

Riverside Community College District

Moreno Valley College - Norco College - Riverside City College

Centennial Strategic Plan 2012-16

Draft – Draft - Draft

December, 2012

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Acknowledgements

This RCCD Centennial Strategic Plan 2012-16 is the product of an extraordinary collaborative effort. A 27-member District Strategic Planning Committee (DSPC) met for over one year and spent a combined hundreds of hours examining trends, reviewing and connecting earlier District strategic plans and the current strategic plans of the three District Colleges, updating vision and mission statements, refreshing strategic themes, and creating updated strategic goals for each of those themes. The Committee created initial working drafts of this plan and oversaw the vetting of the proposed Centennial Strategic Plan Districtwide and across all Colleges. All District and College personnel were invited to review and enrich working drafts so that the best possible final version could be produced and presented to our District Board of Trustees for discussion and ratification. A special note of appreciation goes to each member of the DSPC and the District employees who provided feedback.



Excellence Today & Strategies for Tomorrow

The milestone of our first one hundred years is fast approaching. In this age of everything-on-demand mass media, we take great pride in our history of a personalized educational experience, both on campus and online, and excellence achieved one student at a time.

In fall 1916, in borrowed high school classrooms, we enrolled an inaugural class of 110 students. Today, even in these challenging economic times, in a typical fall term we enroll nearly 34,000 students in the excellent academic programs offered by Moreno Valley College, Norco College, and Riverside City College. Chances are good that you or your neighbors, co-workers, employees, relatives, and friends are either alumni or current students. And every year, our community education and customized training programs, regional economic development initiatives, the contributions of our alumni, and myriad cultural and athletics offerings, also touch the lives of tens of thousands of residents and thousands of businesses both here and beyond the Inland Empire.

This Riverside Community College District (RCCD) Centennial Strategic Plan 2012-16 is our pledge to those who live, work and do business within our service area that we will continue in the great and maturing tradition by which we have served several of society's noblest causes-- the education of coming generations, the preparation of today's and tomorrow's workforce and partnership for a strong regional economic future, and the provision of life-long learning opportunities for all.

As you read these pages, you will see our unwavering commitment to student access and success, community partnerships, stewardship and wise use of resources, our constant search for increased effectiveness through best practices, and our unbridled exuberance for creativity and innovation. Of course, you play a significant part in this pledge for a vision and future that matters. Your continued role as a champion for the resources and statewide policies needed to sustain the programs and colleges of RCCD – the region's largest provider of public higher education and workforce preparation – and bring these strategies to life is more important than ever! Today and tomorrow, we are proud to be your partner.

Gregory Gray
Chancellor

Riverside Community College District Centennial Strategic Plan 2012-16

About the District:

Riverside Community College District (RCCD) is a comprehensive regional education asset comprised of three local Colleges (Moreno Valley College, Norco College, and Riverside City College), a District Office providing key support and advocacy leadership, and a broad array of area-wide services that include community education, customized training, on-line education, economic development initiatives, and many other enriching programs.

The District's service area is over 440 square miles and is home to nearly 1.4 million residents, and counting. The combined population of Riverside and Moreno Valley exceeds 500,000 people. In a typical fall term, the District's three Colleges enroll 34,000+ students. Just our fall term enrollment alone is larger than the *combined* annual enrollments of all public and private universities in our service area.

RCCD is the seventh oldest and fifth largest community college district in California. Our service area is home to the three largest school districts in Riverside County – Corona-Norco Unified, Moreno Valley Unified, and Riverside Unified. The majority of public college-bound high school graduates from these districts attend one of the three District Colleges.

The excellence of our academic programs is nationally recognized and the District has been awarded the distinction of being one of the top 25 community college districts in the country. And, our career and technical education programs have been heralded as preparing some of the region's finest nurses, dental and medical assistants, EMTs, public safety professionals, chefs and hospitality personnel, green technology and building industry technicians, and workforce staff, managers, and executives.

Every year, thousands of adults continue their quest for life-long learning by enrolling in any of the hundreds of community education classes offered by the District. Tens of thousands more are patrons of our performing arts and musical productions and sporting events. Annually, hundreds of workers receive customized training helping them stay sharp with the latest industry best practices and their companies stay competitive. With such broad outreach, it is certain that every day you or someone close to you has been positively impacted by the excellent programs, services, trainings, graduates, faculty and staff, or alumni of the Riverside Community College District.

