

Crafton Hills College Strategic Directions and Actions

Strategic Directions	Supportive Actions	SBCCD Strategic Goal
Increase Student Enrollment	<ul style="list-style-type: none"> • Increase Dual Enrollment • Dual Enrollment faculty serve as faces of CHC • Engage middle schools to let them know what degrees and certificates CHC offers • Support the enrollment of Continuing students • Facilitate more high school events at CHC • Offer Saturday classes and senior courses • Simplify and streamline college application and registration process so it is user-friendly • Include students' families in outreach efforts • Consider calendaring options for In-Service • Expand outreach • Grow and institutionalize asynchronous courses • Examine and respond to demographics of students in cancelled courses • Change some perceptions on CHC as continuation of high school • Focus outreach on disproportional impacted student groups • Build 20-24 enrollment • Sustain recent outreach efforts • Protect the core classes and options for students • Reclaim students and standing • Increase the variety of days/times and delivery modes for classes • Communicate CHC's value to community, including cost, programs, services, outcome opportunities, careers, wages, etc. 	1

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	<ul style="list-style-type: none"> • Develop social media strategies • Create plan/strategy for DEI outreach • Improve enrollment/outreach • Develop strategies to increase enrollment • Reboot viability and growth • Strengthen Promise Program • Develop a Jingle for college promotion • Align class scheduling and accessibility needs • Identify community educational needs/wants • Persistent outreach targeted on needs • Improve adult school partnership • Develop strategies to increase enrollment to Fall 2019 levels • Collect data in domestic work outside of school and work with Foundation to address • Increase successful enrollment of African American students and remove disproportional impact • Create/enhance targeted information to First Time in College students • Continue enhancement and transparency of outreach • Increase home school partnerships • Work with City and County to improve public transportation to campus 	
Improve Student Retention, Persistence, and Student Engagement	<ul style="list-style-type: none"> • Advertise scholarships and available emergency Foundation funds • Advertise student availability of technology hardware (Chromebooks), free textbooks, financial aid, etc. • Proactively involve students in available support services, like tutoring • Enhance food services (Duck & Owl, Vending) 	1

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	<ul style="list-style-type: none"> • Build foster youth programs and services • Remove barriers to access and improve signage and directions on campus, including those inside elevators • Continue enhancements of Guided Pathways work • Build a culture to allow the entire campus as a safe space • Provide rental locker for basics to enjoy trails • Separate open accessibility form • Balance in-person, online, and campus community • Expand in-reach, including persistence and unit load • Develop strategies to increase success rate of American Indian/Alaska native/Pacific Islander/Hawaiian native students • Remove disproportionate impact for African American and Hispanic/Latin X students • Increase awareness of available Mental Health services • Provide food kiosk in proximity to Fire Academy • Increase parent and community outreach • Employ coordinator for Basic Needs program/departments • Design and distribute “come on in” signs • Evaluate course enrollment caps to support equity work • Support testing/proctoring center to provide flexibility for students (part-time faculty have limited time to allow for flexible testing/quizzes) • Increase student engagement activities/events • Promote short-term classes as option to full-time enrollment • Continue to improve staff and faculty professional development in online classes 	

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Increase Student Educational Goal Attainment	<ul style="list-style-type: none"> • Increase availability of Zero-Cost textbooks • Improve living wage percentages to at least 70% • Research cost of hot spots for students to address lack of internet access • Increase student connectivity and internet access across campus • Expand medical field expansion • Increase availability of CTE programs, including online, with livable wage careers • Clarify and details on the website to improve communication • Identify and address local business needs 	1
Support Student Success Through Equity	<ul style="list-style-type: none"> • Expand partnerships with local businesses • Clean up Google results and test often • Engage and expand partnerships with K-12, standardize dual enrollment • Research barriers to full-time enrollment • Increase foster youth and special admission student enrollment • Expand CTE offerings • Improve targeted outreach to males • Develop strategies to grow enrollment • Develop strategies to increase number of Dual Enrollment students • Teach students/potential students the value of a college education • Improve unit accumulation for African American students • Increase meaningful use of Canvas for staff • Research campus village/equity village options • Increase part-time participation (gather part-time student data) • Develop a draft 16-week calendar for discussion • Research OER impacts on internet and non-tech alternatives 	2

