



2023 – 2028

EMP STRATEGIC DIRECTIONS AND SUPPORTING ACTIONS



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Strategic Direction 1: Increase Student Enrollment

Supporting Action 1: Develop and implement strategies to increase dual enrollment

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Develop three additional external partnerships.
2.	Increase dual enrollment sections from 48 (22-23) to 96.
3.	Increase FTES by 67% from 101 (22-23) to 168.

Supporting Action 2: Find and remove internal and external barriers to student enrollment

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Use the USC template or something comparable to review policies for access and equity and make revisions based on the results.
2.	Identify and implement research-based practices to remove barriers (e.g., implement Canvas in all sections from the student voices research).
3.	Evaluate matriculation process to improve efficiencies and remove enrollment barriers and align with minimum requirements.

Supporting Action 3: Focus outreach on disproportionately impacted student groups and special populations

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Increase the number of Black/African American students who apply and enroll.
2.	Increase the number of Black/African American and Hispanic/Latinx (Ethnic Studies) courses and programs.
3.	Create a communication plan to focus on developing K-12 and community relationships with our Black/African American communities to improve enrollment.
4.	Increase outreach and partnerships to formerly incarcerated populations.

Supporting Action 4: Improve and streamline the application and registration process

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Streamline the process for adding students in sections.
2.	Identify and implement research-based practices to remove application and registration barriers (e.g.: student voices research).
3.	Enable students to register for courses from their ed plan.
4.	Partner with K-12 to implement FAFSA legislation.

Supporting Action 5: Develop, evaluate, and implement CTE programs that meet regional workforce needs

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Increase the number of living wage certificate and degree programs.
2.	Develop embedded industry certificates within guided pathways.
3.	Develop a CTE marketing plan.
4.	Increase the number of living wage programs that can be completed in a semester/year.
5.	Develop enhanced noncredit offerings to meet community and workforce needs.

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Supporting Action 6: Plan and implement intentional outreach/marketing strategies for students, parents, and the community

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Develop standard multilingual materials to communicate the value and affordability of community college education to HS students and community partners.
2.	Develop a community marketing plan to enhance community partnership.
3.	Use positive brand association marketing (challenge misconceptions, showcase positive outcomes, low cost, etc.).
4.	Regularly send acceptance letters to high school graduating seniors and their parents.

Supporting Action 7: Be flexible in scheduling courses over varied days, times, and modalities

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Increase the number of evening classes.
2.	Increase the number of weekend classes.
3.	Increase the number of programs that can be completed by taking evening, weekend classes.
4.	Develop an intentional DE completion pathway.

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Strategic Direction 2: Engage in Practices that Prioritize and Promote Inclusivity, Equity, Anti-Racism, and Human Sustainability

Supporting Action 1: Strengthen communication of shared governance projects and committee work

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Research and remove barriers to participation in shared governance (e.g. focus group).
2.	Increase staff, student, and faculty participation on shared governance.
3.	Increase participation of traditionally marginalized affinity groups in committees and all advisory groups.

Supporting Action 2: Promote and implement practices that enhance race-consciousness and anti-racism

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Promote race-consciousness and equity in the classroom via scaled professional development activities.
2.	Promote race-consciousness and equity in student and instructional support services via processes that enhance equity in access (e.g., Streamlining Project).
3.	Institutionalize collegewide events that support equity and anti-racism (e.g., One Book One College).
4.	Prioritize the implementation of activities in the college's equity plan to better support Black/African American and Hispanic/Latinx students.

Supporting Action 3: Promote and implement practices that enhance well-being and engagement

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Provide mentorship for transfer students to maximize the impact of DEI and minimize the adverse impact.
2.	Continue and expand the onboarding program for new faculty and staff with designated mentors (New Faculty Orientation and Mentoring Onboarding Professional Education Development (MOPED)).
3.	Institutionalize events and trainings centered on enhancing employee well-being and mental health.

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Strategic Direction 3: Increase Student Success & Equity

Supporting Action 1: Increase equity in student success, completion, and enrollment through decreasing equity gaps for disproportionately impacted groups

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Develop strategies to increase part-time student success.
2.	Emphasize DEI social media, podcasts and videos (TikTok and YouTube) to promote interest in specific programs.
3.	Increase the percentage of Hispanic/Latinx and Black/African American students and other DI groups successfully completing courses.
4.	Increase Hispanic/Latinx and Black/African American and other DI groups transfer rates.
5.	Increase the percentage of Hispanic/Latinx and Black/African American and other DI groups students successfully completing transfer level English and math in the first year.
6.	Increase access and the use of disaggregated data by course success and class rosters for classes taught by instructors.

