

Institutional Goal 1: <i>Chaffey College will provide quality learning experiences that promote holistic student development and support success and completion in a timely manner.</i>						
OBJECTIVE 1:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Increase the number of students who engage in academic support services.	1. Increase the number of sections which are supported by supplemental instruction by 10%. (1.1.1)	Associate Superintendent, Instruction and Institutional Effectiveness	2016/17	Completed		
	2. Ensure that supplemental instruction is institutionalized. (1.1.2)	Associate Superintendent, Instruction and Institutional Effectiveness; Associate Superintendent, Business Services and Economic Development	2017/18	In progress		
	3. Increase student participation in all success centers. (1.1.3)	Associate Superintendent, Instruction and Institutional Effectiveness	2017/18	In progress		

OBJECTIVE 2:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
<p>Decrease the time students take for goal completion.</p>	<p>1. Ensure all new, first-time students complete comprehensive education plans leading to informed goals. (1.2.1)</p>	<p>Vice President, Student Services; Vice President, Administrative Affairs</p>	<p>Review Annually</p>	<p>In progress</p>		
	<p>2. Increase Fast Track offerings by two percent annually over a three-year period. (1.2.2)</p>	<p>Associate Superintendent, Instruction and Institutional Effectiveness;</p>	<p>2017/18</p>	<p>In progress</p>		
	<p>3. Increase the number of students participating in educational planning activities and follow up services by 10% over the next four years. (1.2.3)</p>	<p>Vice President, Student Services</p>	<p>2017/18</p>	<p>In progress</p>		
	<p>4. Increase online course offerings options tied to pathways. (1.2.4)</p>	<p>Associate Superintendent, Instruction and Institutional Effectiveness</p>	<p>2017/18</p>	<p>In progress</p>		
	<p>5. Incentivize taking Fast Track courses/packages. (1.2.5)</p>	<p>Associate Superintendent, Instruction and Institutional Effectiveness; Vice President, Student Services</p>	<p>2017/2018</p>	<p>In planning</p>		
	<p>6. Explore implementation of Guided Pathways. (1.2.6)</p>	<p>Leadership Team</p>	<p>2017/2018</p>	<p>In planning</p>		

OBJECTIVE 3:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
<p>Increase the Basic Skills completion rate (state defined metric) of students who identify transfer as their goal.</p>	<p>1. Streamline curriculum and accelerate the course sequences in all foundation skill areas, including ESL, and evaluate the effectiveness of changes. (1.3.1)</p>	<p>Associate Superintendent, Instruction and Institutional Effectiveness</p>	<p>2017/18</p>	<p>In progress</p>		
	<p>2. Streamline and automate the Early Assessment Program (EAP) prerequisite challenge process. (1.3.2)</p>	<p>Vice President, Student Service; Vice President, Administrative Affairs</p>	<p>2017/18</p>	<p>In planning</p>		
	<p>3. Review and potentially revise placement and assessment practices. (1.3.3)</p>	<p>Vice President, Student Services</p>	<p>2017/18</p>	<p>In progress</p>		
OBJECTIVE 4:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
<p>Increase the number of award earners.</p>	<p>1. Implement the ability for students to submit their certificate and degree applications online. (1.4.1)</p>	<p>Vice President, Student Services; Vice President, Administrative Affairs</p>	<p>2015/16</p>	<p>Completed</p>		
	<p>2. Investigate automating the conferment of certificates. (1.4.2)</p>	<p>Vice President, Student Services; Vice President, Administrative Affairs</p>	<p>2017/18</p>	<p>In planning</p>		
	<p>3. Transcript low-unit certificates. (1.4.3)</p>	<p>Vice President, Student Services; Associate Superintendent, Instruction and Institutional Effectiveness</p>	<p>2017/18</p>	<p>In progress</p>		

