**Accreditation** – “Accreditation is both a status and a process. As a status, accreditation provides public notification that an institution or program meets standards of quality set forth by a regional accrediting agency. As a process, accreditation reflects the fact that in achieving recognition by the accrediting agency, the institution or program is committed to self-study and external review by one's peers in seeking not only to meet standards but to continuously seek ways in which to enhance the quality of education and training provided.” [http://www.apa.org/support/education/accreditation_description.aspx](http://www.apa.org/support/education/accreditation_description.aspx)

Accreditation has two fundamental purposes:
1) To assure the quality of the institution, and
2) To encourage institutional improvement. ([http://www.accjc.org/faq_on_accreditation.htm](http://www.accjc.org/faq_on_accreditation.htm))

RCC is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC), a part of the Western Association of Schools and Colleges (WASC).

**Accreditation Steering Committee** – This standing committee assists the College President and Accreditation Liaison Officer with accreditation planning, documents, reports, presentations, and training.

**Accreditation Website** – RCC’s accreditation web site address is [http://www.rcc.edu/riverside/accreditation/index.cfm](http://www.rcc.edu/riverside/accreditation/index.cfm)

**Action Plan** – A way to translate strategies into actions by making them operational (i.e., putting them into action). RCC’s action plans include strategic directions, planned activities, timelines, performance indicators, benchmarks, resources, responsible leads, outcomes, and assessment of the outcomes to determine the effectiveness of the implementation and attainment of goals so that adjustments can be made when appropriate.

**Advisory Group** – Groups that are formed under the direction of a Leadership Council to address specific issues or accomplish a designated task. Advisory groups make decisions by consensus and forward recommendations to the appropriate leadership councils. Examples are the Technology Advisory Group, the Human Resources Advisory Group, and the Physical Resources Advisory Group.

**Annual Unit Plan** - The Annual Unit Plan is a program review conducted by each college unit which consists of an analysis and assessment of changes within the unit as well as a mechanism for requesting significant new resource needs for staff, resources, facilities, and equipment.
AOC – Assessment, Orientation, and Counseling that is required for all new students and dependent upon their educational goal and program of study.

BAM - The District’s Budget Allocation Model is the mechanism for allocating resources to the colleges based on district level planning outcomes, e.g. operating cost for new facilities; new faculty positions; enrollment efficiency and recognizes additional budget needed to support collective bargaining agreements and other contractual obligations.

Baseline Data – A set of data which serves as a basis for comparison with subsequently acquired data.

Benchmark – A standard against which performance can be measured or assessed. A benchmark may be a national or statewide standard; it may be based on internal prior years’ data or performance of comparable institutions in areas that are critical to the attainment of RCC’s goals and objectives.

Budget Prioritization Committee (BPC) – The BPC is responsible for considering the recommendations of the Unit Plan Committees in providing prioritized recommendations for annual resource allocations to the College Administration and the Strategic Planning Council. The BPC is comprised of the Joint Chairs of the Unit Plan Review Committees and is co-chaired by the Vice President, Business Services, and a faculty member appointed by the Academic Senate.

CCSEQ – Community College Student Experience Questionnaire

   RCC administered this national survey in 2004 and 2006.

CCSSE – Community College Survey of Student Engagement

   RCC administered this national survey in 2010.

Committee – Groups whose charges tend to be primarily operational.

Common Core Curriculum – The district has committed to a common or single student contract across the district which enables our students to take classes at any of the three colleges in a seamless manner. This has also resulted in the sharing of curriculum and common course outlines of record for a substantial part of our curriculum; for example, English 1A, 1B, Math 35, 1A, 1B, His 7, Bus 10, Mus 19, etc. In other words, if more than one college “share” a course, they also share the same course outline of record ensuring that the course content and student learning outcomes for the course are the same at each college.

