



# Educational Master Plan

**DRAFT**

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## 1.0 Promote Student Success

*Student success in courses and programs is the top institutional priority.*

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### 1.01 Support, Guide and Empower Every Student to Achieve Goals

- 6 • Accreditation Short-falls included in objectives.
- 7 • All students entering will have comprehensive education plan (30 units, basic skills requirements, pathway).
- 8 • Consolidate Academic/Tutorial Support Services.
- 9 • Consolidate and normalize all tutoring activities.
- 10 • Define Engage-Learn-Advance.
- 11 • Develop “Report Back” functionality for tutoring.
- 12 • Develop and produce SLO progress report (courses, programs, and instruction).
- 13 • Develop Bachelor’s degree.
- 14 • Develop catalog display for campus.
- 15 • Develop first round of contextualized DLAs.
- 16 • Develop GE packages for CHC, CSU and UC degrees.
- 17 • Develop implementation plan for Smart Catalogue.
- 18 • Develop and expand Left Lane Program.
- 19 • Develop shortened Basic Skills Pathways.
- 20 • Develop Spring 2015 College Hour calendar.
- 21 • Develop strategy for food in the quad during College Hour.
- 22 • Develop strategy for SLO and assessment integration.
- 23 • Develop University center.
- 24 • Develop Writing/Reading Centric Space and Math/Science Centric Space.
- 25 • Eliminate un-offered courses.
- 26 • Enhance transfer services.
- 27 • Establish Basic Skills prerequisites on all 200 level courses.
- 28 • Expand celebration of student academic success.
- 29 • Implement first round of priority registration changes.
- 30 • Implement new SLO strategy.
- 31 • Implement Turn-it-in.
- 32 • Improve accuracy and ubiquity of Catalog.
- 33 • Incorporate new GE options into Catalog.
- 34 • Institutionalize Title V.
- 35 • Launch Student Planning Module.
- 36 • Launch abbreviated Ed Planning.
- 37 • Launch and implement degree audit.
- 38 • Launch priority registration for Basic Skills progress.
- 39 • Promote Dean’s list.
- 40 • Require assessment, orientation and Ed Planning.
- 41 • Require early declaration of program of study.
- 42 • Require participation in support services for lack of college readiness.
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- 44 • Implement degree audit.
- 45 • Implement Ed Planning.
- 46 • Use technology to better guide students in educational process.

47 **1.02 Utilize Every Area on Campus as a Learning Space**

- 48 • Develop and maintain Instruction Office website.
- 49 • Develop common site for all Instructional Departments.
- 50 • Develop initial plan for Budget for Tablet Initiative.
- 51 • Develop strategy for and Achieve 100% Smart Classrooms.
- 52 • Develop strategy for and achieve 100% wireless campus.
- 53 • Develop student profile application.
- 54 • Equate Crafton and Valley courses.

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56 **2.0 Build Campus Community**

57 *College structures, processes and groups are inclusive, celebrating diversity and nurturing relationships.*

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59 **2.01 Promote Inclusiveness and Community**

- 60 • Develop Spring 2015 College Hour calendar.
- 61 • Develop strategy for food in the quad during College Hour.
- 62 • Expand celebration of student academic success.
- 63 • Organize Special Olympics event.

64 **2.02 Seek, Respect and Celebrate Diversity**

- 65 • Organize Black History month (February).
- 66 • Organize Hispanic culture month (October).
- 67 • Organize Women’s History Month (March)
- 68 • Partner with Sherman Indian High School.

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70 **3.0 Develop Teaching and Learning Practices**

71 *Innovative and effective practices are used through the College to facilitate authentic learning.*

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73 **3.01 Develop Culture of Mastery in Teaching**

- 74 • Establish program excellence.
- 75 • Establish teaching and learning center as active hub.
- 76 • Explore teaching assistant program.
- 77 • Incorporate SLOs into Course Outlines.
- 78 • Online training Objective. Include ETC protocols.
- 79 • Organize In-Service and Flex days.
- 80 • Organize new faculty orientation.
- 81 • Write Professional Development plan around EMP.

82 **3.02 Teach Students to Be Great Learners**

- 83 • Develop assessment prep course.
- 84 • Encourage Study Abroad program.
- 85 • Implement new SLO strategy.
- 86 • Implement SLO Program level assessment strategy.

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88 **4.0 Expand Access**

89 *Access to the College is organized strategically to maximize enrollment available to the student body.*

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91 **4.01 Promote College-Going Culture in Core Service Area**

- 92 • Basic Skills/AB86 Group (One 90-minute meeting per month).
- 93 • Develop comprehensive plan/write AB86 plan (include budget).
- 94 • Develop High School partnership strategy.
- 95 • Increase college going rate for Underserved populations.
- 96 • Integrate assessment with High School exit standards.

