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# Strategic Planning Update

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RCC SPRING FLEX DAY  
FEBRUARY 10, 2017

# 5 College Goals

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

## Student Success

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- Increase student engagement, learning, and success by offering a comprehensive and flexible curriculum, including clear pathways for achieving certificates, degrees, and transfer-ready status.
- Consistently use data to make decisions and to understand and support evolving student needs.

## Student Access

- Ensure that all students have equitable access to the college's programs, courses, and services.
- Enhance integrated academic support.
- Counsel and advise students to help them plan for and progress toward their individual educational objectives.

## Institutional Effectiveness

- Encourage efficiency, expand organization capacity, and inform conversations that promote access and efficiency.
- Integrate research, assessment, and program review to enhance understanding of student learning.
- Facilitate accountability, transparency, and evidence-based communication to improve student success and completion.

## Resource and Learning Environment Development

- Enhance financial sustainability by incorporating diverse funding from public and private sources, including grants and special events.
- Create an atmosphere in which students, faculty, and staff find satisfaction in their work and feel supported and valued.
- Invest in technology, equipment, supplies, training, and infrastructure to support students, faculty, and staff.

# Community Engagement

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- Actively pursue partnerships with the community's academic organizations to foster communication and collaboration that increase student success and completion at all levels.
- Work with local business and CTE advisory groups to ensure that the college's educational programs provide the necessary skills that lead to employment opportunities.
- Offer programs and services that enrich the community.

# RCC Organizational/ Planning Structure—What We Did This Past Fall

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Vertical integration and horizontal alignment of planning to facilitate integration and collaboration of all efforts

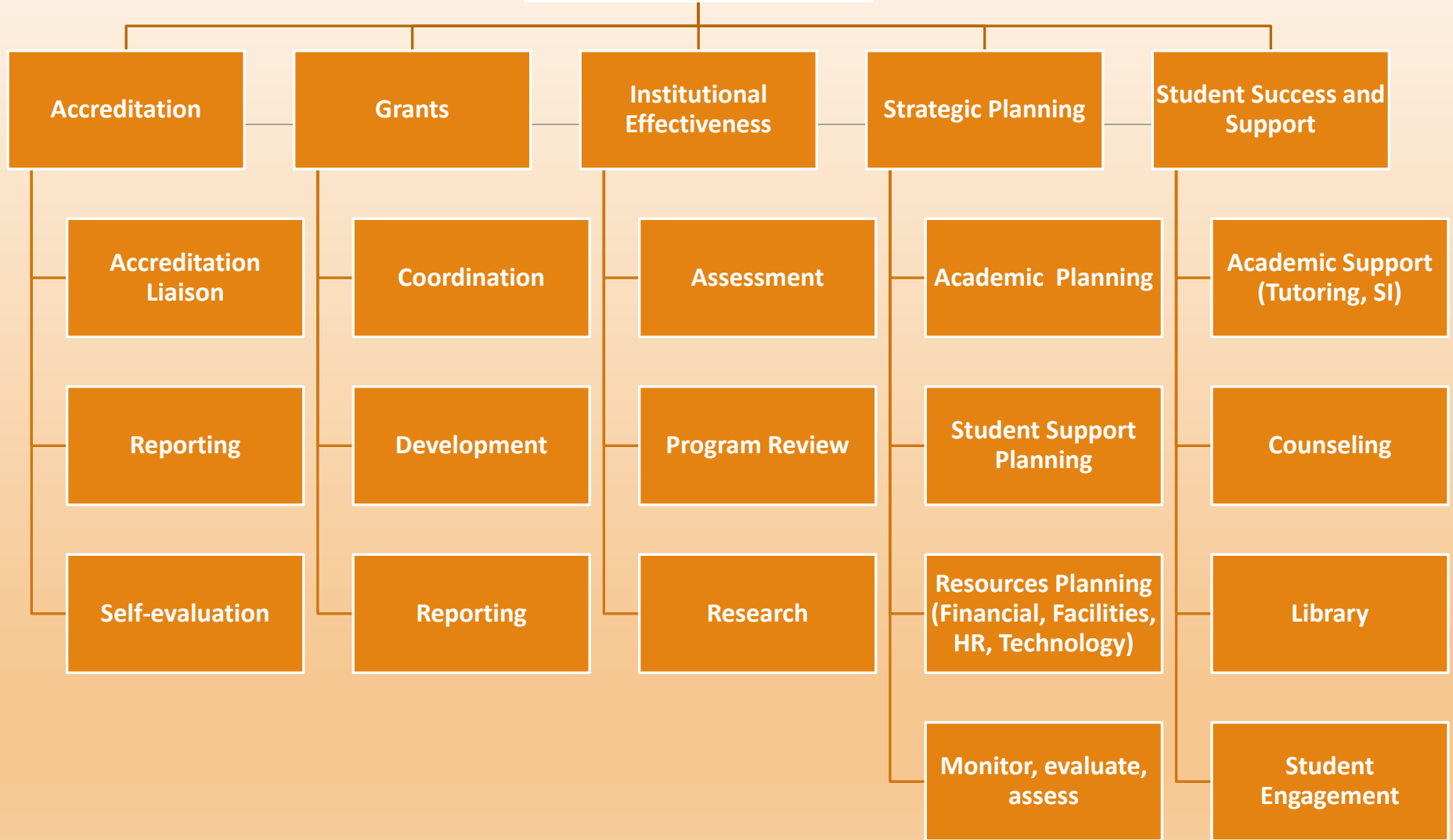
- Disciplines gave input to departments
- Departments collaborated, integrated, prioritized and gave input to Divisions
- Divisions presented input to Strategic Planning Leadership Councils
- Leadership Councils (each aligned with an accreditation standard) worked with divisions, departments, and disciplines, and then made a recommendation to the Educational Oversight Committee and the President on the basis of alignment with our college goals; IE Council is monitoring and assessing process.
- The President's response was received (and posted) February 2nd

