



Strategic Planning Retreat

January 10, 2019

**LOCAL GOAL ALIGNMENT
WITH VISION FOR
SUCCESS**

Welcome

Retreat Objectives

Understand	Understand baseline data for Local District Goal Setting
Identify and understand	Identify and understand the intersections between our existing plans and goals with the Vision for Success goals
Draft	Draft local goals integrating RCC goals, Guided Pathways, and Vision for Success
Establish	Establish timeline to adopt local goals, including final approval by BOT and submission to Chancellor's Office by May 31, 2019

ALIGNED RESOURCES AND PROGRAMS TO PUT STUDENTS FIRST

THE WHY

Our Students and Communities



THE WHAT

Vision for Success

Increase certificates and degrees

Increase transfer to CSU and UC

Decrease units to complete

Increase employment in field of study

Close equity gaps

Close regional achievement gaps

GOAL

THE HOW

Guided Pathways

Clarify the path

Enter the path

Stay on the path

Ensure students are learning

PILLAR

THE TOOLS

System-level Support

Developmental Ed. Reform (AB 705)

California Promise (AB 19)

Associate Degrees for Transfer

Regulatory Reform

Financial Assistance for Students

Student Centered Funding Formula

Guided Pathways allocations

Student Equity and Achievement Program

Strong Workforce

Student Success Metrics

Vision Resource Center

Investment in staff and faculty

Regional support strategy

Local Board goals (AB 1809)

PROGRAM ALIGNMENT AND SUPPORT

FISCAL REFORM

POLICY CONNECTIONS



Chancellor's Vision for Success Goals & Alignment with College Goals



Vision for Success Goals

These are system wide goals meant to be achieved by 2021.

▶ **Goal #1: Completion**

Increase by 20% the number of CCC students annually who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets

▶ **Goal #2: Transfer**

Increase by 35% the number of CCC students systemwide transferring annually to a UC or CSU



Vision for Success Goals

▶ Goal #3: Unit Accumulation

Decrease the average number of units accumulated by CCC students earning associate degrees from approximately 87 total units to 79 total units—a decrease of 10%

▶ Goal #4: Workforce

Increase the percent of exiting students who report being employed in their field of study from the most recent statewide average of 69 % to 76%--a 10% increase

▶ Goal #5: Equity

Reduce equity gaps across all of the above measures with the goal of cutting achievement gaps by 40% in 5 years and eliminating all achievement gaps within 10 years

So what are we being asked to do?

Process for Local District Goal Setting 2018-19



Process for Local District Goal Setting

Review
Baseline Data
and Report
Goals
Development
Process



Plan to Involve
Board of Trustees

Review
Existing Plans
and Priorities

Set Local
Goals

Adopt and
Report Local
Goals

Plan to Involve Board of Trustees



- **Colleges lead the process and keep Trustees involved**
- **Assures goals are aligned with district needs and priorities**
- **Invite them to conversations with stakeholders**

Review Baseline Data and Report Goals Development Process

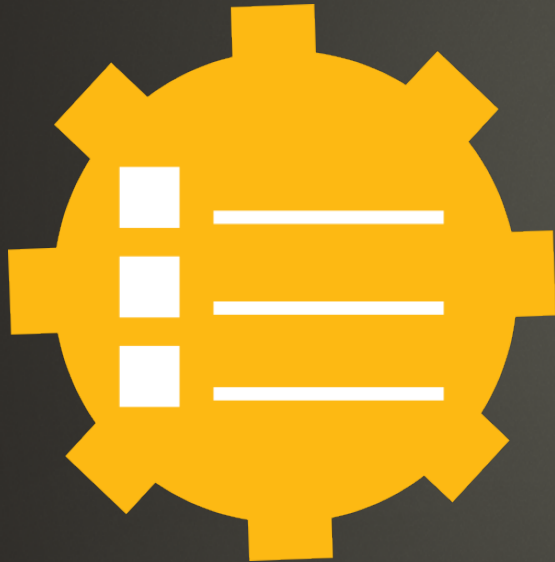
November- December, 2018



- **Use the new Student Success Metrics available on the Launchboard**
 - Available early November
- **Completion Indicators**
 - Completed associate degrees
 - Completed CCCCO-approved certificates
- **Transfer Indicators**
 - Completed ADT degrees
 - Transfers to UC/CSU

