procedures to ensure that they are internally consistent and consistent with applicable law and institutional strategic directions and goals.			Results of policy and procedure review
Review all job descriptions and selection processes to ensure that they meet institutional needs.	**U**	Job Descriptions have been reviewed as openings occur Management and Classified hiring practices were recently modified District-wide	Results of job description and selection process review
Review compliance with existing policies and procedures for meaningful and effective evaluation of personnel.	**U**	VPs have worked with managers to assure more consistency and accuracy on evaluations.	Results of compliance review
Ensure that the resource allocation process takes into consideration fully funded infrastructure costs and remains flexible enough to accommodate changes in the institution.	**S**	Resource Allocation Model is under discussion and the District Budget Committee will conduct a formal review in Spring 2011	Results of Crafton Council evaluation of alignment between resource-related processes and institutional priorities. Annual examination of resource allocation results for inclusion of fully funded infrastructure costs Priorities and alignment of objectives and resource requests from program review and planning process

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Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Rebeccah Warren-Marlatt Cheryl A. Marshall	Dec 2010

Goal	8.1: Maintain and use resources effectively.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
8.1.2: Develop a systematic process for assessing and addressing, in both the long and the short term, the gap between available and needed resources.	Fall 2010-Spring 2012		President's Cabinet and P&PRC

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Research technology available to compile requests for resources from the Planning and Program Review process (e.g., Nuventive TracDat; District version of Planning Plus).	**U**	A Web-based tool for program review and annual planning has been implemented. Further revisions are underway and are a part of the annual process of examining how well the Planning and Program Review process is working.	P&PRC minutes
			Documentation of assessment process
			Evaluation of allocation process in light of assessment results

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Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	8.2: Seek, advocate for, and acquire additional resources.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
8.2.1: Establish a grant development and management process with clear roles and responsibilities.	2011-12		Vice President, Instruction

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Establish a grant management office.	**U**	Will take place as part of new Title V grant Administrative Grant Manager position is in the hiring process.	Establishment of grants office
Obtain grants that align with institutional priorities.	**U**	Title V grant was awarded Fall, 2010. Focus is transfer. The college has applied to be a cadre member in the Gates Completion by Design project, which will reduce attrition and increase goal completion The college is completing an application for a STEM grant to improve transfer and inclusion	Documentation of alignment between grant specifications and institutional priorities before application process
Set a target for grant acquisitions each year.	**P**	Will occur when grant office is established	Annual report of number and amount of grant acquisitions
Improve communication to campus regarding grant applications and their implications for the campus	**U**	The new Title V Director has begun a series of communication meetings with campus groups to seek input and provide information	

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Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Mike Strong	Dec 2010

Goal	8.2: Seek, advocate for, and acquire additional resources.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
8.2.2: Annually evaluate and provide feedback on the District Allocation Model.	April of each year		Vice President, Administrative Services

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Analyze the allocation model as related to necessary administration and infrastructure costs and discuss findings to verify appropriate allocation of funds.	**U**	Admin Services has started preliminary discussions regarding the allocation model; Analysis of the Model and corresponding meetings will follow. We anticipate finalizing discussions for 2011-12 fiscal year around April 2011.	Documentation of evaluation and feedback

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	8.2: Seek, advocate for, and acquire additional resources.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
8.2.3: Coordinate fulfillment of resource needs with the Office of Resource Development based on institutional priorities.	April of each year		President

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Provide to ORD annually the final prioritized list of goals and resource requests from the Planning and Program Review process.	**C**	Final list provided to Director of Resource Development in Spring 2010	Documentation of prioritized list provided to ORD
			Annual evaluation of alignment between ORD initiatives and institutional priorities

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall Mike Strong	Dec 2010

Goal	8.3: Maximize resource capacity related to facilities, technology, and other infrastructure.	EMPC Comments	Changes based on EMPC Formative Evaluation are highlighted

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
8.3.1: Develop and fund a maintenance and replacement plan for furniture, fixtures, and equipment based on institutional priorities.	Fall 2010: Development phase		Vice Presidents

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Create and maintain an instructional equipment inventory.	**U**	List of equipment and inventory is underway in Arts and Science Division; progress needs to resume. List for CTE needs to be started.	Inventory list
			Documentation of plan
			Documentation of maintenance and replacement schedule
			Annual budget for plan
			Comparison of actual replacements compared to planned replacements

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Crafton Hills College
Progress Report on Educational Master Plan at Action Level

Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Mike Strong	Dec 2010

Goal	8.3: Maximize resource capacity related to facilities, technology, and other infrastructure.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
8.3.2: Evaluate and enhance the maintenance and replacement plans for facilities and technologies based on institutional priorities.	April of each year		Vice President, Administrative Services Director of Technology

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Review the existing plans, conduct a gap analysis, and recommend enhancements.	**U**	Technology Services has established a 5 year computer, replacement plan where 20% of the campus computers are scheduled for replacement each year on a first in first out basis. Implementation began 1/2011. Feasibility of meeting the 20% goal may be affected by available funding. Other equipment such as Projectors, servers will be integrated into this replacement plan Spring 2011.	Results of evaluation
			Documentation of plan funding
			Documentation of modifications to plan
			Evaluation of adherence to plan
			Evaluation of effectiveness of plan

**** Status Code: C = Work is Completed, U = Work is Underway, S = Work is Scheduled to begin on a reasonably firm date, P = Work is Planned but not yet firmly scheduled***

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan	Cheryl A. Marshall	Dec 2010

Goal	8.3: Maximize resource capacity related to facilities, technology, and other infrastructure.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
8.3.3: Develop and implement tools and processes for the optimal utilization of existing facilities, technology, and other infrastructure.	December 2011		Vice Presidents

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Implement Schedule25 or other room utilization analysis tool.	**U**	Software was purchased Implementation and training to begin in Spring 2011	Room utilization tool rollout
Conduct a technology survey to ensure that the right technology is in the right places.	**U**	DETS survey was conducted in Dec 2010 and results will be shared in Spring 2011	Results of technology survey
			Research results on utilization of facilities and other infrastructure
			Documentation of implementation of process(es) consistent with research results

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Entity	Plan Name	Name of Preparer	Date
CHC Educational Master Planning Committee	Educational Master Plan		

Goal	8.3: Maximize resource capacity related to facilities, technology, and other infrastructure.	EMPC Comments	Progress is satisfactory.

Objective	Original Timeline/Deadline	Revised Timeline/Deadline	Point Person or Group
8.3.4: Assess facility, personnel, and infrastructure needs in light of anticipated College changes.	2010-11 and ongoing		President's Cabinet

Actions/Activities *(Edit as needed to reflect actual accomplishments or plans)*	Status Code*	Progress Description	Measurements/Documentation of Progress *(Edit as needed to match Actions/Activities)*
Review District Strategic Plan, District Resource Allocation Model, and approved FTES targets annually.	**P**	Scheduled for Spring 2011	Documentation of the review and of any resulting changes in the applicable plans.
Recommend appropriate changes in the Facilities Master Plan, the Technology Plan, the District Staffing Plan, Planning and Program Review Three-Year Plans, and other applicable plans based on that review.	**P**	Scheduled for Spring 2011	Annual summary of changes in offerings, facilities, personnel, and infrastructure based on assessment results

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