Strategic Plans for Chaffey College (2023-2026)

Direction: Equity and Success

Chaffey Goal: Chaffey College will be an equity-driven college that fosters success for all students.

Objective: Expand the diversity of the College's curriculum to reinforce inclusivity and culturally responsive instructional practices.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Track improvements and progress of these modifications to the Districts' Equity Plan	Measure the impact that curriculum reform has on the student experience	Curriculum Committee/Chair Dean of Institutional Effectiveness	Students feel that Chaffey's curriculum reflects their identities	Fall 2024
Develop plans to close achievement gaps in gatekeeper	Expand student support for critical gatekeeper courses	Office of Instruction Dean of Instructional Support Dean of Language Arts Dean of Math and Science	Increase student success in critical gatekeeper courses	Fall 2025
Assess outcomes of these efforts and review	Develop an ongoing cycle of review for curricular and support reforms	Office of Instruction Institutional Research	Cyclical data cycle that fosters more dialog about success and the student experience	Fall 2025

Objective: Identify ways to acknowledge and support the intersectional identities Chaffey College students hold.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Identify opportunities for representation of the diverse student population at Chaffey	Increase the sense of belonging for multi-ethnic students and students of color	Office of Strategic Communications Marketing Director	Increases in the sense of belonging as outlined in the CEAL assessment	Fall 2025
Create a calendar that incorporates cultural observances	Increase the sense of belonging among students from diverse backgrounds	Academic Senate President's Equity Council	Increases in a sense of belonging among diverse student populations	Fall 2024
Identify student groups who are and are not accessing resources to determine how to improve accessibility	Develop active recruitment strategies for students who are not accessing critical resources	Institutional Research Office of Student Services Office of Instruction	Identify students who have not accessed services and apply an outreach plan	Fall 2024

Objective: Eliminate artificial barriers for students and ensure access to facilitate completion.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Identify current resources and student programming	Create an inventory of support efforts with funding streams and outcomes	Institutional Research Office of Student Services Office of Instruction	Completion of a comprehensive inventory	Fall 2024
Identify potential barriers for student access and completion in processes and procedures	Develop an annual strategic list of barriers that will address access and completion areas with strategies to address them	Institutional Research Office of Student Services Office of Instruction	Creation of an annual list and accompanying strategies	Fall 2023

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Assess College resources for their impact on equitable outcomes	Use the inventory of resources to track outcomes and de-emphasize activities and efforts without outcomes	Institutional Research Office of Student Services Office of Instruction	Development of a comprehensive crosswalk of activity and outcomes	Fall 2024
Expand ZTC opportunities for a variety of programs and within the GE pattern	Increase the number of courses and programs that participate in ZTC efforts	Instruction Institutional Research Academic Senate/ZTC team	Increases in the number of courses and programs that participate in ZTC efforts	Fall 2023 and ongoing
Develop a coherent support structure in transfer Math and English that improves equitable outcomes	Increase the success and retention rates of disproportionately impacted students enrolled in transfer Math and English	Instruction Language Arts faculty and administration Math faculty and administration Institutional Research	Increase the success and retention of disproportionately impacted students enrolled in transfer Math and English	Fall 2023 and ongoing

Direction: Learning and Completion

Chaffey Goal: Chaffey College will ensure learning and timely completion of students' educational goals.

Objective: Build schedules using student educational plans and adapt to meet student demand during registration.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Maintain access to online education & expand Chaffey's Exchange POCR certified course offerings	Increase the numbers of faculty who are POCR trained and increase the numbers of preferred classes on the Exchange	Office of Institutional Effectiveness Distance Education Office of Instruction	Increase the numbers of faculty who are POCR trained and increase the numbers of preferred classes on the Exchange	Fall 2024

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Schedule courses to maximize students' ability to complete their degree/certificate within 2 years	Reduce time to completion and unit accumulation for an Associate's Degree and Transfer	Office of Instruction Office of Student Services Institutional Research	Decrease in time to completion and unit accumulation for an Associate's Degree and Transfer	Annual review
Engage students with student planning tools and incentivize the development of comprehensive educational plans	Increase the numbers of students who have up-to-date comprehensive educational plans that can be used for schedule planning	Office of Student Services Office of Instruction	Increases in the numbers of students who have up-to-date comprehensive education plans	Annual review

