

Strategic Plan for College of the Redwoods 2008-2011

CR's Mission Statement: The Redwoods Community College District has a commitment both to our students and to our community. We are committed to maximizing the success of each student with the expectation that each student will meet her or his educational goal, achieve appropriate learning outcomes in his/her courses and programs, and develop an appreciation for life-long learning. In partnership with other local agencies, we are also committed to enriching the economic vitality of the community whom we serve.

The following are three equally important, primary missions of the Redwoods Community College District:

1. Associate Degree and Certificate Programs
2. Academic and Transfer Education
3. Professional and Technical Education

College-Level "Key Performance Indicators" (KPIs):

Enrollment	Retention	Persistence
Completion Rates	Transfer Rates	Budget
Student Satisfaction	Employee Satisfaction	Community Satisfaction

Goal 1 Enable student attainment of educational goals

- Objective 1.1 – Reduce barriers to persistence
- Objective 1.2 – Improve basic skills in Math and English as a foundation for student success
- Objective 1.3 – Increase number of courses articulated with UC and CSU systems
- Objective 1.4 – Increase number of degrees and certificates earned
- Objective 1.5 – Increase the number of transfers

Goal 2 Develop and manage human, physical and financial resources to effectively support the learning environment

- Objective 2.1 – Improve employment best practices
- Objective 2.2 – Maintain fiscal stability
- Objective 2.3 – Improve technology services and support
- Objective 2.4 – Improve facilities services and support

Goal 3 Build a culture of assessment

- Objective 3.1 – Increase student learning performance through student learning outcomes
- Objective 3.2 – Increase performance through program learning outcomes
- Objective 3.3 – Integrate budgeting process with program review and planning
- Objective 3.4 – Increase data-informed decision-making
- Objective 3.5 – Improve employee understanding and ability to use best practices in assessment

Goal 4 Contribute to the economic, cultural and social well-being of the Northcoast community

- Objective 4.1 – Increase employer satisfaction with CR graduates
- Objective 4.2 – Educate the community about the importance and value of a college education
- Objective 4.3 – Increase community relations with those for whom English is a second language
- Objective 4.4 – Increase the number of students who enter the workforce in jobs paying higher than minimum wage
- Objective 4.5 – Enhance the cultural richness of the community
- Objective 4.6 – Improve partnerships with area employers

Goal 5 Ensure student access

- Objective 5.1 – Improve curriculum offerings in English as a Second Language (ESL)
- Objective 5.2 – Enable degree and certificate completion in a timely manner
- Objective 5.3 – Reduce transportation barriers for students
- Objective 5.4 – Improve K-12 outreach
- Objective 5.5 – Increase programs for senior citizens (age 55+)
- Objective 5.6 – Increase distance and online educational opportunities
- Objective 5.7 – Reduce or remove financial barriers for students
- Objective 5.8 – Increase program opportunities in public safety and health care
- Objective 5.9 – Increase student participation in campus life