

Crafton Hills College Educational Master Planning Committee
Recommended Strategic Directions and Goals
Request for Input, November 4, 2009

Introduction

In weekly meetings over the last three months, the shared-governance Educational Master Planning Committee has been engaged in developing the “meaningful, comprehensive, long-range institutional plan” required by the Accrediting Commission. After reviewing the partial Educational Master Plan that was developed in 2006-07 and numerous other planning and related documents, and after much spirited discussion of the needs of Crafton Hills College as a whole over the next 10 years or so, the Committee has recommended eight Strategic Directions (SDs), each with one to three strategic Goals. The SDs and Goals are listed in the table below, along with descriptions of what significant progress toward those SDs would mean for the College and its students, faculty, staff, and managers. The SDs and Goals are intended to focus the College’s efforts and guide College planning and decision-making in the long term. They incorporate almost all the overarching goals of the 2007 Educational Master Plan, reflect the Board Imperatives, and will be considered in the development of the District Strategic Plan now underway.

The Educational Master Planning Committee is composed of the Faculty Senate President and three other faculty representatives, one Classified Senate representative, the Student Senate President, the three College Vice Presidents, and one Dean. It meets every Tuesday at 3:00 in LADM 217; anyone who wishes to attend is welcome to do so.

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The next step in development of the plan will be formulating objectives: the concrete, measurable outcomes that represent milestones on the way to achieving each Goal. We will draw on planning and program review documents, the Spring 2009 work of the Recommendation 1 response team, and other written sources in this work. But we are also requesting input from the Faculty Senate, the Classified Senate, the Student Senate, and the Management Team. In extended sessions with these groups, we will ask for ideas on specific, concrete steps that we at the College need to take to make strong and steady progress toward each Goal. We will also ask the groups whether they are in general agreement with this set of SDs and Goals. Finally, comments on this document will also be solicited in selected divisional and other meetings.

Strategic Direction	Description	Recommended Goals
1 Student Access and Success	Prospective and current students have timely access to all applicable College programs and services. Programs and services are offered through alternative delivery modes where suitable. Student success in courses and programs is the top institutional priority. The quality and quantity of programs and services are sufficient to assure students the opportunity for success at CHC. Programs and services lay the foundation for success in students' post-CHC academic and vocational pursuits.	Success: 1.1 Support, guide, and empower every student to achieve his or her goals. Access: 1.2 Deliver and ensure access to programs, services, and support that meet students' needs.
2 Inclusiveness	The College and its structures and processes are characterized by inclusiveness, openness to input, and respect for diverse opinions among individual students and employees, groups, and organizations.	2.1 Seek, welcome, and respect diversity, and promote inclusiveness.
3 Best Practices for Teaching and Learning	Innovative and effective practices are used throughout the College to facilitate authentic learning. Appropriate SLOs guide teaching and learning. Learning how to learn (e.g., study skills, time management, critical thinking) empowers students to succeed.	3.1 Achieve college-wide excellence in teaching and learning through best practices and ongoing reflection, assessment, and improvement.

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4 Enrollment Management	Enrollment management is an ongoing process of balancing student and community needs with available funding and facilities. Enrollment management is information-driven. The College's vision and mission guide enrollment management.	4.1 Effectively manage enrollment through a dynamic balance of identified needs and available resources.
5 Community Value	The College identifies and serves key community needs and promotes itself as a community asset. The community is aware of and values the College's contributions, and views the College as a community asset. The College is actively engaged in the surrounding community.	5.1 Enhance the College's value to the community.
6 Effective, Efficient, and Transparent Processes	The College operates through effective processes and structures. All planning processes and decision-making are transparent, evidence-based, efficient, clearly defined, and characterized by effective communication among all applicable parties. All planning and decision-making processes and structures include solicitation, reception, and meaningful consideration of appropriate input. Planning processes and decision-making are appropriately integrated with each other and with resource allocation processes. Information used in decision-making is accurate, complete, timely, and readily available. All processes are consistent with applicable law, regulation, and policy. College processes interact effectively with each other and with those of the District and SBVC.	Planning and decision-making processes 6.1 Implement and integrate planning processes and decision-making that are: <ul style="list-style-type: none"> • Collaborative, • Transparent, • Evidence-based, • Effective, and • Efficient. Other organizational processes 6.2 Establish and document effective, efficient, and consistent organizational structures and processes.
7 Organizational Development	The College continuously improves as an organization through: <ul style="list-style-type: none"> • Development of faculty, staff, managers, and students • Managing change • Capacity enhancement • Adherence to high standards • Application of research findings • Recruitment and hiring of high-quality employees 	7.1 Optimize the organization's human resource capacity. 7.2 Manage change proactively.
8 Effective Resource Use and Development	Existing resources are effectively maintained and used. The College actively seeks, advocates for, and acquires additional resources. Resources include, but are not limited to, funding, personnel, facilities, technology, and other infrastructure.	8.1 Maintain and use resources effectively. 8.2 Seek, advocate for, and acquire additional resources. 8.3 Optimize facilities, technology, and other infrastructure capacity in accord with the Educational Master Plan.