



# COSUMNES RIVER COLLEGE



## 2017-2021 Strategic Plan



## Our Vision

To be an exemplary and innovative community college that empowers students and employees to strengthen the cultural, social, economic, and environmental well-being of their communities.

## Values Statement

Cosumnes River College's culture builds upon a foundation of respect, compassion, civil discourse and shared decision-making. CRC deeply values academic integrity, cultural competence, equity, social justice, innovation, and sustainability. CRC promotes teaching and learning excellence through diverse educational opportunities, varied instructional modes, and effective student services.

## Mission Statement

Cosumnes River College is a student-centered, open-access community college dedicated to preparing students for an ever changing future. CRC courses and programs empower our diverse students to earn certificates or degrees, transfer to other educational institutions, or attain other lifelong academic or career aspirations.





Dear Colleagues,



I present to you the Cosumnes River College Strategic Plan: 2017-2021. As we approach our 50th anniversary in the year 2020, this ambitious plan builds off the previous achievements of the college, while simultaneously responding to the opportunities and challenges that we face over the next five years and beyond. Guided by our college's newly revised mission and vision statements, coupled with the direction provided in the Los Rios District Strategic Plan, I am confident that the goals and subsequent strategies developed by the members of our college community will take us to the next level of organizational effectiveness. At its core, this plan hopes to ensure that our students receive the best education in the region and squarely puts CRC on the path to becoming the preeminent community college in the nation.

A broad spectrum of dedicated faculty, classified professionals, administrators and the community came together to form Strategic Plan work groups. The purpose of the work groups was to develop a five-year plan that would allow us to improve the success for all of our students while closing the gaps in achievement that exist within our student population without comprising academic rigor. Based on relevant data, input from employees, students and the community, the planning process brought us to this Strategic Plan. I want to thank each one of you who took part and I am truly grateful to you for being engaged in our strategic planning process. Your insight and participation was invaluable in our efforts to develop a meaningful plan that will transform our institution.

The following pages outline those goals and their indicators of achievement and strategies. Each is a blueprint of the priorities that we agreed upon as being the most critical to drive institutional improvement. These priorities will be at the core of our institutional planning and resources allocation processes, so it is important for each of us to understand this document.

I am very proud of the result of this tremendous college wide effort. In particular, the tri-chairs, Vice President of Administration, Cory Wathen, Academic Senate President Julie Oliver and Classified Senate President April Robinson, who put in many hours of coordination to ensure all voices were heard.

Cosumnes River College is well on its way to preeminence. I look at what has been accomplished in the past several years and what we can look forward to in the future and I am so grateful for your continued passion for this college, your colleagues and most importantly, our students. The Cosumnes River College Strategic Plan: 2017-2021 will guide our efforts as we shape the future of this institution and the lives of CRC students in the years to come.

I am excited, therefore, to share with you the Cosumnes River College Strategic Plan 2017–2021, and I look forward to pursuing the many exciting challenges and accomplishments that it identifies.

Sincerely,



Edward C. Bush, Ph.D.  
President

## Introduction

The College's 2017 Strategic Plan was developed with input from the different college constituencies. In addition, data from various sources informed the identification of strategies and initiative areas.

Over the course of the last academic year, faculty, staff, students and administrators from across the College participated in an extensive process that included:

- a college-wide survey and analysis of our strengths, weaknesses, opportunities and threats (SWOT);
- two college-wide summits, which included representation from all college constituency groups;
- intensive discussions by multi-constituency work groups that developed the goals, indicators (with guidance from the research office) and strategies for each area (organized around the LRCCD Strategic Plan goals); and
- review and input from the Strategic Planning Steering Committee and the College Planning Committee, which guided the process.

## College-wide Surveys

The College Planning Committee sent an email to the constituencies requesting feedback through a survey that would analyze CRC's strengths, weaknesses, opportunities and threats (SWOT). Hundreds of surveys were returned with information that was used to guide the process moving forward.

## Planning Summits

More than 150 CRC employees and students attended one or both of the two college-wide summits. Participants included academic senate and faculty, classified senate and classified professionals, student leadership, department chairs and administrators.

## Constituency Review

Extensive discussions were held by multi-constituency work groups that developed goals, indicators and strategies for each area, which were organized around the Strategic Plan goals for the Los Rios Community College District.

## College Planning Committee

The College Planning Committee (CPC) is composed of faculty, classified professionals, students and administrators. The CPC met regularly during the last academic year to plan, frame and synthesize the work accomplished during the planning summits.

In addition to the attached Strategic Plan document, work was done within the work groups, second planning summit, and convocation breakout sessions, to develop a list of actions to support each strategy. An Action Plan template is being developed to provide a working document with the list of actions to support each strategy. This will serve as the tool we use to track and report our progress over the course of the next five years.

## Area 1: Access and Success

### Goal

Optimize student access and success through effective pathways and supportive practices to facilitate on-time completion.