Review Baseline Data and Report Goals Development Process

November- December, 2018



- **Unit accumulation indicator**
 - **Average units earned per completed associate degree**
- **Workforce indicators**
 - **Median annual earnings of existing students**
 - **Change in median annual earnings of existing students**
 - **Percent of CTE graduates earning a living wage**
 - **Number of exiting CTE students who report being employed in their field of study**

Review Baseline Data and Report Goals Development Process

November - December, 2018



- **Equity indicators**
 - All of the above indicators, disaggregated for those student groups identified as disproportionately impacted in your annual Equity Plan
- **Submit local goal-setting plan to the Chancellor's Office**
 - *Required by December 15, 2018*

Review Existing Plans and Priorities

January, 2019



- Start with existing plans: Strategic Plan, Educational Master Plan
- Review existing goals
 - Are they measurable?
 - Do they align with the *Vision for Success* goals?
 - Compare to current baseline data

Set Local Goals

February - April, 2019



- **Community dialogue about college priorities**
 - Community forums
 - Student focus groups
 - Standard consultative practices
 - Leverage existing processes and forums

Set Local Goals

February - April, 2019



- **Work with district leadership to set measurable goals using indicators from the Student Success Metrics**
 - **Completion Indicators**
 - **Transfer Indicators**
 - **Unit accumulation Indicator**
 - **Workforce Indicators**
 - **Equity Indicators**

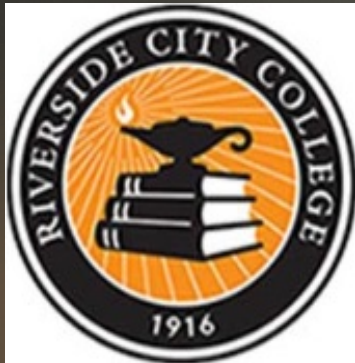
Adopt and Report Local Goals

May, 2019



- Add goals to board agenda for formal adoption
 - Finalized goals
 - Timeline to achieve by 2021-22
 - Explain how goals align with *Vision for Success* goals
- Districts submit adopted local goals to Chancellor's Office
 - *Required by May 31, 2019*

Five RCC Goals



- ▶ **Student Success**
- ▶ **Student Access**
- ▶ **Institutional Effectiveness**
- ▶ **Resource & Learning Environment Development**
- ▶ **Community Engagement**

