**Vision Statement**

Cosumnes River College is an innovative educational and community center that prepares and empowers students to realize their unique potential to transform their lives and contribute to a just and democratic society as global citizens. CRC strengthens the cultural, social, and economic well-being of the region through its development of an educated and engaged citizenry whose decisions are informed by intellectual inquiry and scholarship, a pluralistic world view, and respect for humanity and the environment.

**Mission Statement**

Cosumnes River College is an open access, student-centered, comprehensive community college that prepares students to realize their educational and career aspirations through exemplary transfer, general, and career education in an academically rigorous and inclusive environment. CRC also offers exceptional instruction in basic skills and English for non-native speakers, as well as a broad array of life-long learning, community service, and workforce development programs.

**Values Statement**

As a community of scholars and practitioners with a deep commitment to equity and social justice, CRC values teaching and learning excellence and high academic standards sustained by academic integrity, fairness and mutual respect, and an ethic of care. The College’s core values of cultural competence and diversity, continuous learning and assessment, exceptional student services, and innovation are central to our collegial and environmentally responsible academic setting.
Planning Process

Purpose

The Plan reflects the College’s ongoing commitment to, and expanded understanding of, strategic planning. The Plan synthesizes thinking and dialogue about the strengths and the challenges and opportunities facing the College in the areas of: Student Success; Teaching and Learning Effectiveness; Access and Growth; Community, Economic and Workforce Development; and Organizational Effectiveness. By reflecting on past accomplishments, reviewing challenges and opportunities, and applying research findings and best practices, the College has defined goals and strategic directions that will help the College accomplish its mission, realize its vision, and embody its values. These goals and strategic directions provide a foundation for an integrated planning structure at the College and establish a framework for the College’s other planning efforts at the program, unit, and shared governance levels. This process and structure, which reflects the College’s commitment to strategic planning, will ensure that our programs, practices and processes respond to the needs of the student population and the community we serve.

2014 Update

In 2014, the College Planning Committee implemented the Strategic Plan Update Process outlined on page 9 of the College’s Planning Guide to revise the College’s 2009-2015 Strategic Plan. The College Planning Committee undertook this review for the following two reasons:

• The first reason related to the magnitude of changes in the environment that have occurred since the plan was last updated in 2011.
• The second reason was the recent modification of the College and District Planning Timelines. In particular, in order to integrate the planning components related to accreditation, the District will not be undergoing its next strategic planning process until spring 2016. Since the district plan establishes the framework for our plan, the college will not be able to undertake its next planning process until the fall of 2016, which means that our current plan will have expired.

The updating process included the following steps:

• The committee conducted an audit of changes and factors in our external environment.
• These changes were mapped to goals, strategies and initiative areas in the current plan.
• A subcommittee met to review and draft modification (as needed) in the scope but not the intent of the related areas in the Strategic Plan to ensure they were responsive to and inclusive of the changes in the environment we had noted.
• The College Planning Committee reviewed each of the proposed changes and suggested further modifications.
• The resulting revised Strategic Plan (including a proposed extension date of 2017) was then reviewed and approved by the committee electronically.
• The Committee then forwarded the new draft plan along with the table of listing the environmental changes (see Appendix V) cross-referenced to the related areas in the Strategic Plan to the College President for constituency review and approval.
Overview of the 2011 Updating Process

The Goals, Strategies and Initiative Areas in the 2011 Updated Strategic Plan were developed by the College Planning Committee (CPC) through an audit that compared the college’s 2009 Plan with the District’s 2011 Strategic Plan. The priorities and new initiative examples were developed by the 60 participants who attended the Spring 2011 Planning Summit and were informed by the 126 members of the college community who participated in a college-wide survey.

### 2008-2009 CRC Strategic Planning Process
- **Fall 2008** Planning Summit II; Participants Identified Issues and Initiatives in 5 goal areas
- **Fall 2008/Spring 2009** CPC synthesized Planning Summit input to obtain draft goals, strategies and initiatives
- **Spring 2009** CPC facilitates initial constituency review by goal area
- **Spring 2009** Final Strategic Plan forwarded and approved by constituency groups and President

### 2010-2011 LRCCD Strategic Planning Process
- **Fall 2010** College-wide Dialog to identify strengths and issues in the 5 goal areas
- **Fall 2010** Planning Charrette to discuss initiatives and strategies to address issues and build on strengths
- **Fall 2010** Draft Plan reviewed by college community and revised by Steering Committee
- **Spring 2011** LRCCD Strategic Plan Approved by the Board