<p>Increase the number of award earners.</p>	<p>4. Notify students who are close to completing degrees and/or notify students when they've taken courses outside of their stated goal. (1.4.4)</p>	<p>Vice President, Student Services</p>	<p>2017/18</p>	<p>In planning</p>		
<p>OBJECTIVE 5</p>	<p>Activities</p>	<p>Responsible Parties</p>	<p>Target Evaluation Date</p>	<p>5/16/17 UPDATE</p>	<p>Measures</p>	<p>QFE</p>
<p>Broaden awareness of and participation in clubs, support services and extracurricular activities</p>	<p>1.. Support and encourage student participation and engagement in campus life. (1.5.1)</p>	<p>Vice President, Student Services; Dean of Student Life</p>	<p>2017/18</p>	<p>In progress</p>		
	<p>2. Support participation in wrap-around services that ensure the holistic well-being of Chaffey's student population. (1.5.1)</p>	<p>Vice President, Student Services</p>	<p>2017/18</p>	<p>In progress</p>		
	<p>3. Promote student inclusivity inside and outside the classroom. (1.5.3)</p>	<p>Associate Superintendent, Instruction and Institutional Effectiveness; Vice President, Student Services; Equity Council</p>	<p>2017/18</p>	<p>In progress</p>		

Institutional Goal 2: <i>Chaffey College will create, maintain, and support innovative and effective learning environments that engage students toward success and completion.</i>						
OBJECTIVE 1:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Broaden participation in the activities that encourage effective teaching practices.	1. Create institutional methods for honoring innovative practices in the schools. (2.1.1)	Associate Superintendent of Instruction and Institutional Effectiveness	2017/18	In progress		
	2. Formalize sharing innovative teaching practices at the department/school level. (2.1.2)	Faculty Senate; Coordinators; Faculty Success Center; Professional Development; Deans	2017/18	In progress		
	3. Increase the number of unduplicated participants in Faculty Success Center events by 2% annually. (2.1.3)	Associate Superintendent of Instruction and Institutional Effectiveness; Faculty Success Center	2017/18	In progress		
OBJECTIVE 2:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Increase instructional and collaborative spaces at all three campuses.	1. Develop a comprehensive Facilities Master Plan. (2.2.1)	Vice President, Administrative Affairs	2014/15	Completed		
	2 Continue to implement and evaluate the Facilities Master Plan. (2.2.2)	Vice President, Administrative Affairs	2017/18	Ongoing		

Increase instructional and collaborative spaces at all three campuses.	3. Increase room use optimization and efficiency for scheduled classes. (2.2.3)	Associate Superintendent, Instruction and Institutional Effectiveness	2017/18	In planning		
	4. Explore opportunities to remodel, expand or acquire additional space. (2.2.4)	Vice President, Administrative Services	2017/18	In progress		
	5. Explore meeting additional student space needs. (2.2.5)	Leadership Team	2017/18	In progress		
OBJECTIVE 3:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Improve and expand the use of current technologies that facilitate student learning and success.	1. Develop a strategic Technology Plan. (2.3.1)	Vice President, Administrative Affairs	2015/16	Completed		
	2. Create an effective, aesthetic and informative website. (2.3.2)	Vice President, Administrative Affairs	2017/18	In progress		
	3. Enhance and increase the use of the college's web and mobile presences. (2.3.3)	Vice President, Administrative Affairs, Vice President, Student Services	2017/18	In progress		
	4. Explore and implement other instructional and student services technologies essential to achieving the college's goals. (2.3.4)	Leadership Team	2017/18	In progress		