RCC's Current Student Success Goals and Targets

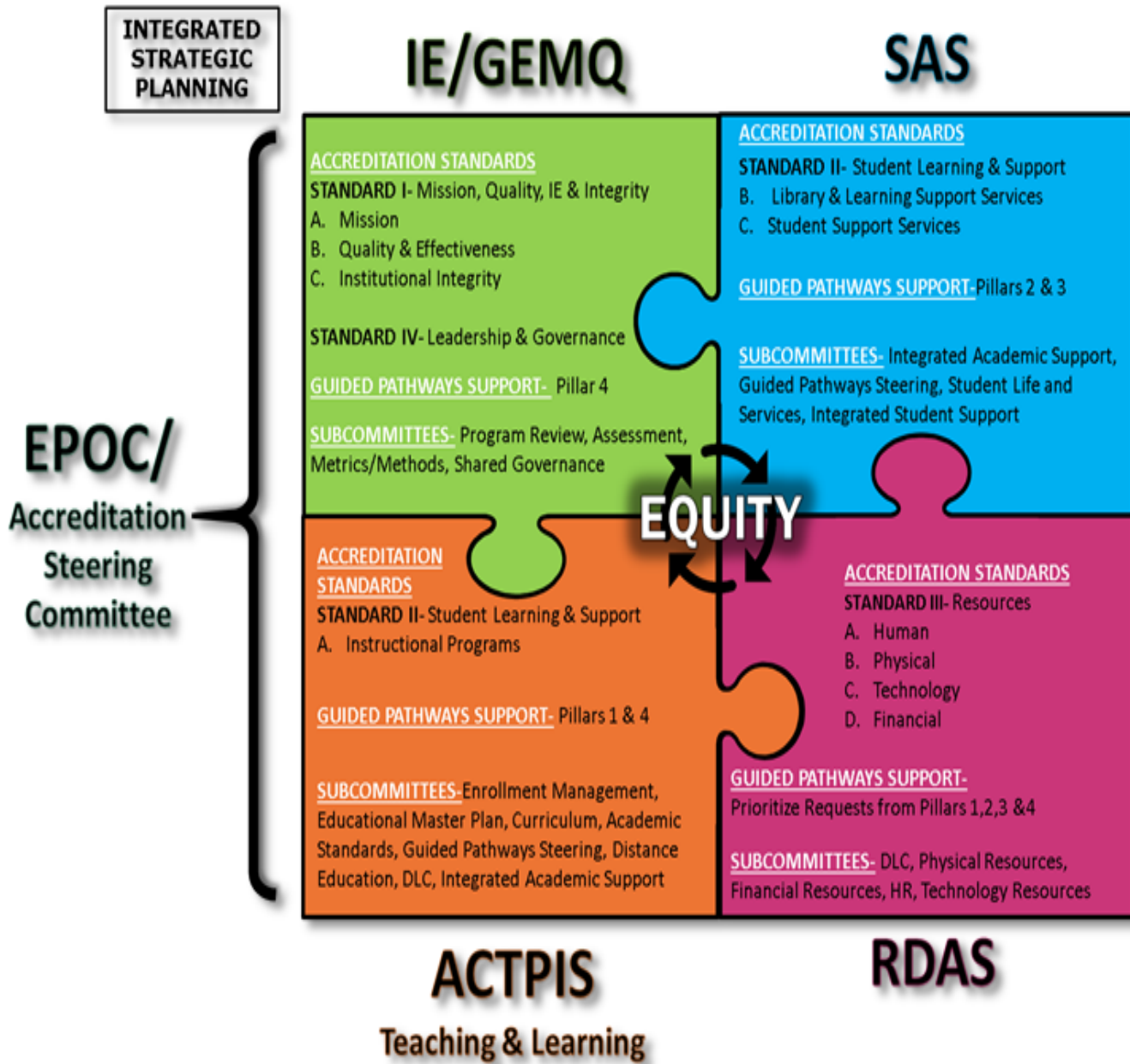
- ▶ Use of KPIs
- ▶ Methodology for setting the targets: 5 year average + half the standard deviation
- ▶ Annual Report Cards

*So have been headed in the right direction!
All the structural work we have done has positioned us well to continue to sharpen our focus on and efforts toward improving student success.*

- ▶ *What we are doing now is aligning our specific student success goals and looking again and setting our new targets in alignment with Vision for Success.*

STRATEGIC PLANNING MODEL:

An Integration of Equity,
Accreditation and Guided Pathways



SAS, RDAS,
ACTPIS
(Teaching & Learning)
Collaborate to
prioritize
planning
initiatives



Data Review



UNDERSTAND

Baseline Data Evolution



- ▶ Strategic Plan
- ▶ IEPI
 - ▶ Completion Rate (Scorecard Cohorts)
 - ▶ Remedial Success Rates (through transfer-level)
 - ▶ CTE Completion Rate (Scorecard Cohorts)
 - ▶ Degrees & Certificates
 - ▶ Transfer
- ▶ Guided Pathways
- ▶ Vision for Success