Supporting Action 2: Enhance programs and services for disproportionately impacted groups and special populations

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Develop Summer Bridge programs and learning communities that will ensure Black/African American, Hispanic/Latinx, and other disproportionately impacted student populations persist in college.
2.	Increase the number of Black/African American, Hispanic/Latinx, and other DI student populations through courses (e.g. Ethnic Studies) and programs (e.g. Honors Institute).
3.	Increase the opportunities for students to attend culturally specific leadership conferences such as A2MEND, HACU, etc.

Supporting Action 3: Promote and expand access to resources available to students (e.g., tech devices, food pantry, open education resources (OER), zero textbook cost (ZTC), financial aid, mental health services)

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Increase the number of programs that can be completed with free textbooks.
2.	Increase access, marketing, and awareness for Basic Needs Center (food pantry, mental health services, housing, and technology support services).
3.	Use marketing to increase awareness of programs and sections that can be completed with free textbooks.
4.	Improve access to technology that supports learning.
5.	Establish student onboarding for distance learning via increased training and support.

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Supporting Action 4: Improve communication with students (e.g., enhance CHC website, Canvas/Pronto SMS)

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Encourage use of Canvas and Starfish by all faculty regardless of course delivery format and student support services.
2.	Increase student engagement in activities through student life.
3.	Create webpages for Black/African American students, Hispanic/Latinx, and other cultural groups to find resources, support and activities for them.

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Strategic Direction 4: Develop a Campus Culture that Engages Students, Employees, and the Broader Community

Supporting Action 1: Enhance and encourage collaboration between CHC, SBVC, and DSO

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Offer at least 3 PD events annually that include SBVC, CHC, and DSO.
2.	Organize and host the first annual SBCCD fall Olympics.
3.	Create collaborative marketing efforts with college specialized programs.
4.	Increase the effectiveness, engagement, efficiency and transparency of district committees.

Supporting Action 2: Explore and develop cultural programs of engagement that support the equity plan

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Develop and provide equity-based training for non-instructional faculty, classified professionals, and managers.
2.	Explore feasibility of multicultural center that encompasses programs such as Puente, Umoja, and A2MEND.

Supporting Action 3: Increase, maintain, and promote linger and learn spaces

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Incorporate linger and learn spaces into the design of each future and current building.
2.	Incorporate art throughout the campus to increase campus beautification.
3.	Incorporate and promote the college's full indigenous history of the region into college facilities.
4.	Enhance campus pride within physical facilities.

Supporting Action 4: Strengthen and promote partnerships with the community

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Develop career partnerships with local businesses for student employment opportunities.
2.	Increase participation of CHC in community events.
3.	Encourage employee participation in community organizations.
4.	Develop a "College for Kids" summer youth program in partnership with the city of Yucaipa.

Supporting Action 5: Improve campus facilities by removing barriers to physical access, improving signage and directions

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Connect CHC to the community through signage.
2.	Implement projects to remove accessibility barriers across campus.
3.	Design and construct spaces to group discipline-based faculty offices.
4.	Improve signage and directions on campus.

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Strategic Direction 5: Foster and Support Inquiry, Accountability, and Campus Sustainability

Supporting Action 1: Promote a culture of evidence and inquiry-based decision making

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Use data coaching and data literacy techniques to enhance evidence and inquiry-based discussions taking place in committees, work groups, and as part of program review efforts.
2.	Conduct ongoing review of the college's key results to evaluate progress towards achieving supporting actions.
3.	Increase access and use of data dashboards specifically allowing for the disaggregation of data by student demographics.
4.	Increase the use of disaggregated student learning and service area outcomes data to improve student learning and the student experience.

Supporting Action 2: Define and enhance budgetary guidelines and processes

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Develop budget reduction priority guidelines to make hard decisions during difficult budget times.
2.	Document and discuss budgetary actions to show fiscal responsibility.
3.	Collaborate with DSO on the streamlining processes and business practices (e.g., using same software platforms).

Supporting Action 3: Evaluate and modify the Resource Allocation Model (RAM)

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Collaborate to revise RAM to alleviate inequities in funding between Colleges and District.
2.	Collaborate with the district to incorporate the concepts of econ of scale into the RAM (current RAM does not take this into account).
3.	Work with the district to develop multi-year budget forecasts, one that accounts for revenues and expenses.

Supporting Action 4: Expand implementation of efficient and sustainable services and practices

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Develop and identify fiscal and environmental sustainable actions in each construction project.
2.	Grow the CHC Endowment.
3.	Implement recommendations from the college's approved sustainability plan.

Supporting Action 5: Develop alternate revenue streams

KEY RESULTS (MEASURABLE OUTCOMES TO ASSESS PROGRESS)	
1.	Increase philanthropic donations to support scholarships and college programs.
2.	Conduct capital fundraising campaign feasibility study.
3.	Pursue the implementation of student housing to support student success & create additional revenue.
4.	Increase the number of grant applications to support CHC programs.



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