Objective: Tailor communication, activity, and support plans and deploy at specific points of the Chaffey journey.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Create ACC-specific community messaging for pre-application, Explorers, and Navigators (CRM Advise and Portal) to engage students about community-building and career exploration opportunities	Create a sense of belonging and affinity within the ACCs, as well as more informed perspective about where students are in their educational journeys	Office of Student Services Office of Instruction	Using CEAL instrumentation for campus culture, increase students' sense of belonging, especially among students who are multi-ethnic or from communities of color	Launch Spring 2024 and ongoing
Connect students to just-in-time, irresistible customized contact about supports (academic, career, well-being, pantry, tutoring, financial, etc.) using CRM advise student success scores	Expanded use of CRM Advise to get students immediate support and track their support usage	Office of Student Services Office of Instruction	Using CRM Advise, determine the usage of student support and use this data to engage those who are not engaging in supportive services or behavior	Fall 2024

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Develop a Summer Bridge Explorer Experience to emphasize Math and English enrollment and Career and Educational Planning	Seamlessly transition SET students to enroll in the next term and be successful in Math, English, and a major course	Office of Student Services Office of Instruction	Increase enrollment and success in Math and English among SET students	Summer 2024

Objective: Embed career exploration and connections to career/transfer at every stage from entry to advancement.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Implement ed/career planning activities into courses (e.g., Focus2Career, goal setting workshop at Career Center, etc.). Award digital badges (Career Center) to students demonstrating proficiency of ACE skills (faculty coursework in conjunction with ACES) to facilitate transitions to career. Students earn badges/tokens for ACES-ILOs Skills in courses, workshops, and extracurricular activities that are relevant to their career goals.	Create connectivity between academic preparation and career-mindedness. Measure career skills and give students ways to explain and illustrate their learning to potential employers.	Office of Instruction Office of Student Services Outcomes and Assessment Committee	Verification that every student has had career-readiness experiences and badges related to their programs of study	Spring 2024

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Improve transfer pathways in partnership with GIA, CSUSB, and the San Bernardino Valley College District; Chaffey College will work with the Gardner Institute	Determine some major barriers to transfer as a result of the study with Gardner to inform curricular reform	Curriculum Committee Institutional Research Office of Instruction Office of Intersegmental Partnerships	Simplification of key curricular barriers identified through research	Fall 2024
Identify students (enrolled within the past 6 years) that met 75% of credential or transfer requirements and help them advance	Increases in completion for students who are close to completion	Office of Student Services Institutional Research Office of Instruction	Increases in completion for students who are close to completion	Spring 2025

Direction: Community Opportunities and Needs

Chaffey Goal: Chaffey College will develop and maintain programs and services that maximize students' opportunities and reflect community needs.

Objective: Identify current and future community needs.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Assessment of community stakeholders for their needs from Chaffey	More comprehensive understanding of community needs	Strategic Communications/ Marketing Institutional Research	Activation of community surveys and reports from those responses to CPC for planning	Fall 2022
Formalize data exchange with the Center for Excellence to allow for regular review of community needs	More comprehensive understanding of local employer needs	Institutional Research Center of Excellence	Annual trend scorecard to inform college planning	Fall 2024

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Find more appropriate equity-driven ways to engage alumni	Alumni engagement as workplace education partners	Workforce Development Alumni Affairs	Network of alumni willing to support students with workplace learning opportunities	Fall 2024

Objective: Respond to community opportunities and needs.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Create a more formalized approach to attending community events	Ensure that the College is represented at events and visible in the community	Executive Team	Creation of a calendar of critical events and a designation regarding District attendance	Spring 2025
Identify community agencies not highlighted in the Report to the Community to include relevant parties in an expanded report and/or annual update	Increase connectivity with community members and organizations	Strategic Communications Marketing/Outreach	Creations of an expanded accounting of community relationships with Chaffey College	Fall 2026
Create a public dashboard that displays progress on projects to illustrate to the community their needs are being addressed and worked on	Increase transparency to the community regarding College efforts	Institutional Research Marketing/Outreach	Creation of a public dashboard tracking progress on the Strategic Plans	Fall 2024

