

Plan Overview

STRATEGIC DIRECTIONS

1

PROMOTE STUDENT SUCCESS

Crafton Hills College students encounter life-changing experiences that promote their academic success, career advancement, and personal development.

- 1.1 Support, guide, and empower every student to achieve their goals.
- 1.2 Use every area on campus to promote student learning

How?

- › Excellent teaching and critical thinking skills lead to high student success rates. Professional development programs geared to best practices will be offered for full and part-time faculty. Instruction and student support activities will support critical thinking, written, and oral communication.
- › Target measures may include student satisfaction surveys, employee satisfaction surveys, course success, and student learning outcomes assessments.

2

BUILD CAMPUS COMMUNITY

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

- 2.1 Promote inclusiveness and community.
- 2.2 Seek, respect, and celebrate diversity.

How?

- › With the belief that the feeling of inclusiveness increases engagement and life/job satisfaction, Crafton Hills College will undertake deliberate programmatic activities and events to ensure students and staff feel included and important.
- › Target measures may include demographic diversity, student satisfaction surveys, and employee satisfaction surveys.

3

DEVELOP TEACHING + LEARNING PRACTICES

Crafton Hills College promotes innovative and effective teaching and learning strategies.

- 3.1 Develop a culture of mastery in teaching.
- 3.2 Teach students to be great learners.

How?

- › Excellent teaching and critical thinking skills lead to high student success rates. Professional development programs geared to best practices will be offered for full and part-time faculty. Instruction and student support activities will support critical thinking, written and oral communication.
- › Target measures may include student satisfaction surveys, employee satisfaction surveys, course success, and student learning outcomes assessments.

4

EXPAND ACCESS

Crafton Hills College is dedicated to increasing the community’s college-going rate and will promote equitable access to higher education.

- 4.1 Promote a college-going culture in the core service area.
- 4.2 Increase college capacity to serve the core service area.

How?

- › The College wants to increase the education levels in the Inland Empire by sharing the advantages of a college degree through outreach events, high school relations, and K-12 and community partnerships. Crafton Hills College will also focus on expanding access by providing classes and services in times and ways that are convenient to students.
- › Target measures may include head count, FTES, demographic diversity, and the number of students choosing Crafton Hills College as their college.

5

ENHANCE VALUE TO THE SURROUNDING COMMUNITY

Crafton Hills College is actively engaged with the surrounding community.

- 5.1 Be recognized as the college of choice in the communities we serve.
- 5.2 Expand the reputation of Crafton Hills College as an essential partner and valued asset.
- 5.3 Distinguish Crafton Hills College as a respected resource for local employers and the workplace.

How?

- › Crafton will help promote a culture of educational value throughout the community by highlighting the importance of a higher education in the workforce and beyond. The College will participate in and lead partnerships with area employers and provide valued services to the community. The Crafton Hills College Foundation will act as ambassadors for the College, promoting education and College resources.
- › Target measures may include demographic diversity, the number of students choosing Crafton Hills College as their college, and job placement rates.

6

PROMOTE EFFECTIVE DECISION MAKING

Crafton Hills College uses decision making processes that are effective, efficient, transparent, and evidence-based.

- 6.1 Value and engage in shared governance.
- 6.2 Promote a culture of evidence-based decision making.
- 6.3 Implement college-wide integrated planning.

How?

- › Crafton relies on data and collegial participation to inform decisions. Crafton Hills College will continue to encourage participation in committee work at all levels, and emphasize research and data in college planning.
- › Target measures may include employee satisfaction surveys and committee evaluations.

Plan Overview

STRATEGIC DIRECTIONS *(cont.)*

7

DEVELOP PROGRAMS + SERVICES

Crafton Hills College is committed to providing excellent and responsive programs and services.

- 7.1 Improve and expand services.
- 7.2 Improve and expand programs.

How?

- › To meet the needs of the workforce and our community, Crafton Hills College will provide educational programs that lead to transfer to a four-year institution or a viable career, life-long learning, and skills building. Crafton Hills College will align program offerings with community needs and provide the appropriate services to our diverse student body.
- › Target measures may include head count, FTES, number of degrees and certificates awarded, student satisfaction surveys, and the number of employees.

8

SUPPORT EMPLOYEE GROWTH

Crafton Hills College is committed to developing the full potential of every employee.

- 8.1 Become an organization that embraces a culture of continuous learning.

How?

- › Crafton Hills College will continue to provide and enhance opportunities for its employees to grow professionally and be happy working here. Steps to achieve that will include professional development activities, mentoring, and developing hiring and evaluation practices that support employee growth.
- › Target measures may include employee satisfaction surveys and committee evaluations.

9

OPTIMIZE RESOURCES

Crafton Hills College develops, sustains, and strengthens its resources.

- 9.1 Plan for growth and align resources.
- 9.2 Value the Crafton Hills College environment.
- 9.3 Support the implementation of streamlined processes.

How?

- › Crafton Hills College is aiming to become a comprehensive community college with 5,300+ FTES. To achieve and sustain that role, Crafton Hills College will refine its budgetary needs, continue to seek special-purpose funding for priority populations and needs, streamline processes to increase operational efficiencies, and ensure the College's growth, while sustaining its beautiful campus.
- › Target measures may include employee satisfaction surveys, student satisfaction surveys, and class fill rates.