

BEST Objectives:

Build:

1. Clarify onboarding process and provide academic planning guidance.
2. Simplify and support the enrollment process.

Engage:

3. Create a connected first-year experience.
4. Foster a sense of belonging and support.

Serve:

5. Support students at key momentum points through completion of degree, certificate, and transfer.
6. Provide real-world learning opportunities.

Treasure:

7. Deliver engaging, contextualized learning.
8. Care for the whole student.
9. Foster holistic employee well-being.

RCC Strategic Plan 2025-2030: B.E.S.T. Goals and Objectives

Goal 1. Build [Relationships]: From Application to Enrollment

To build is to begin—with care, intention, and inquiry. This stage initiates the student's journey by forming authentic connections rooted in their identities, goals, and lived experiences. Through equity-centered onboarding, RCC asks the right questions and becomes aware of systemic barriers that impact access. We analyze how institutional practices shape student engagement and intentionally co-create supportive entry points. Building meaningful relationships early ensures every student is seen, heard, and equipped to pursue their path.

Goal 2. Engage [Connecting to the College]: First-Year Experience

Engagement is the heartbeat of belonging. RCC fosters dynamic student connections with faculty, peers, mentors, and programs through a reimagined first-year experience. We remain aware of the isolation often faced by historically excluded students and take intentional action to build bridges of trust and solidarity. Engagement at RCC is about cultivating identity, sparking curiosity, and laying the foundation for long-term academic and personal success through culturally responsive, community-driven practices.

Goal 3. Serve [Key Momentum Points]: 24+ Units Through Completion

To serve is to honor student journeys through responsive planning and continuous support. At this stage, RCC recognizes how systemic inequities can derail student progress and actively analyzes where those barriers lie. In response, we take action by aligning resources, refining structures, and removing friction from the student experience. By co-creating liberatory learning environments, RCC ensures students not only persist but thrive on their way to degree completion, transfer, and career success.

Goal 4. Treasure [the Experience]: Transformative, Inclusive, Celebrated

Treasure represents the culmination of transformation—where equity, excellence, and joy intersect. RCC affirms student identity, celebrates lived experience, and upholds a standard of care that reflects deep institutional accountability. Through liberatory teaching, holistic support, and visible recognition of achievement, we foster a campus culture where students and employees feel valued and inspired. To treasure is to lead with love, allyship, and the conviction that every student's journey matters.

B.E.S.T. Objectives and Strategies by Goal:

GOAL	OBJECTIVES	STRATEGIES	
<u>Goal 1: BUILD</u> Alignment: RCCD Strategic Goals: -Equity in Access -Equity in Success -Equity in Support -Institutional Effectiveness	Objective 1: Clarify onboarding process and provide academic planning guidance.	1.1 Ensure all incoming students complete a comprehensive Student Educational Plan. 1.2 Launch onboarding workshops focused on learning pathway and career selection. 1.3 Use Student Success Teams to contact every student at least twice per semester.	1.4 Promote full-time enrollment by explaining the financial and academic benefits of on time completion. 1.5 Student Success Teams engaged in outreach and onboarding, including classified professionals and student mentors gain an understanding of structural enrollment barriers affecting marginalized students.
Alignment: RCCD Strategic Goals: -Equity in Support -Institutional Effectiveness	Objective 2: Simplify and support the enrollment process.	2.1 Update a user-friendly student portal for application, orientation, and registration. 2.2 Digitize key processes and offer extended tech support during peak periods.	2.3 Use peer mentors and targeted outreach to support applicants through enrollment. 2.4 Conduct equity audits of onboarding and enrollment processes and revise based on disaggregated student feedback.
<u>GOAL 2: ENGAGE</u> Alignment: RCCD Strategic Goals: -Equity in Support -Institutional Effectiveness	Objective 3: Create a connected first-year experience.	3.1 Assign student success teams (peer mentors, educational resource advisors, counselors, faculty advising and student support coordinator) to all first-year students. 3.2 Routinize Standard of Care practices for communication with students regarding advising, tutoring, instruction, peer mentor interactions at high-impact moments throughout each term (e.g., midterms, career, transfer, registration).	3.3 Develop interactive Learning Pathways by linking students with faculty, alumni, and employers. 3.4 Develop enriching and identity-affirming mentoring programs and launch restorative healing practices.

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<u>GOAL 2: ENGAGE</u> Alignment: RCCD Strategic Goals: -Equity in Support -Resources	Objective 4: Foster a sense of belonging and support.	4.1 Engage in culturally proficient and liberatory support practices for students. 4.2 Effectively utilize Pathways and Academic Support Program Engagement Centers to host monthly themed events affirming student “college-going” identity and to operate as a hub to provide support for student success.	4.3 Increase professional learning for faculty, student peer mentors, tutors, and study group leaders to create inclusive, student-centered classrooms.
<u>GOAL 3: SERVE</u> Alignment: RCCD Strategic Goals: -Equity in Access -Equity in Success -Equity in Support -Institutional Effectiveness	Objective 5: Support students at key momentum points through completion of degrees, certificates, and transfer.	5.1 Ensure every student has an ADT/CSU-IGETC program map and receives regular Student Educational Plan updates. 5.2 Through strategic enrollment management, build a student-centered class schedule that supports full-time progress to completion.	5.3 Increase 1st-year Math and English completion through learning communities, co-requisite support, and quality teaching. 5.4 Regularly assess disaggregated student data to identify systemic barriers to progress, particularly for Black/African American students due to persistent disproportionate impacts in KPIs.
Alignment: RCCD Strategic Goals: -Equity in Support	Objective 6: Provide real-world learning opportunities.	6.1 Expand career-relevant experiential learning opportunities into each Learning Pathway. 6.2 Institutionalize coordination of internships, student employment, and employer partnerships.	6.3 Develop “earn while you learn” opportunities for students to research institutional equity gaps and propose liberatory solutions; as well as to participate in service through community-based organizations, and discipline-based summer research opportunities.

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<u>GOAL 4: TREASURE</u> Alignment: RCCD Strategic Goals: -Equity in Support	Objective 7: Deliver engaging, contextualized learning.	7.1 Implement a student success module, course, or workshop in each Learning Pathway. 7.2 Pair courses into learning communities to promote deeper learning.	7.3 Support faculty development with professional learning regarding liberatory outcomes in curriculum, student support, and institutional service. 7.4 Launch a "Liberatory Teaching & Service Certificate" for faculty and classified professionals focused on anti-oppressive pedagogy and identity-affirming practices.
Alignment: RCCD Strategic Goals: -Equity in Support -Resources	Objective 8: Care for the whole student.	8.1 Actively communicate how to access all campus services, highlighting resources/grants for those facing housing and food insecurity, those with transportation challenges; and those with demonstrated need for book vouchers and other types of aid. 8.2 Extend student service hours into evenings and weekends.	8.3 Launch family engagement and celebration events that affirm student belonging and promote success. 8.4 Implement a regularly updated campus-wide equity scorecard and require Student Equity Impact Statements for all major college initiatives.
Alignment: RCCD Strategic Goals: -Resources -Institutional Effectiveness	Objective 9: Foster holistic employee well-being.	9.1 Create a supportive and nurturing environment that addresses the physical, emotional, mental, and professional well-being of all employees. 9.2 Develop and promote practices that foster an environment of effective communication throughout the college.	9.3 Identify and promote shared principles and practices that center respect and understanding of the value of human capacity. 9.4 Curate service area operational plans, desk manuals, supervision models, and collaborative recommendations for efficiency and heightened employee morale.