Objective: Evaluate institutional response to needs.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Collaborate with area cities to include Chaffey-specific questions in city surveys	Comprehensive understanding of community needs and perceptions of the College	Strategic Communications Marketing/Outreach Institutional Research	Annual report of community responses solicited at key events	Fall 2022
Assess perceptions of the College among community members that have active contact with the College	Comprehensive understanding of community needs and perceptions of the College	Strategic Communications Marketing/Outreach Institutional Research	Annual report of community responses solicited at key events	Spring 2023 for results
Create a holistic report for Advisory Committee feedback from campus programs	Create a repository of feedback from employers to better inform planning	Career Education Advisory Committee	Annual report of Advisory Committee Feedback	Spring 2024

Direction: Technology and Infrastructure

Chaffey Goal: Chaffey College will optimize the use of technological tools and infrastructure to advance institutional efficiency and student learning.

Objective: Innovate to deliver equitable and enriching experiences.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Create universal access to visual representation of information via dashboards to help users make more immediate, data-based decision-making (Enrollment Management, Industry/Regional Outlook)	Access to real-time and easy to consume data to improve decision-making	Institutional Research Information Services	Availability of real-time relevant data	Spring 2022
Prototype workforce learning experiences that can be scaled to all students	Reinforcement of the connection between career and academics with Chaffey students	Instruction Student Services Economic Development	A comprehensive plan to support workplace learning for all students	Fall 2023
Increase training on universal design and accessibility strategies	Comprehensive understanding by faculty of these principles and practices	Instruction DPS Faculty Success Center Distance Education	Comprehensive faculty participation in training	Fall 2024

Objective: Advance security, policies and, compliance.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Establish security strategy to position the District to handle vulnerabilities	Reduce potential fraudulent activity in the enrollment and email systems	Information Technology Services Instruction Student Services	Reduce the number of "bots" and phishing attempts	Fall 2024

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Incorporate evaluation of compliance & security into purchasing process	Improved outcomes as a result of training on cyber threats	Information Technology Services Institutional Research	Reduction in the number of phishing threats permitted by employees	Fall 2024
Adopt a data governance plan to manage data integrity, security, availability, and consistency	Integrate security and data management solutions into an integrated plan	Information Technology	Complete a data governance plan	Spring 2025

Objective: Simplify processes to optimize user experiences.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Create a user experience team to test student-facing processes and inform simplification of such processes	Improve the students' user experience for all online services	Student Services Instruction Information Technology Services Institutional Research	Reduce the numbers of students who falter during a variety of process (i.e. enrollment, dropping, graduation etc.)	Beginning Spring 2023
Develop and publish a digital business process analysis (aka workflows) that demonstrate system administration, interoperability, and human connections and interactions	Simplification of processes and "hand offs" within the systems so that students can more successfully navigate processes (Includes Caring Campus efforts)	Student Services Instruction Information Technology Services Institutional Research	Reduce the numbers of students who falter during a variety of process (i.e. enrollment, dropping, graduation etc.)	Beginning Spring 2023

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Hire a professional expert to synthesize and integrate technology efforts that will result in the simplification of systems	Simplification of processes and "hand offs" within the systems so that students can more successfully navigate processes (Includes Caring Campus efforts)	Student Services	Reduce the numbers of students who falter during a variety of process (i.e. enrollment, dropping, graduation etc.)	Beginning Spring 2023

Direction: Efficiency

Chaffey Goal: Chaffey College will efficiently and effectively manage systems, processes, and resources to maximize capacity.

