Riverside City College Strategic Planning

Student Senate and President’s Leadership Team
September 29, 2010
A Strategic Plan with long-term institutional goals & overarching institutional strategic directions
- Campus-based program review structure
- Action Plans with responsible parties, timelines, expected outcomes, and projected resources
- Performance indicators & benchmarks
- Planning calendar
- Technology Master Plan
- Clear links among Strategic Plan, Educational Master Plan, mission, budget allocation, and distribution of technology, space, and human resources
RCC’s Response: Strategic Plan

RIVERSIDE CITY COLLEGE STRATEGIC PLAN
2009-2014
College Goals

- Student Access and Support
- Culture of Innovation
- Organizational Effectiveness
- Responsiveness to Community
- Resource Development
Advancing toward these five goals leads to student success!

Riverside City College Goals

Student Success

Culture of Innovation

Organizational Effectiveness

Student Access and Support

Responsiveness to the Community

Resource Development
RCC’s Response: Program Review

- Annual Unit Plans developed by all College Departments & Disciplines
- Unit Plan Review Committees
  - Academic & Career/Technical Programs & Instructional Support
  - Student Services
  - Administrative Services
- Budget Prioritization Committee
- Comprehensive Program Reviews
## RCC’s Response: Action Plans

### RIVERSIDE CITY COLLEGE STRATEGIC PLANNING

**STUDENT ACCESS AND SUPPORT LEADERSHIP COUNCIL**

**ACTION PLAN 2009-2014**

### GOAL I: 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.*

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Planned Activities:</th>
<th>Responsible Leads:</th>
<th>Timeline</th>
<th>Documentation/Performance Indicators</th>
<th>Resources Needed:</th>
<th>Outcome Reports:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explore alternative enrollment processes.</td>
<td>Create an on-line orientation and advisement process</td>
<td>Counseling Department (online counseling committee)</td>
<td>09-10</td>
<td>Enrollment Process Indicators -number of AOC’s -number of counseling appts. -number of SEPs -Guidance course enrollment -Community College Survey of Student Engagement (CCSSE)</td>
<td>Yes</td>
<td>RCC has implemented the new online process for AOC during the winter, 10. Students are able to complete their AOC requirements all online. Current updates and revisions to the process are underway so that the AOC process is seamless for all first time college students. In addition, students are able to schedule their own counseling appointments via the web.</td>
</tr>
</tbody>
</table>

Ensure comprehensive and equitable services exist and are part of

* a.) Basic Skills Workshops offered to all basic skills classes |

<table>
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<tr>
<th>Responsible Leads:</th>
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<th>Documentation/Performance Indicators</th>
<th>Resources Needed:</th>
<th>Outcome Reports:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Skills Counselors</td>
<td>Ongoing</td>
<td>Basic Skills Initiative Reports</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
**RCC’s Response: Action Plans**

RIVERSIDE CITY COLLEGE – ACTPIS Council  
Action Plan 2009-2014  
2011-2012 Academic Year

Goal II. Responsiveness to Community – 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.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Planned Activity</th>
<th>Timeline</th>
<th>Performance Indicator</th>
<th>Benchmark</th>
<th>Resources needed (Yes, No, N/A)</th>
<th>Outcome (to be completed at end of academic year)</th>
<th>Responsible Leads</th>
</tr>
</thead>
</table>
| 1. Enhance career pathways approach into high-wage, high growth jobs | 1A. Improve/develop career pathways.  
1B. Review of enrollment in revised and/or new career pathways. | 1A. Fall 2011  
1B. Spring 2012 | 1A. Number and list of career pathways and associated CTE programs.  
1A2. Completion of CTE certificates degrees and transfer to bachelor's and graduate degree programs. | 1A1. College data on certificate/degree completion and transfer.  
1A2. Statewide data on certificate/degree completion and transfers. | 1A. Yes  
1B. Yes | | Vice President, Career and Technical Programs; Executive Dean, Workforce Development & Student Support Services; Director Career and Technical Education Projects; Counseling, Institutional Research |

Strategic Directions which correspond with the strategies above:

1. Assess need and opportunities in the community for jobs/careers. Develop and/or strengthen educational pathways to achieve career goals.