### 2010-2011 CRC Strategic Plan Update Process
- **Fall 2011** Final Plan forwarded and approved by constituency groups and president for final constituency review and approval
- **Spring 2011** Modified Goals, Strategies and Initiatives Prioritized at Planning Summit III
- **Spring 2011** CPC sends draft Strategic Plan for constituency review and makes edits as needed
- **Spring 2011** College Planning Committee modifies 2008-2009 Strategic Plan to reflect changes in the LRCCD Plan and the external environment
College-wide dialogue and the College’s Mission Statement are foundational to the Strategic Plan. The College’s Plan is structured into goals, strategies, and initiative areas in Student Success, Teaching and Learning Effectiveness, Access and Growth, Community and Economic Development, and Organizational Effectiveness. This framework is illustrated below.
Implementing the Strategic Plan

The Strategic Plan will be implemented through its integration with CRC’s other planning processes and structures in a manner that respects the autonomy of the College’s operational and shared governance roles, structures and processes. In addition, although the Strategic Planning process is formally undertaken every six years, the ongoing assessment of progress towards meeting the goals in the Plan, the generation of new research and data about our students, including the assessment of student learning outcomes, and the identification of new information about the community we serve will continue to be integrated and reflected into the formation and assessment of the specific activities and objectives undertaken in support of the Plan. In this way, as the College’s programs and operating units identify, implement and assess their plans, the collective results will assess how well the College is achieving the goals of the College’s 2009 Strategic Plan. This is illustrated in the following diagram.
College Planning Structure

The Strategic Plan will be implemented by academic, student services and student support/administrative service programs through the PrOF and Unit Planning Processes, which are structured around the goal areas of student success, teaching and learning effectiveness, access and growth, community and economic development and organizational effectiveness. In addition, the Plan will be implemented through the Administrative Goals and Objectives process, which is also structured around the five strategic goal areas. The Plan will also be implemented through the shared governance process by its integration into their charges and planning and goal setting processes. Finally, the Strategic Plan will be implemented by the various College-wide plans, such as the educational master plan and the resource allocation plans, derived from these primary planning processes. This is illustrated in the following diagram.
Assessment of the Strategic Plan

The assessment of the Strategic Plan is integrated into many of the College’s processes and structures. These assessments, which are conducted annually or biannually, will inform the College about the impact of activities being done in support of the strategies and initiative areas in the Strategic Plan. These assessments will guide the College’s efforts during the next six years and will also inform the development of the next Strategic Plan. The various components of this assessment process are illustrated in the following diagram.
College Goals

A. Student Success
As an institution that serves a diverse community, CRC strives to support student success, promote educational equity, and offer programs that empower students to achieve their educational goals and contribute to a just and democratic society as global citizens. CRC provides students with access to high-quality services that support their success and facilitate their transition to work or further educational opportunities. CRC also offers instructional programs designed to meet the changing needs of industry and our global economy and programs that enhance student learning and promote educational equity. Finally, CRC supports and provides opportunities for student learning outside the classroom.

B. Teaching & Learning Effectiveness
CRC strives to provide the highest quality instructional programs in transfer, career technical education, basic skills, and general education by using the best current and emerging instructional methods and technology. CRC promotes collegiality, data-driven decision making, continuous improvement, innovation, and flexibility to support teaching excellence, facilitate educational equity, and promote the success of its diverse student population.

C. Access & Growth
As a community-centered institution, CRC strives to be responsive to the needs of its growing and changing community. To meet the challenges of a highly competitive postsecondary educational market, CRC pursues every opportunity to enhance the student experience and increase community awareness of our teaching excellence, student success, and educational leadership. To respond to the challenges of population growth, CRC is committed to expanding capacity through outstanding facilities management, the development of new facilities, the implementation of new instructional technologies, and the development of programs and services that improve student success. To facilitate educational equity, CRC assures access by reducing barriers, promoting diversity, and offering programs and services that provide equal opportunity for all of our students.

D. Community, Economic & Workforce Development
CRC seeks to promote the health and economic vitality of the region. As a community resource, CRC contributes to community life through partnerships, involvement in civic affairs, and programs that serve the community. CRC also supports economic development through career technical programs and partnerships with business, labor, and industry.