97 **4.02 Increase College Capacity to Serve Core Service Area**

- 98 • Adopt Enrollment Priorities Reflecting Mission.
- 99 • Develop and implement enrollment campaign strategy.
- 100 • Develop comprehensive online education strategy.
- 101 • Develop initial plan for Budget for Tablet Initiative.
- 102 • Ensure access to Programs and Services.
- 103 • Hybrid Math courses on Fridays.
- 104 • Implement first round of priority registration changes.
- 105 • Offer enough Basic Skills sections to meet the demand.
- 106 • Redlands online High School.
- 107 • Redlands Unified.
- 108 • Write/coordinate common core standards.

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110 **5.0 Enhance Value to Surrounding Community**

111 *The College is actively engaged with the surrounding community.*

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113 **5.01 Be Recognized as the College of Choice in the Communities We Serve**

- 114 • Establish CHC approach to service.
- 115 • Expand capture rate (Market Share) for core service area (48.8%).
- 116 • Retain students leaving district.

117 **5.02 Establish a Reputation as an Essential Partner and Valued Asset**

- 118 • [Add Objective]

119 **5.03 Distinguish CHC as a Respected Resource for Local Employers and the Workforce**

- 120 • [Add Objective]

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122 **6.0 Promote Effective Decision-Making**

123 *The College uses decision-making processes that are effective, efficient, transparent and professional.*

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125 **6.01 Value and Engage in Shared Governance**

- 126 • Connect Unit-level Planning/Work to EMP.
- 127 • Establish program excellence.
- 128 • Revise strategic directions. Goals and objectives.

- 129 • Start mid-semester division meetings.
- 130 • Write program discontinuance policy.
- 131 **6.02 Promote a Culture of Data Driven Decision-Making**
- 132 • Develop grant development prioritization process.
- 133 • Develop Program/Unit profile report.
- 134 • Develop strategy for SLO and assessment integration.
- 135 • Distinguish difference between GE, SLOs and ILOs.
- 136 • Equate Crafton and Valley courses.
- 137 • Establish and meet fill rate targets.
- 138 • Initiative to eliminate excess bureaucracy and process.
- 139 • Launch Dashboard for programs.

140 **6.03 Institution wide integrated planning.**

- 141 • Integrate EMP into all campus committees and associated plans.
- 142 • Integrate EMP with all annual plans.
- 143 • Launch poster campaign for ELA.
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145 **7.0 Develop Programs and Services**

146 *The College is committed to a standard of excellence for all programs and services.*

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148 **7.01 Improve and Expand Services**

- 149 • Deliver and ensure access to programs and services.
- 150 • Develop and expand alternative access to Programs and Services.
- 151 • Develop course/program in New Media Journalism.
- 152 • Develop plan for full time JPA Director.
- 153 • Develop strategy for Services integration.
- 154 • Enhance transfer services.
- 155 • Institutionalize STEM.
- 156 • Launch Safe Spaces.
- 157 • Launch wait list.
- 158 • Move master calendar from analog to digital.
- 159 • Set up 1-year scheduling.
- 160 • Shape course offerings around student demand.
- 161 • Shape student demand to reflect student need (priority registration strategy).

162 **7.02 Improve and Expand Programs**

- 163 • Build schedules to meet student demand.
- 164 • Develop Left Lane Program.
- 165 • Develop University center.
- 166 • Encourage Study Abroad program.
- 167 • Ensure access to Programs and Services.
- 168 • Hybrid Math courses on Fridays.
- 169 • Implement SLO Program level assessment strategy.
- 170 • Innovative grants.
- 171 • Scrub all degrees.
- 172 • Scrub information for every program.
- 173 • Develop Dashboards.
- 174 • Strategically develop new courses and programs.

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## **8.0 Support Employee Growth**

*The College is committed to developing the full potential of every employee.*

### **8.01 Become a Learning Organization**

- Conduct 360 Evaluation of Instruction Office.
- Develop full time hiring analytics/process.
- Hire needed personnel.
- Online training Objective. Include ETC protocols.
- Organize In-Service and Flex days.
- Organize new faculty orientation.
- Revitalize and re-envision Professional Development.

### **8.01 Hiring Employees**

- Recruit and hire candidates of superior quality.

## **9.0 Optimize Resources**

*The College is an advocate for and steward of all institutional resources.*

### **9.01 Plan for Growth and Align Resources**

- Address structural deficit for sustainable, balanced budgets.
- Capture all positive attendance.
- Capture FTES for academic services.
- Develop FTE capture strategy for all tutoring and related activities.
- End the excess overload.
- Establish and meet fill rate targets.
- Get Crafton to 5,500 FTEs.
- Hire needed personnel.
- Implement R25.
- Make evaluations meaningful.
- Monitor P1/P2/P3 reporting.
- Reorganize in preparation for Medium size college status.
- Resolve district growth/allocation.
- Settle MOU with CTA regarding release time and stipends.
- Track positive attendance reports.

### **9.02 Maintain a Safe, Secure and Beautiful Environment**

- [Add Objective]

### **9.03 New Goal?**

- Construction Management
- Define roles and responsibilities for Maintenance.
- Develop Contract Ed for Fire Project Plan.
- Develop grant development prioritization process.