The history of the Riverside Community College District is a legacy of impact that matters, of lives changed for the better, communities enriched, and businesses made stronger. That was the vision in our founding year of 1916, our mission today, and our strategic commitment for tomorrow.

Scanning 2012-16 Trends:

To ensure the development of a well-grounded strategic plan, the District commissioned an extensive external environmental scan to identify historical trends, current conditions, and projected changes to the region's economy, population, workforce, educational systems, and indicators that influence funding for such public educational institutions as RCCD. Some of the trends considered by the diverse committee that created and vetted this plan included:

Population Trends

- The County's current population is 2.2 million:
 - By 2015, the County's population is projected to grow to 2.4 million.
 - By 2020, the County's population is forecasted to grow to 2.6 million residents.
 - By 2025, County population should grow to 2.88 million people and Riverside County will have 450,000 more residents than San Bernardino County.
- From 2005-2012, the County's population grew by nearly one-third million people.
- Combined, the Riverside and Moreno Valley population exceeds 500,000 people.
- Riverside is now the 12th largest city in California and continues steady annual growth.
- RCCD's service area is ethnically diverse. For example:
 - 71.8% of Perris' population is Hispanic
 - 24.2% of Eastvale's population is Asian
 - 18% of Moreno Valley residents are Black
- In 1990, 14.9% of County residents were foreign-born; as of 2012, that figure is 22.4%.
- In 1990, 25% of County residents over 5 years of age did not speak English at home; today, it is nearly 40%.

Workforce and Industry Sector Trends

- As of 2012, Riverside County's labor force totaled nearly 1,000,000 workers 16 years of age and older.
- As of May 2012, 110,000 Riverside County residents remain unemployed, down from 135,900 in 2010.
- The area's (Inland Empire) transportation/warehousing/utility cluster has experienced 65% job growth since 2003.
- Since 2003:
 - The health care/social assistance sector added 9,800 workers; a 21% employment growth.
 - Hospitality accommodations and food services companies added 8,100 workers, for a 16% growth rate.
- The region is forecast to add 106,500 new jobs between 2008 and 2018.

Economic Activity Trends

- County taxable sales appear to have begun a rebound as of 2010.
- Riverside County residential and commercial building permits will grow to 6,000 by early 2013 and 12,300 in 2015.
- Inland Empire (Riverside and San Bernardino Counties) employment will grow over 1% in 2012 and then 2% yearly through 2015.
- The transportation sector will experience 4%-5% job growth annually for 3 years in the Inland Empire.

Education Trends

- In 2010-11, District service area feeder school districts enrolled over 185,000 students.
- For fall 2010, 3,272 feeder school graduates attended a RCCD College (Moreno Valley College, Corona College and/or Riverside City College) as first-time freshmen.
- About 1-in-3 of all service area high school graduates ultimately attends an RCCD College as a first-time freshman.
- The six feeder high school districts, in general, continue to grow and this growth can fuel RCCD growth, too.

State Funding Trends

- From 2008-12, California community colleges suffered an \$800 million budget reduction, down 12%.
- In 2008-09, California state general fund support totaled \$145 million for the District. For the recent 2011-12 year, the District was provided \$129 million in general fund support, an 11% reduction.
- For 2012-17, State revenue increases are posited, but so are expenditures, leaving State funding shortfalls each year from now through 2017, at minimum.
- State projected shortfalls, while diminishing starting next year, will still reach \$5.4 billion in 2016-17. Unless budget reduction or revenue increase measures are enacted, Californians, and general fund-dependent public institutions such as RCCD, will continue to be faced with annual multi-billion State budget deficits.

From now through 2016-17, RCCD will be faced with challenges and opportunities. State budget shortfalls are forecast to continue through 2017, unemployment will still be double-digit through the end of 2013 and into 2014, and the housing market will take years to recover. Yet, area school districts will continue to grow and send more students to RCCD colleges, while area jobs will increase, labor pools will expand and industry sectors will be hiring the type of educated and trained workers RCCD colleges are expert at providing.