Baseline Process

- ▶ Three to Five year average + $\frac{1}{2}$ standard deviation
 - ▶ Little change year over year

RCC Course Success Rate					
Institution Set Standard	2017-2018	2016-2017	2015-2016	3 Year Average	Standard Deviation
66%	66.9%	67.3%	67.2%	67.1%	0.001926

- ▶ Created goal of increasing 1% per year
 - ▶ College goal – realizing there would be variation



Worksheet Review



Break



Reflection

Directions

- ▶ Each table please assign
- ▶ a scribe to record your tables reflections
- ▶ a time-keeper to help make sure everyone gets to speak
- ▶ someone to report out

Reflection Questions

- ▶ Where to RCC's goals align with Vision for Success goals? Are there gaps?
- ▶ Do the goals set for each metric make sense for that metric? Why or why not?

15 minutes!

Goal Setting



Vision for Success: Goal 1

Systemwide: Increase by at least 20% the number of CCC students annually who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets.

Aligned College-level goal

- ▶ RCC will increase the total number of completed associate degrees from ____ in 2016-2017 to ____ in 2021-2022, an increase of _____ %
- ▶ RCC will increase the total number of completed CCCCCO-approved certificates from ____ in 2016-2017 to ____ in 2021-2022, an increase of _____ %

Vision for Success: Goal 2

Systemwide: increase by 35% the number of CCC students systemwide transferring annually to a UC or CSU

Aligned college-level goal

- ▶ RCC will increase the number of completed ADT degrees from _____ in 2016-2017 to _____ in 2021-2022, an increase of _____ %
- ▶ RCC will increase the number of transfer to UC/CSU from _____ in 2016-2017 to _____ in 2021-2022, an increase of _____ %

Vision for Success: Goal 3

Systemwide: decrease the average number of units accumulated by CCC students earning associate degrees, from approximately 87 total units to 79, a decrease of 10%

Aligned college-level goal

- ▶ RCC will decrease the average units earned per completed associates degree from ____ in 2016-2017 to ____ in 2021-2022, a decrease of ____ %

Overall Data



		RCC Overall			
		2016- 2017	2017- 2018	2021- 2022	<i>Increase Method</i>
Completion	Assoc. Degrees	2114	2656	3187	<i>20% over 2017-2018</i>
	State Approved Certificates	429	489	515	<i>20% over 2016-2017</i>
Transfer	ADT's (Unduplicated Headcount)	304	525	630	<i>20% over 2017-2018</i>
	UC / CSU Transfers	865	953	1038	<i>20% over 2016-2017</i>
Units	Average units earned by students awarded an associate's degree	95	83	79	<i>State Goal</i>

Equity Goal Setting

		RCC Overall			
		2016-2017	2017-2018	2021-2022	Increase Method
Completion	Assoc. Degrees	2114	2656	3187	20% over 2017-2018
		African American			
		2016-2017	2017-2018	2021-2022	Increase Method
Completion	Assoc. Degrees	130	154	256	2021-2022 goal times the proportion of African American students enrolled in 2017-2018 (8.0%)
	State Approved Certificates	25	36	41	
Transfer	ADT's (Unduplicated Headcount)	25	16	51	
	UC / CSU Transfers	42	45	83	
Units	Average units earned by students awarded an associate's degree	89	83	79	State Goal

	2017-2018	% of Pop
African-American	2,371	8.0%
Total	29,545	100.0%

FORMULA: College goal * % = Group Goal
 $3187 * 0.08 = 256$

Hispanic Goal Setting

		RCC Overall			
		2016-2017	2017-2018	2021-2022	Increase Method
Completion	Assoc. Degrees	2114	2656	3187	20% over 2017-2018
		Hispanic			
		2016-2017	2017-2018	2021-2022	Increase Method
Completion	Assoc. Degrees	1245	1657	1938	2021-2022 goal times the proportion of Hispanic students enrolled in 2017-2018 (60.8%)
	State Approved Certificates	264	287	313	
Transfer	ADT's (Unduplicated Headcount)	189	371	383	
	UC / CSU Transfers	455	514	631	
Units	Average units earned by students awarded an associate's degree	94	84	79	State Goal

