**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.
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.
Introduction

The 2011 Updated Strategic Plan presents the goals and strategic directions the College will pursue in response to the needs of its student population and environmental changes at the local, statewide, national, and global levels. Developed during the 2010-2011 academic year as part of the regular planning cycle, the Plan reflects the input of constituencies at the College and responds to (a) the 2011 District’s Strategic Plan, (b) progress made from the previous Strategic Plan, (c) quantitative and qualitative data about our students and their learning, (d) information about the workforce and demographic trends in the south Sacramento and Elk Grove communities, and (e) changes in the external environment.

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.

Approach

The 2011 Updated Strategic Plan is built upon the framework established by the District’s 2011 Strategic Plan and the College’s 2009 Strategic Plan. In particular, the College Planning Committee maintained the structure and format used in the 2009 Strategic Plan, which decreased the level of specificity included in the College’s previous plans. This change enhanced the role of the Strategic Plan at the college, clarified its relationship with the college’s other planning efforts and improved the College’s ability to assess its progress. Viewed as a component of an integrated planning model at the College, the 2011 Updated Strategic Plan continues to express global directions for the College, with the expectation that operational plans derived at the program, unit, shared governance and administrative levels will identify and assess progress toward specific goals and objectives that support these directions.

Slight changes in the goals, strategies and initiatives, however, have been made to ensure that the College’s Strategic Plan is congruent with the District’s Plan and is responsive to recent changes in the external and internal environment. In addition, the new initiative ideas and the top five strategies identified during the Spring 2011 Strategic Planning Summit are included in the updated plan.
Strategic Plan Framework

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.
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.
## Overview of Strategies and Initiative Areas

### GOAL

#### Student Success
- **S1:** Excellent instructional programs and support services ensure timely goal completion (PRIORITY 1)
- **S2:** Improve, expand, and enhance student services to respond to needs of students (PRIORITY 2)
- **S3:** Support learning outside the classroom

#### Teaching and Learning Effectiveness
- **T1:** Improve support for teaching and learning (PRIORITY 5)
- **T2:** Support the assessment and improvement of teaching and learning
- **T3:** Enhance collaboration

#### Access and Growth
- **A1:** Ensure access to quality programs (PRIORITY 3)
- **A2:** Integrated and coordinated communication and outreach
- **A3:** Expand physical and technological resources

#### Community and Economic Development
- **C1:** Expand understanding of community needs
- **C2:** Enhance responsiveness to community needs
- **C3:** Increase resource development

#### Organizational Effectiveness
- **O1:** Ensure values reflected by processes and practices
- **O2:** Improve organizational processes and communication
- **O3:** Enhanced organizational efficiency and employee satisfaction and participation (PRIORITY 4)
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/11StrategicPlan](http://crc.losrios.edu/11StrategicPlan)

<table>
<thead>
<tr>
<th>INITIATIVE AREAS</th>
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<tbody>
<tr>
<td><strong>S1:</strong> (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</td>
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<td><strong>S2:</strong> (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</td>
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<td><strong>S3:</strong> (a) Spaces that support learning outside the classroom, (b) Access to activities, (c) enhanced outside-of-class learning opportunities, (d) Improve communication</td>
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<td><strong>T1:</strong> (a) Resources and facilities, (b) Support for instructional activities, (c) Assess and modify practices, (d) Enhance professional development</td>
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<td><strong>T2:</strong> (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</td>
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<td><strong>T3:</strong> (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 collaboration</td>
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<td><strong>A1:</strong> (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</td>
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<td><strong>A2:</strong> (a) Partnerships with community, (b) Outreach</td>
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<td><strong>A3:</strong> (a) Facilities, (b) Educational technologies</td>
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<tr>
<td><strong>C1:</strong> (a) Dialogue with community about educational needs, (b) Communication with community-based organizations, (c) Enhanced understanding of environment</td>
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<tr>
<td><strong>C2:</strong> (a) Responsive programs, services and delivery methods, (b) Reciprocal relationships with community</td>
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<tr>
<td><strong>C3:</strong> (a) Foundation development, (b) New partnerships, (c) Grants and contract development, (d) Governmental relations and advocacy</td>
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<td><strong>O1:</strong> (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</td>
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<tr>
<td><strong>O2:</strong> (a) Change management, (b) Enhanced understanding of changing environment, (c) Communication, (d) Integration of planning, budget and decision-making</td>
</tr>
<tr>
<td><strong>O3:</strong> (a) Processes and systems, (b) Resource development and equitable workload distribution, (c) Role clarification, (d) Employee development, (e) Workplace health and safety, (f) Financial stability</td>
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The document was made possible because of the contributions of Planning Summit participants and the work of the College Planning Committee.

The full version of CRC’s 2011 Strategic Plan is available at http://crc.losrios.edu/11StrategicPlan