

CRAFTON COUNCIL/EDUCATIONAL MASTER PLAN AD HOC COMMITTEE
Minutes
July 28, 2009

Present: Daniel Bahner, Joe Cabrales, Gloria Harrison, Rick Hogrefe, Denise Hoyt, Cheryl Marshall, Valencia Moises, Charlie Ng, Catherine Pace Pequeno, Ted Phillips, Cidhinnia Torres Campos, Sherri Wilson

Guest: Matthew Lee

1. Suggested Steps for Educational Master Planning at CHC

The committee discussed Dr. Lee's document on *Suggested Steps for Educational Master Planning at Crafton Hills College* (attached to minutes).

A short workshop on the definition of Goals/Objectives was suggested.

The question arose whether or not CHC should have an Educational Master Plan as well as a Strategic Plan or one plan that functions for both. The committee will identify/define goals, then make a decision on one or two plans.

2. Themes/Ideas

Cheryl Marshall's draft document on categories/themes and ideas was discussed (attached to minutes). An Additional theme, Climate/Inclusiveness, was added to the list. The following additions were also made:

- **Effective & Efficient Systemic Processes**
Add: Transparency & Communication
- **Resource Development**
Add: Money
Facilities
- **Add Value to the Community**
Add: Role/Place in Community
Community needs CHC
Participation in Community
CHC is community asset
- **Organization Development**
Add: Professional Development
Organizational development
Capacity building
Elevate standards

Dr. Lee explained that themes/ideas become strategic directives and should have one or two goals under each.

It was suggested the committee also look at the Student Equity Plan and Safety Plans.

3. Concerns

Concerns were discussed regarding lack of communication and transparency on the CHC campus. There is a feeling that ideas and input are not wanted. When decisions are made, there is no communication as to why or how the decision was made. Communication should be disseminated in a more timely manner.

4. Future Meetings:

- Dr. Lee will go through all the material, organize it, and present it to the committee before the next meeting.
- An afternoon workshop will be scheduled to discuss goals, objectives, etc.
- The EMP Ad Hoc Committee will meet on Tuesday, August 4, 1:00 p.m.
- Beginning Tuesday, August 18th, the EMP Ad Hoc Committee will meet every Tuesday at **3:00 p.m.**
- Crafton Council will continue to meet on the first and third Tuesday, 1:00 p.m., in the President's Office Conference Room

Suggested Steps for Educational Master Planning at Crafton Hills College

7/24/09

Matthew C. Lee

- I. Revisit 2007 Educational Master Plan (EMP) Goals
 - A. Review existing major planning documentation for recurring long-range themes that might call for new or revised Goals.
 1. Board Imperatives and prior College Goals thereunder
 2. Other major plans
 3. Key Performance Indicator (KPI) brainstorming results
 - B. Workshop on formulating Goals, Subgoals, Objectives, and Activities/Strategies
 - C. Make provisional recommendation on updated Goals, if needed.
 1. Board Policy 2270 requires that at least some Goals contribute to meeting Board Imperatives.
 - a. Institutional Effectiveness
 - b. Learning Centered Institution for Student Access, Retention and Success
 - c. Resource Management for Efficiency, Effectiveness and Excellence
 - d. Enhanced and Informed Governance and Leadership
 - D. Review unit-, division-, and area-level program review and planning reports or summaries for recurring issues or themes that might call for further additions or modifications to Goals.
 - E. Update provisional recommendation on Goals, if needed.
 - F. Gather input from the Academic Senate and the rest of the College community and incorporate as appropriate into provisional recommendation.
- II. Decide on overall structure [Could do first if strongly preferred]
 - A. EMP that also functions as a Strategic Plan
 - B. Separate EMP and Strategic Plan
- III. Make final recommendation on Goals and overall structure and get necessary approvals before proceeding.
- IV. Decide on content of Plan(s).
 - A. Goals, KPIs, action plans (including measurable objectives), explicit linkages to other major College and District planning documents, and consideration of long-term resource allocation (per Recommendation 1) are givens.
 - B. Other possible contents
 1. Trends and patterns in community colleges/higher education
 2. Environmental scan information
 - a. Population and demographic trends and forecasts
 - b. Employment demand and projections
 - c. Feeder school patterns
 3. District Imperatives, Goals, etc.
 4. CHC History
 5. CHC Mission, Vision, etc.
 6. CHC student demographics

7. CHC student performance trends and patterns (success, retention, etc.)
8. CHC Employee characteristics
9. Program and service summaries
 - a. Brief program/service description
 - b. Number or list of course/section/service offerings
 - c. Headcount, FTES, FTEF, WSCH per FTEF
 - d. Student demographics
 - e. Student performance trends and patterns
 - f. Outcomes
 - g. Brief assessment/analysis of trends, patterns, outcomes, implications
 - h. Goals
 - i. Brief SWOT/SWOC analysis
 - j. Technology and facilities usage and needs
10. Linkages to Plan(s) Goals
- V. Develop action plans, with substantial input from the applicable departments.
- VI. Develop other contents.
- VII. Draft EMP/Strategic Plan and solicit feedback from the Academic Senate and the rest of the College community and incorporate as appropriate into final recommendation.
- VIII. Make final recommendation on EMP/Strategic Plan and get necessary approvals.