Improve and expand the use of current technologies that facilitate student learning and success.	5. Update and fund the Technology Replacement Plan that supports learning. (2.3.5)	Leadership Team	2017/18	Ongoing		
	6. Fund and implement the strategic Technology Plan. (2.3.6)	Leadership Team	2017/18	Ongoing		
OBJECTIVE 4:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Create and maintain an effective online/electronic learning atmosphere (virtual environment).	1. Create training modules for students and faculty new to online learning. (2.4.1)	Associate Superintendent, Instruction and Institutional Effectiveness	2017/18	In progress		
	2. Expand opportunities for training and tools for use in online learning environments. (2.4.2)	Associate Superintendent, Instruction and Institutional Effectiveness; Vice President, Student Services	2017/18	Ongoing		
OBJECTIVE 5:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Improve and expand upon the security systems at all campuses.	1. Establish a comprehensive Campus Safety Plan. (2.5.1)	Associate Superintendent, Business Services and Economic Development	2014/15	Completed		
	2. Implement redundant human, technological, and environmental security systems. (2.5.2)	Associate Superintendent, Business Services and Economic Development	2017/18	Ongoing		

<p>Improve and expand upon the security systems at all campuses.</p>	<p>3. Provide training for employees and students to increase security and safety in the event of an emergency. (2.5.3)</p>	<p>Associate Superintendent, Business Services and Economic Development</p>	<p>2017/18</p>	<p>Ongoing</p>		
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<u>Institutional Goal 3:</u> Chaffey College will provide an effective organizational structure and workforce through strategic hiring practices in which all employees are given the encouragement and resources needed to achieve excellence.						
OBJECTIVE 1:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Ensure that the District's organizational structure matches the financial and learning needs of the College.	1. Develop a strategic organizational plan based on growth and sustainability. (3.1.1)	Associate Superintendent, Business Services and Economic Development	2017/18	In planning		
	2. Evaluate the District's organizational structure. (3.1.2)	Leadership Team; Superintendent/President	2017/18	Ongoing		
	3. Recommend and implement changes to the structure as necessary to increase efficiency and effectiveness.	Leadership Team; Superintendent/President	2017/18	Ongoing		
OBJECTIVE 2:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Develop strategic hiring practices.	1. Develop a prioritization process for the recruitment of new classified positions. (3.2.1)	Associate Superintendent, Business Services and Economic Development	2014/15	Completed		
	2. Continuously review and update the District's Equal Employment Opportunity plan. (3.2.2)	Associate Superintendent, Business Services and Economic Development; Associate Superintendent of Instruction and Institutional Effectiveness	2017/18	Ongoing		

Develop strategic hiring plans and practices	3. Annually study applicant flow to identify potential disproportionate impact and its causes. (3.2.3)	Associate Superintendent, Business Services and Economic Development,	2017/18	Ongoing		
	4. Comprehensively review hiring practices, policies and procedures at all levels to ensure consistency and effectiveness. (3.2.4)	Associate Superintendent, Business Services and Economic Development	2017/18	Ongoing		
	5. Implement and improve an online application process for the recruitment of positions. (3.2.5)	Associate Superintendent, Business Services and Economic Development	2017/18	In progress		
	6. Review and align pay schedules for non-contractual temporary employees (short term workers; student workers; apprentices). (3.2.6)	Associate Superintendent, Business Services and Economic Development	2017/18	In progress		
OBJECTIVE 3:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Implement appropriate training, orientation, and professional development opportunities for all employee groups.	1. Expand and implement the College orientation program to acculturate newly hired employees from all groups into the College culture. (3.3.1)	Associate Superintendent, Business Services and Economic Development; Associate Superintendent of Instruction and Institutional Effectiveness	2017/18	Faculty and Classified Complete; Management in Planning		
	2. Explore and implement opportunities for professional development, including flex, for all faculty. (3.3.2)	Leadership Team; Professional Development; Faculty Success Center	2017/18	Ongoing		

<p>Implement appropriate training, orientation, and professional development opportunities for all employee groups.</p>	<p>3. Explore and implement opportunities for professional development, including flex, for all classified staff. (3.3.3)</p>	<p>Leadership Team; Professional Development; Classified Success Network</p>	<p>2017/18</p>	<p>In progress</p>		
	<p>4. Explore and implement opportunities for professional development, including flex, for all managers. (3.3.4)</p>	<p>Leadership Team</p>	<p>2017/18</p>	<p>In planning</p>		