# So What Is Next?

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- Improvements to Process
- March 3 – Strategic Planning Retreat
- Additional Trainings
- March 30 – Program Review and Plans due
- May 31 – Division Plans due
- September 15 – Area Plans due
- Monitoring, evaluation, assessment
- Reorganization of College Structure

# Planning & Development

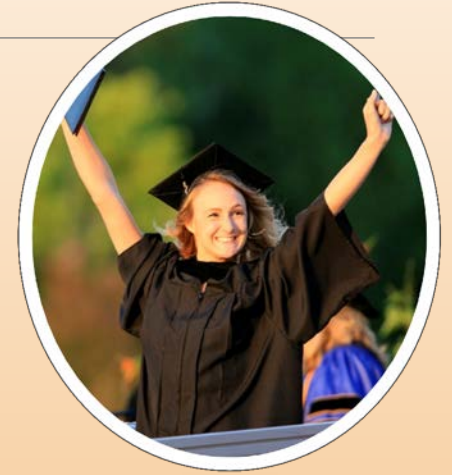




# Student Success, Access, and Equity

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**Paradigm Shift From:**



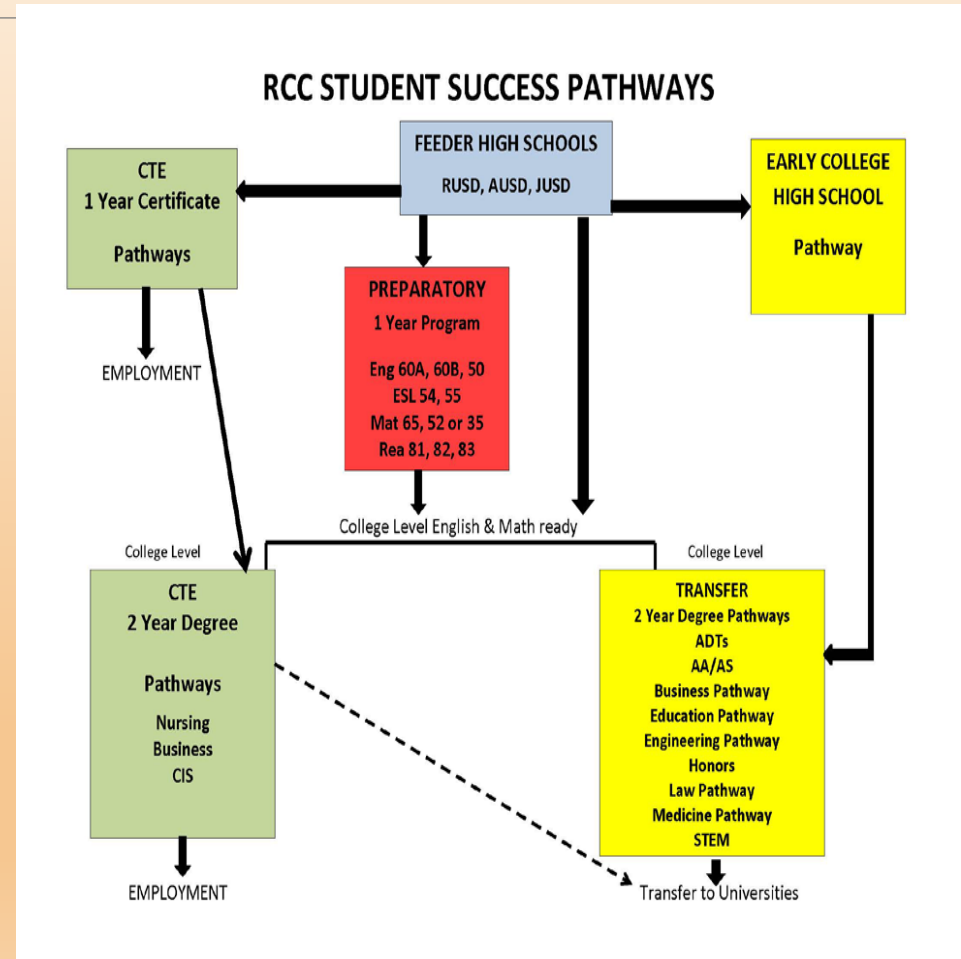
**to Clearly Defined Paths to Success with an emphasis on moving away from a student deficit mindset and focusing on removing institutional barriers to success. This means**

- **Clearly defined guided pathways**
- **Comprehensive and integrated Student Academic Support System**
- **Extensive attention to equity in our conversations about success and completion**

# College Strategies

## Educational Structure

- Pathways—reduce the time for remediation and shorten the time to graduation
- Integrate Academic Support using a team-based approach to support each pathway
- So what does this look like?





# Increasing Student Success

## Completion Counts Through Pathways

College Readiness

Career and  
Technical Education

Transfer Pathways  
for Science,  
Technology,  
Engineering, &  
Math (STEM)

Transfer Pathways  
for Arts, Languages,  
Humanities, and  
Social Sciences

### Innovation

Basic Skills  
Acceleration

Integrated Support

Integrated Planning  
and Assessment

Multiple Measures  
Assessment and  
Placement

High School  
Partnerships and  
Collaboration

### Equity

Targeted Intervention

Teaching strategies and  