Introduction to the RCCD Centennial Strategic Plan 2012-16:

Since 2001, the Riverside Community College District has been engaged in a continual, productive and integrated effort to refine our strategic planning processes, both at the District-wide and College levels. Over this period of time, RCCD's strategic plan has served as a complement to other planning efforts by the District and individual Colleges, including the District Master Plan, the Educational Master Plans of each College, and the individual Strategic Plans of each College.

In 2016, Riverside Community College District will achieve an important milestone in its history...its centennial celebration. Since our founding in 1916 and our first classes in borrowed classrooms at Polytechnic High School, the District has grown from serving that inaugural fall class of 110 students to 34,000+ students in today's typical fall term. In 2014, the District will celebrate its 50th anniversary as a separate community college district when voters approved separating then Riverside Community College from the public school system in 1964 and forming what is known today as the Riverside Community College District. From the single college that sustained the District for the first nearly 90 years of its existence, the District today has matured into a formal multi-college system where service area residents can access truly outstanding, excellent educational, personal enrichment, and life-long learning programs at our three unique Colleges: Moreno Valley College, Norco College, and Riverside City College.

The purpose of any public higher education strategic plan is to identify a common set of strategic objectives, or themes, and chart a course and plan of action – via goals – to achieve those objectives. Strategic plans are designed to be nimble and in a constant state of review and refinement. Through on-going environmental scans, stakeholder needs assessments, knowledge of evolving best practices, and awareness of state economic and fiscal realities that impact funding, strategic plans and their goals and implementation initiatives, undergo organized modification and updating. Such has been the process for all of the prior District strategic plans for the past decade and is the specific framework for this Riverside Community College District Centennial Strategic Plan 2012-16.

Purpose of this Centennial Plan:

This RCCD Centennial Strategic Plan was designed with several purposes in mind:

1. Identify a set of overarching District-wide strategic needs and themes based on a new comprehensive external environmental scan and an internal review (focused on the data from annual District Fact Books).
2. Update the District's vision, values, and mission statements to reflect the maturing of the District into a multi-college district and to better balance these statements with a strong regard for our history and heritage with recognition of today's changing dynamic, and diverse on- and off-campus communities that we are committed to serving.

3. Identify and affirm statements that value and recognize the unique qualities of each College and the District Office. (See our updated Mission Statement, for example)
4. Identify some of the functional responsibilities of the Colleges and the roles played by the District in support of the Colleges.
5. Operationalize the six Centennial strategic themes with a series of goal statements designed to stimulate specific strategic initiatives and actions at the appropriate College and District Office level.

The intent of this District Centennial Strategic Plan is, in short, to identify some common priorities and directions for the District Office, Colleges, and centers. Honoring their respective uniqueness, each College can, and should, add any number of specific themes and initiatives to this list of six overarching strategic themes as they engage in the on-going update and revision of their current College Strategic Plans.

Centennial Strategic Plan Development Process:

Beginning with the District's 2005 Strategic Plan, the District and then three "campuses" (now three Colleges) launched an integrated strategic planning process. In brief, the District utilizes a District Strategic Planning Committee, comprised of representatives from each College, plus specific representatives from College administration and faculty, College strategic planning committees, student government, classified senates, and other constituencies. Among its key responsibilities, the District Strategic Planning Committee is responsible for the development of RCCD's updated strategic plans.

Each College has its own College Strategic Planning Committee and process for developing its own strategic plan. Those individual College Strategic Plans are developed and finalized in consultation with the District Strategic Planning Committee. This collaborative exchange results in several benefits. First, College strategic plans are constructed with the relevant specific District-wide strategic themes as their foundation. Second, the District Office, through the District Strategic Planning Committee, is made aware of and educated regarding new and emerging strategic themes and objectives of import to individual Colleges.

To produce the Centennial Strategic Plan, the 27-member District Strategic Planning Committee (DSPC) followed a number of specific steps and procedures:

1. The DSPC spent 2011-12 reviewing the progress achieved by the District regarding the seven strategic themes of the District's 2008-12 Strategic Plan.
2. Subcommittees were developed to begin discussions regarding the updating of District vision, mission, and values statements.
3. In May 2012 the DSPC requested that the District undertake a comprehensive external scan to generate a body of fresh data for future use by the DSPC to update vision,

mission, value statements, and revised District-wide strategic themes. The DSPC also requested a SWOT analysis be commissioned once the scan had been completed.