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	<ul style="list-style-type: none"> • Develop a plan to increase student persistence (Fall to Spring) • Explore and promote non-credit support options • Enhance access to job placement data • Promote the use of Canvas/Pronto SMS to reduce internet reliance • Pivot on Canvas for targeted SMS messaging • Define purpose and outcomes for engagement (cultural center, etc.) • Embed the first-year experience for students • Eradicate disproportional impact for student groups • Be an externally representative, competent, and inclusive organization • Expand Umoja and Puente • Create Multicultural Center for retention • Create student activities for disproportionately impacted student groups • Address competitive salaries/wages for student workers • Develop GIS certificate and transfer pathway • Hire Carson Weeks part-time 	
Improve Student Engagement	<ul style="list-style-type: none"> • Change “our How not our Who” • Balance course offerings, Online vs Face to Face • Determine strategies to serve the digital generation of students • Challenge CHC customs and traditions with intention • Evaluate compressed and alternate calendars • Remove barriers, including use of Zero Cost Textbooks • Employ full-time Instructional Designer and Director of Online Education • Improve CHC mobile application to replace current one with limited functionality 	2

Strategic Directions	Supportive Actions	SBCCD Strategic Goal
	<ul style="list-style-type: none"> • Ensure use of Canvas by all faculty who teach online to increase student engagement • Create a communication campaign for tuition/financial aid messaging to encourage students to attend CHC instead of other regional colleges 	
Develop, Evaluate, and Implement CTE Programs that Meet Our Regional Workforce Needs	<ul style="list-style-type: none"> • Increase job training offerings in technology • Advertise programs that are needed in the job market • Create programs for warehouse employment opportunities • Advertise programs that are needed in the job market • Work with local ESRI company, especially related to GIS 	3
Enhance Campus Culture and Connections with the Community	<ul style="list-style-type: none"> • Determine In-Service Day themes and goals • Promote relationship with Crafton Conservancy to involve community • Identify strategies to increase a sense of community • Advertise self-improvement (community education) classes such as arts, music, and languages at senior citizen community locations • Determine ways to improve participation and promotion of events from a variety of voices • Create strategies to develop student friendly environments • Scale up local employer connections • Create marketing within the community (i.e., Bus stops, grocery stores, salons, community centers, etc.) • Plan and promote community campus events (Herbivore Festival, Car Shows, etc.) • Develop strategies to become the “Communities College” (College for Kids, Conference Center, Polling Station, etc.) 	3
Develop and Encourage Internal Leadership	<ul style="list-style-type: none"> • Use In-Service to create relationships between CHC, SBVC, and DSO • Promote staff at events 	3

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Capacity and Opportunities	<ul style="list-style-type: none"> • Strengthen communication of committee work • Increase classified staff participation on committees • Create strategies to increase spirit among employees • Increase faculty and staff engagement 	
Support Fiscal Accountability through Effective and Transparent Decision Making	<ul style="list-style-type: none"> • Enhance program review process • Promote effective decision-making • Ensure faculty expertise is integrated with data to inform decisions • Finalize the Enrollment Management Plan • Evaluate the RAM to support equitable course enrollments between SBVC and CHC • Streamline and consolidate financial budget platforms • Use outcomes data for assessment and decision-making (SLO, etc.) • Optimize resources through strategic and consolidated scheduling • Develop budget guidelines to make hard decisions during difficult budget times • Develop budgetary guidelines as a District • Improve training between campus and District operations to reduce confusion and improve productivity • Continue development and standardization of Human Resources processes and Fiscal processes • Develop and implement a plan to address the RAM • Develop and enhance the culture of trust and collaboration • Assess expansion of tram services • Create food service survey to support Duck and Owl • Create “Hollywood” sign for CHC 	4

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Support Campus Sustainability	<ul style="list-style-type: none"> • Promote signage on trail and at solar field • Prioritize expenses • Enhance and design programs to meet community wants/needs • Increase marketing to increase enrollment • Increase visibility of CHC in the community • Increase signage and directions to CHC • Increase marketing to increase enrollment • Add marquees on the new instructional building and PAC building to advertise • Revise RAM to alleviate inequities in funding between Colleges and District • Revise the RAM to adequately support both Colleges • Increase the number of grant applications to support CHC programs • Place stone monument at 14th and Yucaipa Blvd 	4

SBCCD Strategic Goal 1

“Eliminate Barriers to Student Access and Success”

SBCCD Strategic Goal 2

“Be a Diverse, Equitable, Inclusive, and Anti-Racist Institution”

SBCCD Strategic Goal 3

“Be a leader and partner in addressing regional issues”

SBCCD Strategic Plan 4

“Ensure Fiscal Accountability/Sustainability”