### Indicators of Achievement

1. Increase the number of students enrolling directly after high school from 1774 in fall, 2015 to 2027 in fall, 2020.
2. Increase the percentage of first-time freshman on guided pathways to 70% by fall, 2020.
3. Increase the fall-to-spring persistence rate from 62.9% in 2015-16 to 64.3% in 2020-21.
4. Increase the percentage of first-time students in fall who complete 30 or more units by the end of their first year to above the current rate of 1.6% by 2020-21.
5. Increase the 150% (three year) completion rate from 16.2% in 2014-15 to 20.3% in 2019-2020.
6. Increase the underprepared Scorecard completion rate from 35.1% in 2015-16 to 39.6% or higher in 2020-21.
7. Increase the prepared Scorecard completion rate from 65.3% in 2015-16 to 70.3% or higher in 2020-21.

### Strategies

1. Map clear pathways to students' educational and career goals.
2. Enhance marketing and outreach and simplify onboarding process to recruit new students.
3. Implement student-centered course scheduling to facilitate on-time completion and maximize enrollment.
4. Monitor student progress and proactively engage students throughout their educational path to increase retention and completion of goals.

## Area 2: Equity

### Goal

Improve academic success equitably across all CRC student demographic groups.

### Indicators of Achievement

1. The percentage of students that enroll after applying within each demographic group will be above 80% of the overall percentage of students that enroll after applying in fall, 2020.
2. All student groups will be above 80% of the College's fall course success rate in 2020-2021.
3. All student groups will be above 80% of the College's degree/certificate completion rate in 2020-2021.
4. All student groups will be above 80% of the College's transfer rate in 2020-2021.
5. All student groups will be above 80% of the overall basic skills progression rates in math, English, or ESL in 2020-2021.
6. The demographic proportions for newly hired faculty, staff, and administrators will be within 80% of the demographic proportions for the student population at CRC in fall, 2020.

### Strategies

1. Use demographic data and student experience feedback throughout institutional planning processes to identify areas to reduce achievement gaps.
2. Proactively deliver supplemental, integrated student services.
3. Recruit quality applicants for hiring pools reflective of the demographics of CRC students.

## Area 3: Teaching and Learning

### Goal

Nurture exemplary learning among students and employees.

### Indicators of Achievement

1. Increase the fall course success rate from 65.4% in fall 2015 to 68.9% in fall 2020.
2. Increase the number of employees participating in one or more instructional professional development opportunities by the 2020-21 academic year.
3. Increase the number of employees participating in one or more culturally relevant professional development opportunities by spring 2020-21.
4. Increase the percentage of first-time freshman on guided pathways to 70% by fall 2020.
5. Increase the Student-Faculty Interaction benchmark score, as measured by Community College Survey of Student Engagement (CCSSE), from 45.1 in 2015-16 to 50.1 by 2020-21.

### Strategies

1. Provide culturally relevant curriculum and instruction.
2. Foster greater collaboration among departments to provide coursework reflective of students' academic and career pathways.
3. Advance a culture of innovation, reflection, and collaboration among students and employees.
4. Establish a structure of focused professional development to progress the skills of all employees.



## Area 4: Workforce Development

### Goal

Lead the region in workforce development.

### Indicators of Achievement

1. Increase reported employer satisfaction by the 2020-21 academic year.
2. Increase the median earnings change for skills builders to above the current increase of 16.4% by 2020-21, as measured by the Scorecard Skills Builder Metric.
3. Increase the Scorecard CTE Completion Rate from 49.8% in 2015-16 to 52.7% or higher in 2020-21.
4. Increase enrollment in CTE courses from 7837 in 2015-16 to at least 8576 in 2020-21.
5. Increase enrollment in work experience courses and courses with a practicum requirement by 2020-21.

### Strategies

1. Improve student preparedness to complete programs in a timely manner.
2. Align and scale CTE programs with current and emerging regional industry needs.
3. Implement dual enrollment for CTE programs.
4. Enhance promotion of CTE programs to students, employers and community partners.
5. Increase student access to internships and jobs.





# Area 5: Learning and Working Environment

## Goal

Foster an outstanding and fulfilling learning and working environment.

## Indicators of Achievement

- 1. Increase employee satisfaction by 5% as measured by the biennial District Employee Satisfaction Survey to be conducted in spring 2017, 2019 and 2021.
- 2. Improve utility usage by the 2020-21 academic year, as measured by an indicator to be developed with assistance from District Office.
- 3. Increase the number of employees who participate in one or more professional development offerings by the 2020-21 academic year.
- 4. Increase the number of online professional development opportunities by the 2020-21 academic year.

## Strategies

- 1. Enhance the transparency, efficiency and effectiveness of processes and resource allocations to support institutional effectiveness and sustainable workload.
- 2. Provide a safe and healthy environment.
- 3. Provide easily accessible professional development for all employees.
- 4. Provide sustainable facilities and technology that support student and employee learning and engagement.
- 5. Foster a culture that supports positive, respectful engagement among all constituencies.



# Strategic Plan Participants

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