4. From June to early September 2012, an 88-page comprehensive external environmental scan was developed and published. The scan presented historical, contemporary, and projective data regarding the region's population, economic activity, education, workforce, and local and state budget realities.
5. In September 2012, the DSPC began a series of multi-hour, bi-weekly workshops to provide structured time to develop and finalize updated statements, strategic themes, and strategic goals per theme.
6. During September and October 2012, the DSPC: (a) received a briefing on the external scan, (b) revised and approved District vision, values, and mission statements, and (c) revised and approved 2012-16 District strategic themes.
7. In early October, once the strategic themes for 2012-16 were finalized, the DSPC undertook a facilitated SWOTS (strength, weaknesses, opportunities, threats, and strategies) analysis for each updated strategic theme in order to develop strategic goals fully cognizant of current and envisioned demographic, economic, budgetary and other issues/trends. Once the SWOTS analysis was concluded, the DSPC revised and approved an initial set of strategic goals per strategic themes.
8. In October, District Centennial Strategic Plan elements and framework drafts were generated and edited by the DSPC.
9. For October and November, the DSPC planned to have the framework draft vetted with the faculty and staff of all Colleges, crafted into a final document by the DSPC, and then forwarded to the Chancellor and Executive Cabinet with a recommendation for adoption.
10. In December 2012, the plans are to present the Centennial Strategic Plan to the District's Board of Trustees for review and adoption.

Connections and Comparisons:

The District Strategic Planning Committee compiled a substantial body of reference material used to inform the updating of mission, vision, and value statements and for the refinement of strategic themes and goals. The following existing documents were assembled and reviewed:

- *RCCD External Environmental Scan 2012*
- *RCCD Strategic Plan 2008-12*
- *Moreno Valley College Integrated Strategic Plan 2010-15*
- *Norco College Strategic Plan and Process 2008-12*
- *Riverside City College Strategic Plan 2009-14*
- *District Strategic Plan Report Card 2010*

- *District Strategic Plan Report Card 2009*
- *RCCD Quick Facts, September 2012*
- *RCCD Fact Book and Individual College Fact Books, 2012*

In addition, the District Office generated some unique reference material to provide background and context to support the work of the DSPC:

- Comparative Listing of Current Vision, Values, Mission Statements and Strategic Plan Themes of RCCD and its Colleges. This document presented side-by-side views of the statements and themes for the District and each College so that DSPC members could immediately identify both common and unique characteristics between current District and College statements and Plan themes.
- Vision, Mission, and Value Statements and Current Strategic Plan Themes and Goals of Multi-College Districts Similar to RCCD. This analysis presented RCCD's current vision, mission, value statements, and strategic themes/goals along with these same data from all other 3-college districts in the state, as well as the same data for all 2- and 3-college districts proximate to RCCD. Thus, the DSPC was able to update the District's mission, vision, and value statements in context of these statements for each District College and similar statements from other 2- and 3-college districts in the state. So, too, was the DSPC able to update the Districts strategic themes in context to the current themes of District Colleges and themes from all other 3-college districts are area 2-college districts.
- SWOTS Analyses by Revised Strategic Themes. Once revised strategic themes were developed, the DSPC undertook a facilitated SWOTS (strengths, weaknesses, opportunities, threats, strategies) analysis for each revised theme. This modified SWOT exercise added Strategies (the last S in SWOTS) to the analysis as a way to transition from the examination of strengths, weaknesses, etc., and move to the development of strategies in the context of those strengths, weaknesses, etc. These "strategies" were then more readily converted into goal statements for each strategic theme.
- Individual Strategic Goal Statements for Revised Strategic Themes. As part of the exercises to develop goal statements per newly updated strategic theme, each of the 27 members of the DSPC created at least one goal for each of the six updated strategic themes. Those individual goal statements, per theme, were then assembled, and cluster analysis was performed to aggregate similar statements. DSPC members were then able to consider the goal ideas and contributions of each individual participant.
- Sample Goal Statements Linked to Updated RCCD Strategic Themes. As an additional resource to facilitate the development of strategic goals, a special report was generated that listed the goals each of the current RCCD strategic plan themes that were carried forward in the newly revised themes for 2012-16. Then, the document presented the goals of other 2- and 3-college districts that had those same themes in their current strategic plans. The document allowed DSPC members to develop new goal statements

in the context of goal statements featured in the District's 2008-12 Strategic Plan and goal statements codified by other multi-college districts.