Institutional Goal 4: <i>Chaffey College will support the needs of the communities through meaningful external relations, workforce development, outreach, partnerships, and linkages.</i>						
OBJECTIVE 1:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Increase contact points with all of our K-12 partners.	1. Increase MOUs, data sharing, and articulation agreements with high school districts. (4.1.1.)	Associate Superintendent of Instruction and Institutional Effectiveness	2017/18	In progress		
	2. Redesign and implement collaboration activities with K-12 Partners, including Pathways. (4.1.2)	Associate Superintendent, Instruction and Institutional Effectiveness; Vice President, Student Services; Director, Adult Education and High School Partnerships	2017/18	In progress		
	3. Design and implement a District-wide Promise Program. (4.1.3)	Vice President, Student Services	2017/18	In planning		
	4. Explore and implement dual enrollment opportunities. (4.1.4)	Associate Superintendent, Instruction and Institutional Effectiveness; Director, Adult Education and High School Partnerships	2017/18	In planning		
	5. Facilitate the development of articulation agreements specific to demand in existing and emerging industry sectors as identified by the region. (4.1.5)	Associate Superintendent, Business Services and Economic Development; Associate Superintendent, Instruction and Institutional Effectiveness	2017/18	Ongoing		

OBJECTIVE 2:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
<p>Consistent with our mission, provide access to instruction and services that respond effectively to state and local needs.</p>	<p>1. Implement and refine outreach programs to traditional high school graduates and other populations. (4.2.1)</p>	<p>Vice President, Student Services; Director, Adult Education and High School Partnerships</p>	<p>2017/18</p>	<p>Ongoing</p>		
	<p>2. Create multiple entry points for current and prospective students. (4.2.2)</p>	<p>Associate Superintendent, Instruction and Institutional Effectiveness</p>	<p>2016/17</p>	<p>Completed</p>		
	<p>3. Improve internal/external marketing and communication strategies that support current initiatives. (4.2.3)</p>	<p>Marketing Department</p>	<p>2017/18</p>	<p>Ongoing</p>		
OBJECTIVE 3:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
<p>Increase and strengthen the relationships with all of our business partners.</p>	<p>1. Expand Chamber of Commerce awareness of the Career Center's "Chaffey Connect" job placement service in all of the District's service cities. (4.3.1)</p>	<p>Associate Superintendent, Business and Economic Development; Vice President, Student Services</p>	<p>2014/15</p>	<p>Completed</p>		
	<p>2. Implement a Career and Job Placement Incubator (InTech Center). (4.3.2)</p>	<p>Associate Superintendent, Business and Economic Development</p>	<p>2015/16</p>	<p>Completed</p>		
	<p>3. Increase the District's participation and visibility in community, social, and business associations. (4.3.3)</p>	<p>Associate Superintendent, Instruction and Institutional Effectiveness; Associate Superintendent, Business and Economic Development; Vice President, Administrative Affairs; Vice President, Student Services</p>	<p>2017/18</p>	<p>Ongoing</p>		

OBJECTIVE 4:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Increase and strengthen the relationships with all of our community stakeholders.	1. Report college activities on a regular basis to community stakeholders. (4.4.1)	Superintendent/President	2017/18	Ongoing		
	2. Increase and strengthen relations with government partners. (4.4.2)	Superintendent/President	2017/18	Ongoing		

<u>Institutional Goal 5:</u> Chaffey College will decrease the achievement gap.						
OBJECTIVE 1:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Increase the number of underrepresented students' participation in programs and support services.	1. Develop an intentional approach to hiring diverse student employees. (5.1.1)	Leadership Team	2017/18	In planning		
	2. Provide multicultural training for support services personnel (e.g., Success Guides, Supplemental Instruction, Success Centers, GPS Centers). (5.2.2)	Associate Superintendent, Instruction and Institutional Effectiveness; Vice President, Student Services	2017/18	Ongoing		
	3. Create a faculty advising structure to engage students in specific programs leading to persistence. (5.2.3)	Associate Superintendent, Instruction and Institutional Effectiveness	2014/15	Completed		
	4. Develop large scale student mentoring model. (5.2.4)	Leadership Team	2017/18	In planning		
	5. Create a Multicultural Center (5.2.5)	Vice President, Student Services	2017/18	In planning		