Comprehensive Program Review Comprehensive (Instructional) Program Review is part of RCCD’s overall planning and institutional effectiveness process. It is a collaborative goal-setting and assessment process designed to assist faculty, staff, and administrators across the district with improving and refining student learning. Disciplines across the three colleges, departments, and interdisciplinary programs undergo program review every four years as part of a process that results in a comprehensive assessment of the disciplines’ contributions to institutional effectiveness.
Council – Groups whose charges tend to be primarily strategic.

CTE – Career & Technical Education

District Strategic Themes – RCCD’s strategic themes are Student Access, Student Success, Service to the Community, Organizational and Professional Development, Financial Resource Development, and System Effectiveness. The College goals are aligned to the District Themes.

Educational & Facilities Master Plans – Comprehensive plans for the College developed using broad-based input from all constituencies, including educational master planning, facilities planning, financial planning and projections. These plans have been developed to provide guidelines and parameters for the implementation of programs and activities relating to the future of the College. The goal of the Master Plans is to assist the College in projecting the educational programs, support services and facilities that will be needed through the year 2024. RCC’s Educational and Facilities Master Plans can be found at [http://www.rcc.edu/riverside/files/RiversideMP.pdf](http://www.rcc.edu/riverside/files/RiversideMP.pdf) (They are also on the Accreditation website.)

FTES - Full Time Equivalent Student; basis for state apportionment.

Goals – The College has set goals and objectives it intends to achieve to promote student success and institutional effectiveness. These goals are what the College needs to achieve to ensure its success and the success of its students.

RCC’s five college goals are:

- **Student Access and Support** - Our college is an open-access institution inviting our diverse community to the benefits of higher education. We are committed to providing the support necessary for student success. We strive to reduce barriers to services and programs.

- **Responsiveness to the Community** – Riverside City College is deeply committed to its role as a community resource and to meeting community expectations. The college actively pursues partnerships between our educational and business partners. We also play an important role in promoting community service and civic responsibilities.

- **Culture of Innovation** – RCC is committed to being an innovative institution working to improve teaching and learning, and student support services through the effective delivery and use of technology and by expansion and modernization of our learning environments.

- **Resource Development** - As a learning organization we recognize the importance of seeking new and alternative funding to advance the college and to add value to what we do, while improving our cost effectiveness.

- **Organizational Effectiveness** - Effective organizations employ effective practices. We are a learner-centered organization and are committed to RCC’s mission and values, to the strategic planning process, to meeting the unique needs of our students and a diverse workforce, to maximizing the development and utilization of resources and to continuous improvement.
Key Performance Indicator (KPI) – KPIs are used to measure performance. RCC’s KPIs are: course success, retention, term-to-term persistence, transfer preparedness and rate, and degree and certificate completion. Setting and then measuring KPIs will help us assess how successful we are being in reaching our college goals.

Mission – the fundamental purpose of an organization.

RCC’s Mission Statement:

Riverside City College provides a high-quality, affordable education, including comprehensive student services, student activities, and community programs, and empowers and supports a diverse community of learners as they work toward individual achievement and life-long learning. To help students achieve their goals, the College offers learning support services, pre-college and transferable courses, and career and technical programs leading to certificates or associate degrees. Based on a learner-centered philosophy, the College fosters critical thinking, develops information and communication skills, expands the breadth and application of knowledge, and promotes community and global awareness.

Values - Beliefs that are shared among the stakeholders of an organization.

RCC’s Values:
- Student Centeredness,
- Teaching Excellence,
- Learning Environment
- Tradition

Vision - Defines the desired or intended future state of an organization or enterprise in terms of its fundamental objective and/or strategic direction.

RCC’s Vision:
RCC will attain national recognition as an educational leader through the power of the arts and innovation.

Operational – This is the actual demonstration of a process in operation or action. How the college will achieve its goals and strategies; the concrete actions or steps to implement a plan.

Performance Indicator – This is a measure of performance. How successful are we in accomplishing our strategies?

Planned Activities – The concrete steps/actions towards the implementation of a strategy.