Objective: Improve Facilities Management processes.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Investigate the capability of existing software to maximize use of space for onsite events based on typical variables	Improve the efficiency of space utilization at all campus sites	Information Technology Services Administrative Services	Improve the efficiency of space utilization at all campus sites	Fall 2024
Improve physical on-campus navigational signage and directional way-finding	Update all signage for consistency and ease-of-use	Administrative Services	Alignment between digital, physical, and emergency maps	Fall 2024

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Improve and promote digital campus navigation	Enrich the digital mapping availability in the scheduling systems	Information Technology Services Administrative services	Integrate data between the scheduling system and the digital maps	Fall 2025

Objective: Improve processes within Human Resources.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Develop a procedure for hiring committee members to submit their availability forms to HR to ease the process for scheduling interview meetings.	Improve the efficiency of the hiring process	Human Resources	Simplification of scheduling hiring committee meetings	Fall 2024
Examine full optimization of NEOGOV	Automate redaction process of applications	Human Resources	Transition the redaction process from a manual to automated process	Spring 2024
Improve the recruiting/hiring process to attract the most talented candidates for vacancies	Increase the diversity of all hiring pools	Human Resources Executive Team	Increase the numbers of diverse candidates in all hiring pools	Spring 2024

Objective: Enhance technology and processes.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Create coherence for student facing tools to allow for more seamless navigation and integration among services	Improved intuitiveness for users in the digital landscape	Information Technology Services Student Services Instruction	Increased satisfaction from students regarding their user experience with digital tools	Beginning Spring 2023
Develop easy access information about all virtual and in-person events (including the date, time and location) happening on any given day (I.e., a master calendar)	The implementation of a "one-stop" virtual location with all campus events to make them easier to find	Information Technology Services	The implementation of a "one-stop" virtual location with all campus events to make them easier to find	Fall 2024
Explore/research the use of project management software to simplify and track institutional processes from onset through completed outcome	Campus-wide use of project management software to integrate planning efforts	Information Technology Services Executive Team	Campus-wide use of project management software to integrate planning efforts	Fall 2023

Direction: Agility

Chaffey Goal: Chaffey College will responsively adapt to changes in students' academic and career needs.

Objective: Improve policies, systems, and processes.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Develop a compression plan for Economic Development and Workforce Education to identify gaps/ bottlenecks, notable/ successful models, and goals/action items to improve institutional capacity for agility.	Enhanced Institutional Capacity for Agile Economic Development and Workforce Education	Joint cross-divisional leadership structure with quad-chair representation from each of the institutional segments and students. Consultant (TBD)	• Standing agenda items during Instruction/ Student Services Weekly Meeting • Identify non-negotiable and flexible barriers to develop action that promotes greater functionality.	June 2025
Develop a central information hub to absorb collective communication from students and staff about process, system, and policy gaps and route those challenges to the Guided Pathways Steering Committee.	Streamlined Communication and Effective Problem Resolution through a Central Information Hub	IT, DE IDs, Student Service Rep, and GP Leads	• Anonymous feedback mechanism (suggestion box) • Consistent identification of staffing and knowledge gaps • Consistent guidelines for creating digital process documents and create an open repository that is centralized and indexed.	June 2025

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
(Re)assessment of models for Government Relations / External Policy Advocacy and Analysis and implementation of an action-oriented and Chaffey-specific entity (committee and/or office) to advocate for legislative changes that serve California students.	Strengthened Government Relations for Enhanced Student Advocacy and Legislative Impact	Office of the President Explore contract with a lobbying entity: External government relations specialist	• Chaffey College will become an active agent in developing and supporting state and national policy solutions to increase institutional effectiveness and adaptability.	June 2026

Objective: Implement pre-enrollment structures:

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Increase institutional capacity to create streamlined and structured enrollment pipelines with partner organizations and educational entities (SET with high schools, Adult School partnerships, HS dual enrollment, corporate/private business partnerships).	Enhanced Enrollment Pipelines and Collaborative Partnerships for Holistic Education Access	Enrollment Services; Outreach; GPS/Counseling	• Increase total enrollment yield from structured enrollment with community partnerships	Summer 2023

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Increase capacity at InTech by establishing sustainable funding streams and developing pipelines from InTech to credit programs.	Enhanced Capacity and Sustainability for InTech through Funding and Pipeline Development	InTech staff, Executive Leadership, Instruction, Economic Development	• A strategic plan is created that maps the pipelines of student to program traffic from InTech to credit programs as well as from industry to InTech. • Increase enrollment from InTech incubator and feeder programs • Increase number of programs and industry sectors served in not-for-credit programming	A strategic plan is created by June 2023; Increased capacity by 50% by Dec 2024 and 100% by June 2025.
Scale up and "intentionalize" social media marketing and digital marketing capacity and create cross-divisional communication with instructional areas so that Chaffey College becomes a leader in leveraging online marketing strategies for outreach and enrollment.	Leadership in Innovative Online Marketing for Enhanced Outreach and Enrollment	Marketing, Student Services, Instruction, Business Services, IT	• Increase enrollment in programs that lead to higher wages and more stable retention and measured success is directly attributable to marketing efforts.	June 2023