	2017-2018	% of Pop
Hispanic	17,969	60.8%
Total	29,545	100.0%

FORMULA: College goal * % = Group Goal
 $3187 * 0.608 = 1938$

Vision for Success: Goal 5

Systemwide: reduce equity gaps across all the above measures with the goal of cutting achievement gaps by 40% within 5 years and fully closing all gaps within 10 years.

Example of an aligned college-level goal

- ▶ RCC will increase the number of completed associate degrees from _____ in 2016-2017 to _____ in 2021-2022, an increase of _____ %
- ▶ In addition, among _____ (name of equity group), the number of completed associate degrees will increase from _____ in 2016-2017 to _____ in 2021-2022, an increase of _____ %

Complete this for each equity group for each of the other 4 goals.

Vision for Success: Goal 4

Systemwide: increase the percent of exiting students who report being employed in their field of study from the most recent statewide average of 69% to 76%, a 10% increase.

Aligned college-level goal

- ▶ RCC will increase median annual earnings of exiting students from _____ dollars per year in 2016-2017 to _____ dollars per year in 2021-2022, an increase of _____ %
- ▶ RCC will increase the number of exiting students earning a living wage from _____ in 2016-2017 to _____ in 2021-2022, an increase of _____ %
- ▶ RCC will increase the percent of exiting CTE students who report being employed in their field of study from _____ in 2016-2017 to _____ in 2021-2022, an increase of _____ %

Lunch

12:00-12:30

Goal Setting

cont'd



Vision for Success: Goal 3

Systemwide: decrease the average number of units accumulated by CCC students earning associate degrees, from approximately 87 total units to 79, a decrease of 10%

Aligned college-level goal

- ▶ RCC will decrease the average units earned per completed associates degree from ____ in 2016-2017 to ____ in 2021-2022, a decrease of ____ %

Vision for Success: Goal 5

Systemwide: reduce equity gaps across all the above measures with the goal of cutting achievement gaps by 40% within 5 years and fully closing all gaps within 10 years.

Example of an aligned college-level goal

- ▶ RCC will increase the number of completed associate degrees from _____ in 2016-2017 to _____ in 2021-2022, an increase of _____ %
- ▶ In addition, among _____ (name of equity group), the number of completed associate degrees will increase from _____ in 2016-2017 to _____ in 2021-2022, an increase of _____ %

Complete this for each equity group for each of the other 4 goals.

Vision for Success: Goal 4

Systemwide: increase the percent of exiting students who report being employed in their field of study from the most recent statewide average of 69% to 76%, a 10% increase.

Aligned college-level goal

- ▶ RCC will increase median annual earnings of exiting students from ____ dollars per year in 2016-2017 to ____ dollars per year in 2021-2022, an increase of ____ %
- ▶ RCC will increase the number of exiting students earning a living wage from ____ in 2016-2017 to ____ in 2021-2022, an increase of ____ %
- ▶ RCC will increase the percent of exiting CTE students who report being employed in their field of study from ____ in 2016-2017 to ____ in 2021-2022, an increase of ____ %



Action Planning

How are we going to
get there?

- **WORK IN
PROGRESS**
- **FILLING IN
THE
DETAILS**
- **NEW IDEAS**

Work in Progress for RCC's Four Pillars of Pathways

CLARITY

- Phase 1: Program Maps due by Nov 30th. Feedback/ Examples given at Strategic Planning Retreat
- Business, Communication and Psychology Program maps rolled out to 1500 students on Nov. 6th
- Developing list of courses by instructional pathway to assist undecided students for first term
- Guided Pathways Design Concepts for Instructional Pathways being finalized
- Continued work on AB705 implementation