Revised: August 26, 2010
RIVERSIDE CITY COLLEGE
Resource Development & Administrative Services Leadership Council
ACTION PLAN
2010-2011

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

<table>
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<th>Planned Activity</th>
<th>Timeline</th>
<th>Performance Indicator</th>
<th>Benchmark</th>
<th>Resources Needed</th>
<th>Outcomes</th>
<th>Responsible Leads</th>
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</thead>
<tbody>
<tr>
<td>Implement the Facilities Master Plan – Refine the Facilities Master Plan to improve the overall physical performance and efficiencies of the campus.</td>
<td>Pursue and monitor the implementation of the initial phases of the FMP.</td>
<td>On-going</td>
<td>Annual Progress Report</td>
<td>Accomplishment of building renovation and new construction projects.</td>
<td>State &amp; Meas C Bond</td>
<td>- Same as Above -</td>
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<tr>
<td></td>
<td>Completion of the Aquatics Complex</td>
<td>December, 2010</td>
<td>Project Completion</td>
<td>Instructional and Community Usage of facility.</td>
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<tr>
<td></td>
<td>Submission of the Cosmetology Bldg FPP</td>
<td>September, 2010</td>
<td>FPP Approved by the BOT</td>
<td>Approved FPP</td>
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<tr>
<td>Implement the Facilities Master Plan – Incorporate sustainability in architectural and landscape design.</td>
<td>Integrate LEED Certification in new construction projects.</td>
<td>On-going</td>
<td>Receipt of LEED Certification</td>
<td>All new facilities certified.</td>
<td>State &amp; Meas C Bond</td>
<td>- Same as Above -</td>
<td></td>
</tr>
<tr>
<td>Refine and implement a Technology Plan that will utilize advances in information technology to improve effectiveness of instruction, student services and administration.</td>
<td>Identify College technology deficiencies</td>
<td>December, 2010</td>
<td>User Surveys</td>
<td>Is there a complete &amp; comprehensive plan?</td>
<td>No</td>
<td>Technology Advisory Group</td>
<td></td>
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<tr>
<td></td>
<td>Develop potential solutions</td>
<td>June, 2011</td>
<td>Completed Technology Plan</td>
<td>Maintain or enhance level of user satisfaction.</td>
<td>No</td>
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<tr>
<td></td>
<td>Review District-wide IT Audit</td>
<td>December, 2010</td>
<td>Completed IT Audit</td>
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<td>No</td>
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# RCC’s Response: Planning Calendar

## RIVERSIDE CITY COLLEGE
### Planning Calendar

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<tbody>
<tr>
<td>Comprehensive Update of the Educational Master Plan</td>
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<td>Comprehensive Update of the Facility Master Plan</td>
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### Annual Planning Activity

<table>
<thead>
<tr>
<th>Preparation of Unit Plans:</th>
<th>July</th>
<th>August</th>
<th>September</th>
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<th>December</th>
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<td>Administrative Units</td>
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<td>BPC Recommendations</td>
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<td>UPRC’s Recommendations</td>
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<td>President’s Report</td>
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### Comprehensive Program Review

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<thead>
<tr>
<th>Mid-Range Financial Plan Update &amp; Review:</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
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<tbody>
<tr>
<td>RASLC Update of the Mid-Range Financial Plan</td>
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### Technology Plan Annual Update & Review:

<table>
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<tr>
<th>Technology Committee Update</th>
<th>July</th>
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<th>October</th>
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### Facility Master Plan Annual Update & Review:

<table>
<thead>
<tr>
<th>Physical Facilities Advisory Group Update</th>
<th>July</th>
<th>August</th>
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### Educational Master Plan Annual Update & Review:

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<tr>
<th>ACP-SLSC Update &amp; Action</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
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### Strategic Planning Process Annual Assessment