<p>Increase the number of underrepresented students' participation in programs and support services.</p>	<p>6. Provide faculty advising training to all faculty. (5.2.6)</p>	<p>Professional Development; Faculty Success Center</p>	<p>2017/18</p>	<p>In progress</p>		
	<p>7. Implement robust outreach to traditionally underrepresented student populations. (5.2.7)</p>	<p>Vice President, Student Services; Marketing Department; Equity Council</p>	<p>2017/18</p>	<p>In progress</p>		
<p>OBJECTIVE 2:</p>	<p>Activities</p>	<p>Responsible Parties</p>	<p>Target Evaluation Date</p>	<p>5/16/17 Update</p>	<p>Measure</p>	<p>QFE</p>
<p>Conduct research to understand performance disparities and identify strategies to improve student success.</p>	<p>1. Partner with the CCEAL to research and analyze minority male performance indicators and provide strategies to improve their success. (5.2.1)</p>	<p>Vice President, Student Services; Associate Superintendent, Instruction and Institutional Effectiveness</p>	<p>2015/16</p>	<p>Completed</p>		
	<p>2. Develop an Equity Plan that provides guidance to the college for improving the performance of students who are disproportionately impacted. (5.2.2)</p>	<p>Vice President, Student Services; Associate Superintendent, Instruction and Institutional Effectiveness</p>	<p>2015/16</p>	<p>Completed</p>		
	<p>3. Perform Gap Analysis on an annual basis to identify differences in achievement by ethnic group and identify action plans to address the findings. (5.2.3)</p>	<p>Dean, Institutional Research, Policy and Grants; College Planning Council; Equity Council</p>	<p>2017/18</p>	<p>Ongoing</p>		

Conduct research to understand performance disparities and identify strategies to improve student success.	4. Disseminate equity data more intentionally, especially at school level. (5.2.4)	Dean, Institutional Research, Policy and Grants; Deans; Faculty Senate	2017/18	Ongoing		
	5. Identify and implement effective instructional practices and strategies that promote equity. (5.2.5)	Faculty Senate; Deans; Faculty Success Center; Professional Development; President's Equity Council	2017/18	Ongoing		
	6. Expand strategic support services to target populations. (5.2.6)	Vice President, Student Services	2017/18	In progress		
	7. Explore additional research and partnerships related to equity. (5.2.7)	Dean, Institutional Research, Policy and Grants; President's Equity Council	2017/18	In planning		
	8. Provide holistic wrap-around intrusive support services for foundational skills students. (5.2.8)	Associate Superintendent, Instruction and Institutional Effectiveness; Vice President, Student Services; President's Equity Council	2017/18	In planning		

OBJECTIVE 3:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Implement a consistent opportunity for culturally responsive/inclusive strategies in college training and professional learning.	1. Provide professional learning related to culturally responsive/inclusive instruction for faculty. (5.3.1)	Leadership Team	2017/18	Ongoing		