- Introductory/Explanatory Text Examples Linked to Updated RCCD Strategic Themes: RCCD 2008-12 Theme Narratives and Those of Other Multi-College Districts. This document presented the narrative that the District's current strategic plan used to introduce and explain each of the strategic themes that were carried forward in the Centennial Strategic Plan. For additional context, the introductory text for these themes that were generated by other 2- and 3-college districts for their strategic plans were included. This analysis was used by the DSPC as members created the text to explain and introduce each strategic theme featured in the Centennial Strategic Plan.

The District Office maintains a website devoted to strategic planning. The website features seven years of minutes and output from the District Strategic Planning Committee. The site features links to the District Strategic Plan 2008-12, all of the annual progress reports for the current Strategic Plan, a description of the strategic planning process, and links to the strategic planning process and current strategic plans of each College. In addition, the site has a section dedicated to "RCCD Centennial Strategic Plan 2012-16: Documents and Resources." This section contains the commissioned External Environmental Scan 2012 Report and several other working documents. Some of the above working and reference documents are being reformatted for inclusion in the website. The website is located at:

<http://www.rccd.edu/administration/educationalservices/ineffectiveness/Pages/StrategicPlanning.aspx>

DSPC members were able to update statements, strategic themes and strategic goals within a rich backdrop of access to each College's current strategic plans, the strategic plans of proximate multi-college districts, the progress reports of the District's current strategic plan, and data from a just-completed comprehensive external environmental scan. The work of the Committee was facilitated, as well, through a facilitated SWOTS (Strength, Weaknesses, Opportunity, Threats, and Strategies) workshop by updated strategic theme.

Committee-Driven Output:

To develop each element of the Centennial Strategic Plan the District Strategic Planning Committee utilized a process of facilitated individual, small group, and full group brainstorming, vetting, and decision-making. Each of the time intensive plan development work sessions were assisted by an external facilitator to ensure equal input and standing for all members. The District Office wanted to ensure that all of the creativity and output that formed the Centennial Strategic Plan would come exclusively from DSPC members. This important goal was met. The words and text for the updated District 2012-16 plan's mission, vision, and value statements, strategic themes and the goals for each theme were 100% derived from committee members. Working with the external facilitator, the DSPC edited, vetted, and finalized the proposed Centennial Strategic Plan.

District Strategic Planning Committee Membership:

The 27-member District Strategic Planning Committee (DSPC) is comprised of members representing virtually all key constituencies in the District Office and the Colleges. From the Academic Senate to CSEA and Confidential Staff, from Associated Students to facilities management, and from faculty to HR to College administration and District research services, the range of DSPC's membership assures a diversity of input, opinion, and connection to various stakeholders and constituents.

Chancellor, Gregory Gray
Provost/Vice Chancellor Educational Services, Ray Maghroori
Vice Chancellor Administration and Finance, Jim Buysse
Vice Chancellor Diversity and Human Resources, Melissa Kane
Associate Vice Chancellor, Economic Development, John Tillquist
Associate Vice Chancellor, Facilities, Orin Williams
Director, RCCD Foundation, Amy Cardullo
Dean, Grants, Richard Keeler
Associate Vice Chancellor, Information Systems (Rick Herman, interim)
District's General Counsel, Ruth Adams
Dean, Institutional Research, David Torres
Chief of Staff, Chris Carlson

President Moreno Valley College, Sandra Mayo
Strategic Planning Administrative Co-Chair, Moreno Valley College, Cordell Briggs
Strategic Planning Committee Co-Chair, Moreno Valley, Debbi Renfrow
Academic Senate President, Moreno Valley, Travis Gibbs

President Norco College, Paul Parnell
Strategic Planning Administrative Co-Chair, Norco College, Diane Dieckmeyer
Strategic Planning Committee Co-Chair, Norco, Gail Zwart
Academic Senate President, Norco, Sharon Crasnow

President Riverside City College, Cynthia Azari
Strategic Planning Committee Administrative Co-Chair, Riverside, Ed Bush
Strategic Planning Committee Co-Chair, Riverside, Lee Nelson
Vice President, Academic Affairs, Wolde-Ab Isaac

CSEA Representative, Cindy Conley
Student Trustee, Noemi Jubaer
Confidential Staff Representative, Debra Creswell

Working together, and with the process and reference resources described earlier, these Committee members generated the following statements, strategic themes and strategic goals based on the vision and assumption of available State general fund and other resources.