Objective: Improve student experience and support:

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Complete a comprehensive gap analysis of student support services to identify duplication and overlap to improve the efficacy of service to students.	Streamlined and Effective Student Support Services through Gap Analysis and Improvement	IR, Counseling Faculty, Librarians, Instructional Specialists, Student Support Deans, Student Support Staff, Executive Director of AR, DE, and IT	• Complete evaluation and identify gaps and duplications	June 2023
Utilize gap analysis to design and deploy comprehensive student onboarding around the emergence of Academic and Career Communities.	Seamless and Engaging Student Onboarding through Academic and Career Communities	Discipline Faculty, Counseling Faculty, Librarians, Instructional Specialists, Student Support Deans, Student Support Staff, Executive Director of AR	• Student completion data, Enrollment data	June 2023
Optimize existing technologies, including cohesive online services, that will result in increased capability to serve more students.	Enhanced Student Services and Increased Capacity through Technology Optimization	Counseling Faculty, Librarians, Instructional Specialists, Student Support Deans, Student Support Staff, Executive Director of AR	• Data from students, increased number of student contacts, student satisfaction results	June 2023

Direction: Professional Learning

Chaffey Goal: Chaffey College will prioritize and align professional learning for all employees to support the achievement of Chaffey Goals.

Objective: Reorganize professional development efforts.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Catalog all current professional learning efforts to harmonize efforts and identify gaps and opportunities	The development of a holistic picture of the PD landscape at the College to identify gaps and opportunities	Professional Development Committee Instruction Human Resources	A holistic landscape of professional development with a correlating list of opportunities and gaps	Fall 2023
Expand the scope of/Reorganize the Professional Development Committee to coordinate and organize efforts for all employee groups	The integration of professional development through one steering body	Professional Development Committee Human Resources Instruction	Increase representation on Professional Development with a coordinated planning effort	Fall 2023
Design an outcomes measurement infrastructure (badging) for all PD that emphasizes the impact areas outlined in the Chaffey Goals	Recognition of knowledge, skills, and abilities valued by the College	Professional Development Human Resources Instruction	Increase the culture of recognition at the College	Spring 2024

Objective: Improve coordination/planning for professional development.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Conduct needs assessments for all employee groups especially as it relates to essential work competencies, the District's initiatives, the District's equity agenda, students' needs, and emerging technology	The development of a set of strategic directions for future PD planning	Professional Development Committee Human Resources	The development of a set of strategic directions for future PD planning	Fall 2024
Map and offer coordinated PD opportunities for all employee groups that advance the Chaffey Goals	Development of a designated training and learning opportunities that specifically address the Chaffey Goals	Professional Development Committee Human Resources	Development of a designated training and learning opportunities that specifically address the Chaffey Goals	Spring 2024
Expansion of My Learning Hub as a centralized repository for PD with a badging infrastructure	Centralized repository for professional learning campus-wide	Professional Development Committee	Centralized repository for professional learning campus-wide	Fall 2025

Objective: Improve orientation/retention for all employees.

Activity	Intended Outcome	Responsible Parties	Measurement of Success	Timeline for Completion
Establish common professional learning to support competencies for the onboarding of all employees	Improved retention and sense of belonging among employees	Professional Development Human Resources	Improved retention and sense of belonging	Spring 2024
Establish professional learning focused on equitable outcomes for all employee groups to support the Chaffey Goals and the 10-point plan	Proficiency with fundamental principles that improve belonging and equitable outcomes	Professional Development Committee Human Resources	Active incorporation of strategies that improve belonging and equitable outcomes among students	Fall 2024
Plan and coordinate compliance-based training to align with regulatory requirements	Development of a regular calendar of compliance-based training that is tracked and noted in MyLearningHub	Human Resources	Employees will be aware of when regulatory training is required for them	Fall 2024