# DRAFT Strategic Plan 2014-2018 Overview

## Mission

To transform lives by providing outstanding learning opportunities, nurturing and empowering all students to achieve their educational goals.

## Vision

To be a beacon of excellence in learning and equitable student success.

## Values

**Learning culture.** The pursuit and promotion of learning is the responsibility of every member of the District community. We provide students meaningful learning experiences through classes that both inspire them and equip them with new skills and knowledge; support programs that build their capacity to thrive; and caring interactions with all District members that empower them to pursue their dreams. Moreover, learning is not the sole domain of our students. By continuously pursuing new ideas, honing expertise, and teaching one another, District faculty, staff, and administrators infuse learning into their work each and every day.

**Open communication.** Communication throughout the District, driven by our common interests and goals and free of restrictions, is the key to serving our students with increasing success. Open communication channels among leaders Districtwide enable us to make strategic decisions based on our long-term objectives. Unguarded cooperation across programs and departments facilitates a student learning experience that is cohesive and meaningful. And candid, sincere partnerships among individual members of the District community empower us to learn from one another as well as work together effectively to best meet the needs of our students.

**Collaboration.** Collaboration is essential in the District community’s efforts to meet the needs of the community we serve. Meaningful partnerships with employers enable us to effectively prepare students for careers that will lead to financial self-sufficiency, economic mobility, and personal fulfillment. Deep engagement with the K-12 system helps prepare high school students for success in college and ensures that youth of all backgrounds know there is a place for them in our District. Finally, strong collaboration with four-year colleges enables an alignment of our efforts that paves the way for students to reach their most ambitious goals.

**Thoughtful reflection.** Thoughtful reflection ensures the District’s continual progress in providing every student the chance to succeed. This reflection takes many forms, ranging from official assessment processes, to reviews of data drawn from inside or outside of the district, to the collection of feedback from students, employers, and community members, to peer-to-peer appraisals of techniques and ideas. When all members of the District community integrate thoughtful reflection into their daily work, our capacity to support our students’ success increases exponentially.

**Academic freedom.** The District values the freedom of faculty and students to pursue knowledge without constraint and to explore the life of the mind and express observations in an open, responsible, and respectful academic environment. Only in such a free environment can imagination thrive and intellectual skills develop.

**Integrity.** The District respects the integral relationship between words, plans, and actions. We do our utmost to adhere to the overarching principles we espouse, always with an eye toward honesty and openness. By building a culture of evidence and promoting accountability, we certify the importance of integrity.

**Innovative experimentation.** Innovative experimentation creates opportunities for the District to generate new responses to longstanding challenges. While any experimentation comes with risk, its powerful benefits far outweigh the potential disadvantages. As such, the District is committed to cultivating, nurturing, and supporting innovative experimentation, both by bringing promising practices to scale and recognizing the merit inherent to promising efforts, no matter the outcome.

**Respect for all members of the CCCCD community.** The District community is powerfully diverse—our students, staff, faculty, and administrators all hail from a wide range of ethnic, racial, socioeconomic, and geographic backgrounds, and each brings to the District a unique set of experiences, perspectives, skills, and knowledge. The District is dedicated to treating all members of our community with deep respect, for when this diverse set of individuals comes together, they are a force that has the power to transform lives.

## Strategic Directions

In order to achieve our vision of a district that offers excellence in learning and equitable student success, CCCCD will pursue the following four broad goals.

**Goal 1: Enhance student learning and success.**

Create opportunities for thoughtful reflection and organizational learning that use meaningful quantitative and qualitative data, dialogue with diverse member of the community, student feedback, and other information in order to improve student outcomes.

Objective 1.1 Conduct activities that improve student performance in areas included in the Student Success Scorecard over time.

Objective 1.2 Provide student support that focuses on student engagement and excellence in service.

Objective 1.3 Support high-quality distance education as an option for increasing access and promoting student success.

**Goal 2: Strengthen current and create new partnerships.**

Build pipelines that guide and prepare both K-12 students and the adult population for success in higher education and employment.

Objective 2.1 Expand and deepen partnerships with educational institutions from preschool through four-year colleges, increasing both collaboration and alignment in order to expand access to the District for students of all backgrounds, ensure that enrolling students are prepared for success at the college level, and facilitate the achievement of bachelor’s degrees and beyond.

Objective 2.2 Increase partnerships with businesses, community organizations and public agencies to meet community, economic and workforce needs and serve as a force for positive change.

**Goal 3: Create** **a culture of continuous improvement** **and tangible success.**

Provide opportunities for employees at all levels to continually gain new skills and knowledge, seek out effective practices, and share ideas with one another in order to continually enhance learning and improve student success.

Objective 3.1 Bring together administrators, faculty, and staff within and across departments, divisions, and colleges to review relevant research and data, reflect on progress toward goals, and make course corrections as needed to ensure learning of the highest quality at all times.

Objective 3.2 Conduct focused recruitment efforts that result in the hiring of employees who are sensitive to and knowledgeable of the needs of our continually changing student body.

Objective 3.3 Create mechanisms to ensure employees have skills and knowledge to serve the needs of diverse students and implement practices that create equitable outcomes.

Objective 3.4 Expose employees at all levels to opportunities that enhance their knowledge, skills, and abilities to identify and develop emerging and promising practices.

**Goal 4: Be good stewards of the District’s resources.**

By word and deed, demonstrate sound judgment in the use of the District’s current and potential physical and fiscal resources. Deepen alignment and coordination among the district and its three colleges, leveraging the distinct assets of each institution as well as the unique power of their combined efforts to strategically tackle challenges, increase resource efficiency, and better serve our students.

Objective 4.1 Develop processes within the District to enable the Colleges to work both autonomously and collaboratively to increase operational and administrative efficiency and provide students programs and services of the highest quality.

Objective 4.2 Develop practices and procedures that promote sustainability in all areas of the District, including but not limited to, instruction, operations, construction, facilities, land use, energy, water conservation, and environmental integrity.

Objective 4.3 Practice fiscal prudence in order to ensure financial integrity and stability.

Objective 4.4 Diversify sources of revenue.

Objective 4.5 Provide a safe physical environment that is conducive to learning.