E. Organizational Effectiveness
CRC endeavors to be responsive to its changing and increasingly complex environment and enhance institutional effectiveness by continually assessing and improving its organizational processes. CRC also implements practices that are consistent with its values of collegiality, sustainability, fairness and mutual respect, innovation, participatory decision-making, fiscal responsibility and continuous learning.
<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGY</th>
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<tbody>
<tr>
<td><strong>Student Success</strong></td>
<td>S1: Excellent instructional programs and support services ensure timely goal completion (PRIORITY 1)</td>
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<tr>
<td></td>
<td>S2: Improve, expand, and enhance student services to respond to needs of students (PRIORITY 2)</td>
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<td></td>
<td>S3: Support learning outside the classroom</td>
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<tr>
<td><strong>Teaching and Learning Effectiveness</strong></td>
<td>T1: Improve support for teaching and learning (PRIORITY 5)</td>
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<td></td>
<td>T2: Support the assessment and improvement of teaching and learning</td>
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<td></td>
<td>T3: Enhance collaboration</td>
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<tr>
<td><strong>Access and Growth</strong></td>
<td>A1: Ensure access to quality programs (PRIORITY 3)</td>
</tr>
<tr>
<td></td>
<td>A2: Integrated and coordinated communication and outreach</td>
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<td></td>
<td>A3: Expand physical and technological resources</td>
</tr>
<tr>
<td><strong>Community and Economic Development</strong></td>
<td>C1: Expand understanding of community needs</td>
</tr>
<tr>
<td></td>
<td>C2: Enhance responsiveness to community needs</td>
</tr>
<tr>
<td></td>
<td>C3: Increase resource development</td>
</tr>
<tr>
<td><strong>Organizational Effectiveness</strong></td>
<td>O1: Ensure values reflected by processes and practices</td>
</tr>
<tr>
<td></td>
<td>O2: Improve organizational processes and communication</td>
</tr>
<tr>
<td></td>
<td>O3: Enhanced organizational efficiency and employee satisfaction and participation (PRIORITY 4)</td>
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</tbody>
</table>
The following table presents a condensed view of the strategies and related initiative areas in the Strategic Plan in support of the College’s five major goals. These strategies and initiative areas provide the foundation for the linkages between the Strategic Plan and other College planning processes. More detail about these strategies, initiative areas, and example activities that could be done in support of the strategic plan are available online at [http://crc.losrios.edu/files/planning/updatedFull_StrategicPlan_2.pdf](http://crc.losrios.edu/files/planning/updatedFull_StrategicPlan_2.pdf)

### INITIATIVE AREAS

**S1:**
- (a) Integration of instruction and student services and implementation of best practices
- (b) Twenty-first century skills
- (c) Process improvement
- (d) Support services for distance education students

**S2:**
- (a) Service-orientation
- (b) Streamline and co-locate services
- (c) Expand awareness of support programs
- (d) Data-driven program improvement
- (e) Expanded use of best practices

**S3:**
- (a) Spaces that support learning outside the classroom
- (b) Access to activities
- (c) Enhanced outside-of-class learning opportunities
- (d) Improve communication

**T1:**
- (a) Resources and facilities
- (b) Support for instructional activities
- (c) Assess and modify practices
- (d) Enhance professional development

**T2:**
- (a) Research and assessment
- (b) Alternative delivery methods
- (c) Expanded use of best teaching practices
- (d) Changes to better support the needs of basic skills students

**T3:**
- (a) Collaboration among employee groups and disciplines
- (b) Enhanced discipline and interdisciplinary collaboration
- (c) Enhanced collective understanding of students
- (d) Increased participation of faculty and staff in events
- (e) Enhanced pathways

**A1:**
- (a) Understand and adapt to changing student needs
- (b) Effective enrollment management
- (c) Timely completion of programs
- (d) Access to financial support for students
- (e) Cost savings for students
- (f) Assess and improve enrollment experience

**A2:**
- (a) Partnerships with community
- (b) Optimal student enrollment
- (c) Increased persistence & retention
- (d) Data security
- (e) Enhance career development & educational planning

**A3:**
- (a) Facilities improvement
- (b) Elk Grove Center development
- (c) Educational technologies

**C1:**
- (a) Dialogue with community about educational needs
- (b) Communication with community-based organizations
- (c) Enhanced understanding of environment

**C2:**
- (a) Responsive programs, services and delivery methods
- (b) Reciprocal relationships with community

**C3:**
- (a) Foundation development
- (b) New partnerships
- (c) Grants and contract development
- (d) Governmental relations and advocacy

**O1:**
- (a) Support for college and community service
- (b) Recognition of service
- (c) Participatory and collegial decision-making
- (d) Sustainable and environmentally sensitive practices
- (e) Ethical and culturally competent practices

**O2:**
- (a) Change management
- (b) Enhanced understanding of changing environment
- (c) Communication
- (d) Integration of planning, budget and decision-making

**O3:**
- (a) Processes and systems
- (b) Resource development and equitable workload distribution
- (c) Role clarification
- (d) Employee development
- (e) Workplace health and safety
- (f) Innovation
- (g) Financial stability
The document was made possible because of the contributions of Planning Summit participants and the work of the College Planning Committee.

CRC’s Strategic Plan is available at
http://crc.losrios.edu/facstaff/planning/district_and_college_strategic_plans