pedagogy

Changing from Deficit-  
minded to Equity-  
minded

# Pathways & College Promise

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OFFER RCC STUDENTS WHO SIGN AND STAY ON A PATHWAY (1 YEAR OR TWO YEAR) FREE TUITION AND BOOKS HERE AT RCC SO LONG AS THEY MEET THE REQUIREMENTS OF THEIR PATHWAY CONTRACT.

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# Riverside / Serving the Underserved

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Percent of population living in poverty: 38%

*Source: American Fact Finder 2014 American Community Survey 1-Year Estimates percentage of Riverside County families making less than \$50,000.*

Percent of RCC students receiving BOG waivers: 68.2%

Percent of RCC students receiving Pell grants: 33.5%

Percent of population with college degrees:

	<b>% with Associates or higher</b>	<b>% with Bachelors or higher</b>
<b>Riverside County</b>	28.3%	21.7%
<b>California</b>	39.6%	31.8%
<b>United States</b>	38.3%	30.1%

*Source: American FactFinder 2014 American Community Survey 1-Year Estimates Educational Attainment for population 25 years and over.*

# College Promise Goals

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1. To reach the college goal of 1,000 more students per year on a signed pathways contract over the next 3 years

2. To give these students free tuition and books so long as they meet the requirements of their pathways contract, including integrated academic support services

3. To sustain the program at a stable rate (3,000 students per year) even if grant funding is not available

# Infrastructure for RCC Pathways

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## **College Administrative Reorganization**