- **Preparation**
- **Review**
- **Recommendations**
- **Updates**
- **Action**
- **Assessment**

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UPRC = Unit Plan Review Committee  
BPC = Budget Prioritization Committee  
RASLC = Resource Development and Administrative Services Leadership Council  
ACP-SLSC = Academic & CTE Programs & Student Support Leadership Council  
SPEC = Strategic Planning Executive Council  
SPC = Strategic Planning Council  
SASLC = Student Access & Support Leadership Council

Approved July 8, 2010
Riverside City College Technology Plan
2010-2014
An assessment...an appraisal or an evaluation of how well you are performing

A Strategy...a plan of action designed to achieve a particular goal

A Resource...a person, an asset capital which can be used to advance toward a goal

Key Performance Indicators...what will we look at to assess our progress

Baseline Data...where key performance indicators say you are now

Benchmarks...compare the current state to peer institutions or historical data

Target...where you want to be
Student Access and Support Accomplishments for 2009-2010

<table>
<thead>
<tr>
<th>Accomplished</th>
<th>Goal Advanced</th>
</tr>
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<tbody>
<tr>
<td>RCC has implemented the new on-line process for orientation and advisement.</td>
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<td>Students are now able to complete their AOC requirements all on-line. In addition, students are able to schedule their own counseling appointments using the web.</td>
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- This strategy was derived from an assessment
- Resources were allocated…this is where the budget is linked to planning
- Key performance indicators are identified
- Baseline data is determined from those key performance indicators
- Benchmarks are identified from other institutions or historical data performance
- Targets are established
# Academic and Career/Technical Programs and Instructional Support

## Accomplishments for 2009-2010

### Instructional Resources Sub Council

<table>
<thead>
<tr>
<th>Accomplished</th>
<th>Goal Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ranked and prioritized instructional equipment requests the recommendations went to the Financial Resources Committee for funding.</td>
<td>Resource Development</td>
</tr>
</tbody>
</table>
**Academic and Career/Technical Programs and Instructional Support Accomplishments for 2009-2010**

**Technology Resources Sub Council**

<table>
<thead>
<tr>
<th>Accomplished</th>
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<tbody>
<tr>
<td>Developed a draft five year Technology Plan, adapted and aligned with the State Chancellors Goals.</td>
<td><strong>Culture of Innovation</strong></td>
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Resource Development and Administrative Services
Accomplishments for 2009-2010

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<thead>
<tr>
<th>Accomplished</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of a Midrange Financial Plan</td>
<td>Advanced Resource Development</td>
</tr>
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</table>

• The assessment
• The strategy is derived from an assessment
• Resources were allocated…this is where the budget is linked to planning
• Key performance indicators are identified
• Baseline data is determined from those key performance indicators
• Benchmarks are identified from other institutions or historical data performance
• Targets are established
Accomplished

Provided recommendations to Office of Academic Affairs for revision of Annual Program Review forms (which became Instructional Unit Plan Update forms)

Goal Advanced
Organizational Effectiveness

- The assessment
- The strategy is derived from an assessment
- Resources were allocated...this is where the budget is linked to planning
- Key performance indicators are identified
- Baseline data is determined from those key performance indicators
- Benchmarks are identified from other institutions or historical data performance
- Targets are established
Seek out strategic inputs and/or assessments which advance the college goals
Build consensus for action to be taken on the input or assessment
Facilitate…
- designing a strategy for action
- identifying performance indicators
- establishing baseline data
- setting benchmarks and/or targets
- determining resources needed
Strategic Planning Process

- Review & Update Mission, Vision, and Values
- Analyze Data, Identify Issues
- Share Vision & Goals with Stakeholders & College Councils
- Develop Strategies, Planned Activities, Performance Indicators, & Benchmarks
- Assign Responsibilities
- Implement Plan
- Assessment: Annual Report Card; Outcomes
Important Accreditation Dates

- Next report: October 15, 2010
- Next visit: Early November 2010