DRAFT – For Discussion Only

Strategic Theme	Definition	Alignment with Vision, Mission, Values, and Overarching Goals	Alignment with Plans	KPIs
Student Access & Success	Students have access to a college education and are assured the opportunity to succeed in achieving their goals.	Vision Mission All 4 values Goals: 1, 3	<ul style="list-style-type: none"> • Assessment Plans • BSI • Title V • Learning Communities • Enrollment Management • DE Plan • Facilities Plan • Annual Plans & Program Reviews from Instruction & Student Services • Research Plan 	<ul style="list-style-type: none"> • Demographics • Successful Completion • Retention • Persistence • Transfer Rates • Performance After Transfer • Basic Skills (AARC data) • Career Preparation • Degree Completion • Certificate Completion • Student Satisfaction • Student Goal Attainment • # Student Served in Special Programs • LC data • Online data • Evening data • Orientation data • Financial Aid measures • # Student working on campus • Answer Center and/or One Stop usage

Enrollment Management	<p>Growth is managed by balancing community needs with available funding & facilities. Enrollment is focused on achieving the college's vision and mission.</p>	<p>Vision Mission All 4 Values Goals: 1, 2, 3, 4</p>	<ul style="list-style-type: none"> • Enrollment Management • Marketing Plan • DE Plan • Fiscal Plan • Facilities Plan • Research Plan • Annual Plans & Program Reviews across the college 	<ul style="list-style-type: none"> • Successful Completion • Retention • Persistence • Productivity • Fill rates • # cancelled classes • FTES • Student to Faculty Ratio • 75/25 • Other Fiscal Measures • Marketing Measures • New / Revised Program data
Effective & Efficient Systemic Processes	<p>An infrastructure of essential processes is established to effectively operate the college. Processes are non-bureaucratic, transparent, and allow for proactive execution of plans.</p>	<p>Mission Value: Excellence Goals: 2, 5</p>	<ul style="list-style-type: none"> • Planning & Program Review • Developmental Budgets / Fiscal Plan • Accreditation Standards • Tech Plan 	<ul style="list-style-type: none"> • Employee Satisfaction • Student Satisfaction • Goal Achievement • Accreditation Results •
Best Practices for Teaching & Learning	<p>Innovative and effective practices are used throughout the college to produce authentic learning.</p>	<p>Vision Mission All 4 Values Goals: 1, 2, 4, 5</p>	<ul style="list-style-type: none"> • Assessment Plans • BSI • Title V • Learning Communities • Enrollment Management • Research Plan • Annual Plans & Program Reviews from Instruction & Student Services 	<ul style="list-style-type: none"> • SLOs / Assessment Cycles • Successful Completion • Retention • Persistence • Transfer Rates • Performance After Transfer • Basic Skills (AARC data) • Career Preparation

				<ul style="list-style-type: none"> • Degree Completion • Certificate Completion • Student Satisfaction • Student Goal Attainment • FYE data • LC data • Online data • Professional Development data
Resource Development	Supplemental funding sources are actively sought and acquired including grants and donations.	<p>Vision</p> <p>Mission</p> <p>Values: Excellence</p> <p>Goals: 1, 2, 5</p>	<ul style="list-style-type: none"> • Resource Development Annual Plan • Fiscal Plan 	<ul style="list-style-type: none"> • Number of Revenue Streams • Grants sought and obtained • Donations • Scholarships (# and amounts) • Fund Raising Events (# and amounts) • Alumni Participation & Satisfaction • Partnerships (# and results)
Add Value to the Community	The college identifies and serves key community needs. The community is aware of and values the college's contributions.	<p>Vision</p> <p>Mission</p> <p>All 4 Values</p> <p>Goals: 1, 4</p>	<ul style="list-style-type: none"> • Environmental Scans • Annual Plans & Programs Reviews from across the college • Research Plan • Marketing Plan 	<ul style="list-style-type: none"> • Community Satisfaction • Employer Satisfaction • Alumni Satisfaction • Partner Satisfaction • (Image measures?) • (Marketing measures?)
Organization Development	The college grows as an organization through professional	<p>Vision</p> <p>Mission</p> <p>All 4 Values</p>	<ul style="list-style-type: none"> • Professional Development Plan • BSI 	<ul style="list-style-type: none"> • Employee Demographics • Employee Satisfaction

	development, managing change, resource development and collegial decision making.	Goals: 1, 2, 3, 4, 5	<ul style="list-style-type: none">• Accreditation Standards• Technology Plan• Fiscal Plan• Annual Plans & Program Reviews• HR Plan• Senate Plans	<ul style="list-style-type: none">• Professional Development (#, participant ratings, etc.)
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