INTAKE

- Redesign of Onboarding process to include career exploration before the application process for new students
- Discussion about mini welcome days by cluster early on in the summer
- Engagement Center open house hosted by Faculty Liaisons
- Updated procedure with the creation of abbreviated education plans for new students

SUPPORT

- Redesigning Student Support Model (Activity at Strategic Planning Retreat)
- Defining Engagement Center
- Defining Roles/Resources necessary for Student Success Teams within the Engagement Centers
- Creation of Campus Communication Plan
- Incorporating intrusive monitoring for students who are going off of the path (evaluating/ updating existing early alert system)

LEARNING

- Future develop Program SLOs (connection with career competencies)
- Completion of Critical Thinking Assessment project
- Development of milestones that include career/ co-curricular learning activities
- Establishment of a professional development plan for embedding equity pedagogy in curricular and co-curricular environments

- Define what it means to be a Hispanic Serving Institution (HSI)

Equity, Social Mobility, Economic Health for All Students

Action Planning

Directions

- ▶ **Each table please assign**
- ▶ **a scribe to record your tables reflections**
- ▶ **a time-keeper to help make sure everyone gets to speak**
- ▶ **someone to report out**

2:15-3:45

Task

- ▶ Map each current strategy to a pillar
- ▶ Identify the responsible party/ entity
- ▶ Identify a timeline
- ▶ Describe any progress already made
- ▶ In the blank boxes, please add additional strategies your group identifies



Break





Action Planning Report out



- ▶ Share one or two new implementation strategies or insights about existing strategies your table thought were especially important

Next Steps...

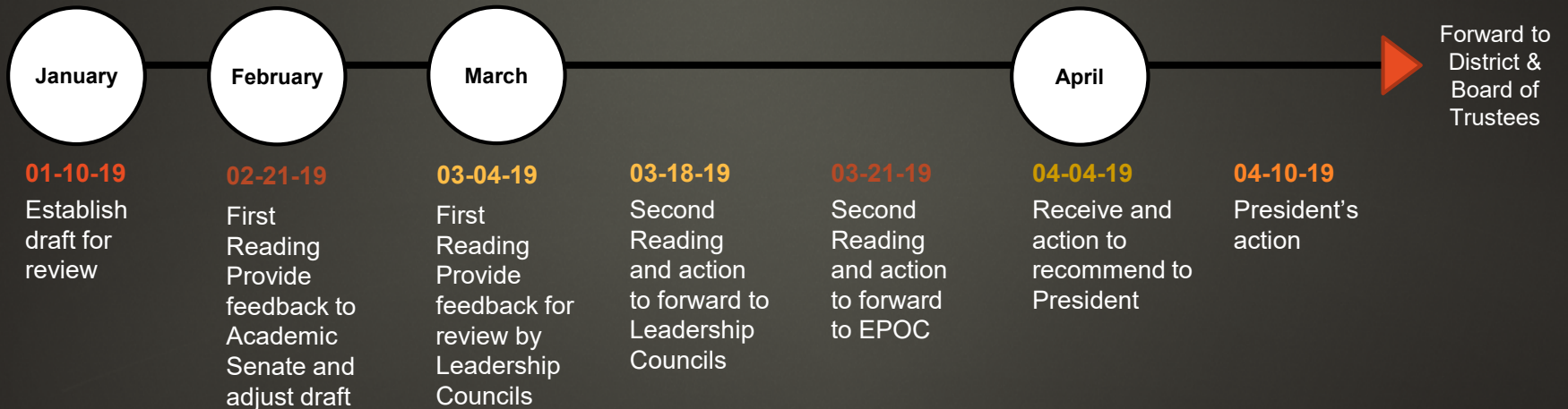


Process for
adopting
local goals



Timeline

Local Goal Alignment with the State Chancellor's Office *Vision for Success - College Timeline*



Local Goal Alignment with the State Chancellor's Office

Vision for Success - **District Timeline**



***Thank you for all
your hard work
today!***