Report Card – An annual report on progress towards achievement of goals and strategies, including KPIs and other performance indicators.
Rubric - A scoring tool that lists the criteria for a piece of work, or “what counts.” It also articulates gradations of quality for each criterion, from excellent to poor. (http://learnweb.harvard.edu/alps/thinking/docs/rubricar.htm)

SEP – Student Educational Plan. All incoming students are required to complete an online SEP before enrolling in courses.


Strategic Direction – A further refinement of a strategy to assist in developing concrete actions or steps to implement the strategy.

Strategic Planning Council – Consists of the 4 Strategic Planning Leadership Councils and Strategic Planning Executive Council; meets at least yearly.

Strategic Planning Councils Retreat – The SPLCs and SPEC gather annually for a strategic planning retreat.

Strategic Planning Executive Council (SPEC) – The SPEC consists of 2 Co-chairs (the College President or designee and the Academic Senate President or designee) and the Joint Chairs of the SPLCs, for a total of 18 members. The SPEC meets monthly.

Strategic Planning Leadership Council (SPLC)

RCC has four SPLCs. Each SPLC and examples from its charge are listed below. The complete charges can be found in the Strategic Planning Councils Constitution & Bylaws

Student Access and Support – Its charge includes:
• Ensure strategic planning includes comprehensive student support services
• Assess student support services and make recommendations for their improvement
• Review and discuss completed discipline comprehensive program reviews

Academic & Career/Technical Programs & Instructional Support – Its charge includes:
• Promote academic, career & technical, and basic skills educational programs
• Explore, evaluate, and implement academic technology for student learning; provide training to the college community regarding instructional technology
• Assess current instructional services provided by the library and other learning support services and make recommendations for their improvement

Resource Development and Administrative Services – Its charge includes:
• Facilitate and assist in the development, updating, and implementation of the College’s Midrange Financial Plan that encompasses human and physical resource requirements as well as all potential revenue sources
• Review and make recommendations concerning college financial planning
• Review periodic revenue and expenditure reports for the college
Institutional Effectiveness – Its charge includes:

- Promote awareness of the College’s Mission Statement and its alignment with all aspects of the college community
- Ensure student learning is at the center in all decisions and actions
- Promote the use of and increase the access to quantitative and qualitative data in evaluating and improving all aspects of college services including the monitoring of performance indicators

Each SPLC is jointly chaired by 1 individual from each of the following groups: students, faculty, classified staff and management. These four are known as the Joint Chairs. There are 16 Joint Chairs total. Each SPLC meets at least monthly.

Strategic Planning - Strategic planning is an organization's process of defining its direction and making decisions on allocating its financial and human resources to pursue this direction.

RCC’s strategic planning process consists of:
- Review and update Mission, Vision, and Values
- Analyze data, identify issues
- Share vision and goals with stakeholders and College Councils
- Develop strategies, planned activities, performance indicators and benchmarks, identify resources
- Assign responsibilities
- Implement plan
- Assessment, Annual Report Card

Strategic Planning Website – RCC’s strategic planning web site address is http://www.rcc.edu/riverside/riversidestp/index.cfm

Strategy - A combination of the goals the college is aspiring to achieve and the policies, procedures, and actions it is taking to achieve them.

Target - The desired level of performance to be achieved.

Technology Master Plan – A document that establishes goals and objectives related to technology acquisitions and use and to support the realization of the college’s vision and mission.

The College Strategic Plan – Provides long term direction for advancing the mission of the College. RCC’s Strategic Plan 2009-2014 can be found at http://www.rcc.edu/riverside/riversidestp/files/StrategicPlanFinal-Revised051110.pdf

The District Strategic Plan – Provides long term direction for advancing the mission of the District. Can be found at http://www.rcc.edu/administration/academicaffairs/effectiveness/sp_docs/StrategicPlan_2008-2012_FINAL.pdf
Unit Plan Review Committee (UPRCs) – The UPRCs review unit plans from their respective areas, develop rubrics to prioritize requests, and provide recommendations for annual resource allocations to the BPC. The 3 UPRCs are: Academic & Career / Technical Programs & Instructional Support, Student Services, and Administrative Support.