## **Revised Program Review and Planning Processes**

## **Enriching the Transfer-Ready group**

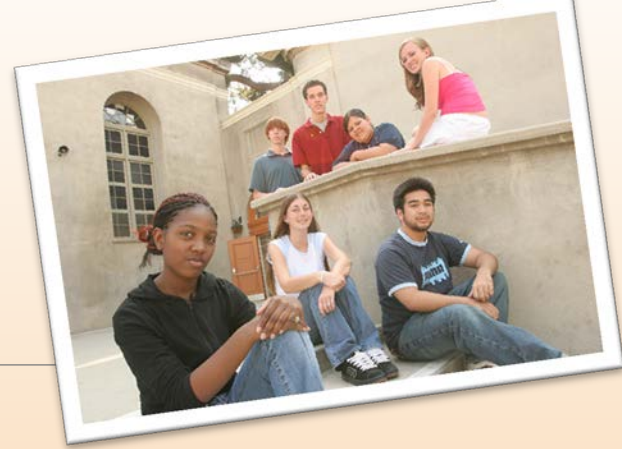
- Summer Bridge
- Jumpstart
- Acceleration
- Piloting MMAP

## **Integrated Support for Pathways**

- Ed Advisors
- Engagement Centers
- One-stop Student Services
- Cadres of Faculty, Staff trained in Cultural Proficiency
- Faculty Development to address best practices for equity and success
- Will continue to work on development of faculty advising and dedicating counselors/ librarians to support each pathway

# Partnerships

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- English (ERWC) and Math (Intermediate Algebra) in the high schools
- for future, pursuing AB288 programs
- Early College High School
  - MOU with Riverside Unified School District
  - MOU with Jurupa Unified School District
    - Students will come to RCC with up to 30 units of college credit – just beginning this partnership with local feeder high schools
- CTE program agreements



# Associate Degrees for Transfer Approved by State Chancellor's Office

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- 22 with State Approval

Administration of Justice

Anthropology

Art History

Business Administration

Communication Studies

Computer Science

Early Childhood Education

Economics

English

Geography

History

Journalism

Mathematics

Music

Philosophy

Physics

Political Science

Psychology

Sociology

Spanish

Studio Arts

Theater Arts

- 2 ADT's waiting State Approval (Elementary Teacher Education, Kinesiology)
- Goal is for every academic department to have clearly defined transfer pathways

# University of California Pathways for Community College Transfer Students

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Anthropology

Biochemistry

Biology

Business Administration

Cell Biology

Chemistry

Communication

Computer Science

Economics

Electrical Engineering

English

Film & Media Studies

History

Mathematics

Mechanical Engineering

Molecular Biology

Philosophy

Physics

Political Science

Psychology

Sociology

These pathways cover two-thirds of all admission applications UC receives from transfer students.

<http://admission.universityofcalifornia.edu/transfer/preparation-paths/index.html>

# Student Educational Plans

<b>2014-2015</b>		<b>2015-2016</b>		<b>2016-2017 to date</b>	
<b>Comprehensive SEP</b>	<b>7112</b>	<b>Comprehensive SEP</b>	<b>9127</b>	<b>Comprehensive SEP</b>	<b>2699</b>
<b>Updated SEP</b>	<b>409</b>	<b>Updated SEP</b>	<b>638</b>	<b>Updated SEP</b>	<b>144</b>
<b>Total:</b>	<b>7521</b>	<b>Total:</b>	<b>9765</b>	<b>Total:</b>	<b>2843</b>

# Engagement Centers

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- Humanities and Liberal Arts
- Fine and Performing Arts
- STEM
- CTE
- Honors
- UJIMA
- La Casa
- Veterans
- Foster Youth
- Disabled Students

Each center will be staffed with an Educational Advisor. These are meant to become hubs where services are brought to students. The development of peer mentors will also be a key component.

# Integration of Grants & Planning

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- Basic Skills Transformational Grant
- Strong Workforce
- Integration of SSSP, Equity, and Basic Skills Funds
- Application for California College Promise Innovation Grant
- Application for Award for Innovation in Higher Education

# Concluding Remarks

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- College has revised planning process, program review processes, implementation plans, and committee and council structure
- Data are central to planning
- Assessment is embedded in work
- Focus is on student success, equity, and completion
- Institution will sustain continuous quality improvement