OVERVIEW OF CRAFTON HILLS COLLEGE
STRATEGIC DIRECTIONS, GOALS, AND INTEGRATION WITH OTHER PLANNING

STRATEGIC DIRECTION	DESCRIPTION	GOALS	INTEGRATION WITH OTHER PLANNING
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.	**1.1 Support, guide, and empower every student to achieve his or her goals.** **1.2 Deliver and ensure access to programs, services, and support that meet students' needs.**	▪ District Strategic Plan Strategic Direction 2: Learning Centered Institution for Student Access, Retention and Success (Board Imperative II) ▪ District Task Force on New Curriculum ▪ Basic Skills Initiative Plan / Committee ▪ Matriculation Plan / Committee ▪ EOPS Plan ▪ DSPS Plan ▪ Title V Plan ▪ Learning Communities Plan ▪ Enrollment Management Plan ▪ Distributed Education Plan / Educational Technology Committee ▪ Technology Plan / Technology Planning Committee ▪ Annual Plans and Program Reviews / Planning and Program Review Committee
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.**	▪ District Strategic Plan Strategic Direction 5: Inclusive Climate ▪ Student Equity Plan
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.**	▪ District Strategic Plan Strategic Direction 2: Learning Centered Institution for Student Access, Retention and Success (Board Imperative II) ▪ Basic Skills Initiative Committee / Plan Initiatives 4, 10, 18 ▪ Professional Development Plan / Committee ▪ Title V Plan ▪ Learning Communities Plan ▪ Enrollment Management Plan ▪ Center for Innovation and Excellence ▪ Annual Plans and Program Reviews / Planning and Program Review Committee
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.** **4.2 Identify and initiate the development of new courses and programs that align strategically with the needs of the College and its students.**	▪ District Strategic Plan Strategic Direction 3: Resource Management for Efficiency, Effectiveness and Excellence (Board Imperative III) ▪ Enrollment Management Plan Strategies 1, 2, 7, 10, 12-15 ▪ Distributed Education Plan / Educational Technology Committee ▪ Facilities Master Plan ▪ Research Plan ▪ Annual Plans and Program Reviews / Planning and Program Review Committee

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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.**	▪ District Strategic Plan Strategic Direction 6: Collaboration and Community Value ▪ Enrollment Management Plan Strategy 4 ▪ Annual Plans and Program Reviews / Planning and Program Review Committee ▪ Facilities Master Plan
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.	**6.1 Implement and integrate planning processes and decision-making that are:** ● **Collaborative,** ● **Transparent,** ● **Evidence-based,** ● **Effective, and** ● **Efficient.** **6.2 Establish and document effective, efficient, and consistent organizational structures and processes.**	▪ District Strategic Plan Strategic Direction 1: Institutional Effectiveness (Board Imperative I) ▪ Crafton Council ▪ Planning & Program Review Process ▪ Developmental Budgets / Fiscal Plan ▪ Accreditation Standards ▪ Technology Plan / Technology Planning Committee ▪ Emergency Preparedness Plan ▪ Facilities Master Plan
7 **ORGANIZATIONAL DEVELOPMENT**	The College continuously improves as an organization through: ▪ 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.**	▪ District Strategic Plan Strategic Direction 3: Resource Management for Efficiency, Effectiveness and Excellence (Board Imperative III) ▪ District Strategic Plan Strategic Direction 4: Enhanced and Informed Governance and Leadership (Board Imperative IV) ▪ Professional Development Plan / Committee ▪ Basic Skills Initiative Plan / Committee ▪ Accreditation Standards ▪ Technology Plan / Technology Planning Committee ▪ Annual Plans and Program Reviews / Planning and Program Review Committee
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 Maximize resource capacity related to facilities, technology, and other infrastructure.**	▪ District Strategic Plan Strategic Direction 3: Resource Management for Efficiency, Effectiveness and Excellence (Board Imperative III) ▪ District Human Resources Plan ▪ Crafton Council ▪ Fiscal Plan ▪ Facilities Master Plan / Facilities Committee ▪ Technology Plan / Technology Planning Committee ▪ Annual Plans and Program Reviews / Planning and Program Review Committee