<p>Implement a consistent opportunity for culturally responsive/inclusive strategies in college training and professional learning.</p>	<p>2. Provide multicultural training for staff and managers. (5.3.2)</p>	<p>Leadership Team</p>	<p>2017/18</p>	<p>Ongoing</p>		
<p>OBJECTIVE 4:</p>	<p>Activities</p>	<p>Responsible Parties</p>	<p>Target Evaluation Date</p>	<p>5/16/17 UPDATE</p>	<p>Measure</p>	<p>QFE</p>
<p>Address financial assistance strategies for socioeconomically challenged students.</p>	<p>1. Develop and implement strategies to disseminate information on all financial assistance options, extending to the high schools. (5.4.1)</p>	<p>Vice President, Student Services</p>	<p>2014/15</p>	<p>Completed</p>		
	<p>2. Implement zero-cost and low-cost textbooks and instructional materials. (5.4.2)</p>	<p>Associate Superintendent, Instruction and Institutional Effectiveness</p>	<p>2017/18</p>	<p>In progress</p>		
	<p>3. Expand and support transportation options (e.g. shuttle, ride sharing). (5.4.3)</p>	<p>Vice President, Student Services</p>	<p>2017/18</p>	<p>In progress</p>		
	<p>4. Explore additional child care options for students. (5.4.4)</p>	<p>Vice President, Student Services</p>	<p>2017/18</p>	<p>In planning</p>		
	<p>5. Explore housing options for students. (5.4.5)</p>	<p>Vice President, Student Services</p>	<p>2017/18</p>	<p>In planning</p>		

Institutional Goal 6: Chaffey College will responsibly manage financial, physical, technological, and environmental resources through effective planning, decision-making, and implementation.

OBJECTIVE 1:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 Update	Measure	QFE
Develop and maintain effective practices of identifying, applying for, accepting and managing external funds.	1. Identify common goals of College initiatives and grants. (6.1.1)	Plan Alignment Group	2017/18	In progress		
	2. Review, identify and apply for grant opportunities that align with the College's institutional goals. (6.1.2)	Dean, Institutional Research, Policy and Grants	2017/18	Ongoing		
	3. Adhere to process for all external funding opportunities. (6.1.3)	Dean, Institutional Research, Policy and Grants	2017/18	Ongoing		
	4. Develop process for accepting donations. (6.1.4)	Dean, Institutional Research, Policy and Grants	2016/17	Completed		
	5. Provide post award management. (6.1.5)	Dean, Institutional Research, Policy and Grants	2017/18	Ongoing		

OBJECTIVE 2:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Ensure that resources are allocated based on institutional planning.	1. Develop a Resource Allocation Committee that recommends resource allocation on the basis of Program and Services Review outcomes. (6.2.1)	Superintendent/President in conjunction with Leadership Team and the Resource Allocation Committee	2014/2015	Completed		
	2. Develop RAC Oversight Committee. (6.2.2)	College Planning Council	2016/17	Completed		
	3. Integrate total cost of ownership/ROI concept into planning. (6.2.3)	College Planning Council Task Force	2017/18	In planning		

OBJECTIVE 3:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Improve the alignment of expenditures with revenue.	1. Evaluate historical disparities and prepare financial forecasting analyses. (6.3.1)	Superintendent/President, Associate Superintendent of Business Services and Economic Development	2017/18	Ongoing		
	2. Review and revise the budget development process to include institutional goals. (6.3.2)	Leadership Team	2017/18	Ongoing		
OBJECTIVE 4:	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Use resources sustainably and efficiently.	1. Identify economical and ecological transportation options for employees and students that commute to the college. (6.4.1)	Vice President, Student Services; GEM Committee	2017/18	Ongoing		

Use resources sustainably and efficiently	2. Reduce use of disposable materials (i.e. implement electronic document processing). (6.4.2)	Leadership Team; GEM Committee	2017/18	In progress		
	3. Practice effective preventative maintenance. (6.4.3)	Vice President, Administrative Affairs	2017/18	Ongoing		
OBJECTIVE 5	Activities	Responsible Parties	Target Evaluation Date	5/16/17 UPDATE	Measure	QFE
Be proactive in planning for growth/reduction.	1. Reconvene the Growth Committee to recommend growth/reduction strategies. (6.5.1)	College Planning Council	2017/18	In planning		
	2. Identify and communicate process for requesting ongoing budget augmentations in response to growth. (6.5.2)	Leadership Team	2017/18	In progress		