RCCD 2012-16 Vision

Riverside Community College District is committed to service excellence by providing opportunities for learning, personal enrichment, innovation and community development.

RCCD 2012-16 Values

Riverside Community College District is committed to the following set of shared values that form our core beliefs and guide our actions.

<p>Legacy</p> <ul style="list-style-type: none">• Traditions• Standards• Foundation of future <p>Inclusiveness</p> <ul style="list-style-type: none">• Appreciation of diversity/equity• Respect• Collegiality• Shared governance <p>Service</p> <ul style="list-style-type: none">• To students• To community• To the Colleges• Education/service learning <p>Stewardship</p> <ul style="list-style-type: none">• Planning• Resource development• Sustainability• Responsibility/accountability• Integrity	<p>Enrichment</p> <ul style="list-style-type: none">• Economic development• Lifetime learning• Professional development• Community advancement <p>Excellence</p> <ul style="list-style-type: none">• Innovation• Student success• Organizational effectiveness• Learning environment <p>Shareholder</p> <ul style="list-style-type: none">• Economic partner• Community mindedness• Community responsibility
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RCCD 2012-16 Mission Statement

Riverside Community College District is dedicated to the success of our students and to the development of the communities we serve. By facilitating our Colleges and learning centers to provide educational and student services, we meet the needs and expectations of our unique communities of learners. The District provides the Colleges with leadership in the areas of advocacy, resource stewardship, and planning.

RCCD 2012-16 Strategic Themes

	Student Access
	Student Success
	Resource Stewardship
	Community Collaboration and Partnership
	Creativity and Innovation
	System Effectiveness

RCCD 2012-16 Goals by Strategic Themes



Student Access

As open access institutions of higher education, Riverside Community College District and its Colleges are committed to ensuring that the educational needs of our diverse service area and population are met effectively and efficiently.

- Goal 1: Remove barriers to access for all students, while making the process of accessing new student information and applying to District Colleges more user-friendly.
- Goal 2: Increase the number and awareness of scholarship opportunities and the effectiveness of financial aid counseling.
- Goal 3: Provide programs and services that address community educational needs and priorities.
- Goal 4: Improve the delivery of curriculum by ensuring responsive scheduling and a variety of delivery formats.
- Goal 5: Sustain and deliver educational and community partnerships focused on student preparation, awareness of, and access to District Colleges and educational programs.



Student Success

Riverside Community College District will continue to facilitate student success by offering clear pathways which support the attainment of individual educational goals. Now and over the coming years, our goals for student success are as follows:

- Goal 1: Develop effective pathways for student success by encouraging all students to use student services and promoting the completion of an educational plan.
- Goal 2: Increase rates of transfer, degree, and certificate completion.
- Goal 3: Support faculty excellence and development for the improvement of student learning outcomes.

Goal 4: Eliminate the gap in student achievement and outcomes.

Goal 5: Increase student engagement in and out of the classroom.



Resource Stewardship

Riverside Community College District will ensure a viable and strong economic future through diligent and thoughtful stewardship and planning to effectively manage the District’s physical, fiscal, and human resources. To this end, our District goals are as follows:

Goal 1: Annually assess the Budget Allocation Model (BAM) to ensure that the core missions of the Colleges are met as a priority.

Goal 2: Integrate public and private resource development efforts with District strategic planning and resource allocation.

Goal 3: Create a greater culture of entrepreneurship and philanthropy by encouraging the expansion and diversity of external funding.



Community Collaboration And Partnership

The business sector in the service area of Riverside Community College District continues to face considerable challenges. Local industries are looking for workers with technical, vocational, and training skills but the education of our current workforce does not, in all cases, match employer needs. At the same time, population gains in our service area have outrun gains in job creation for college graduates. This gap between workers and jobs has resulted in our region being one of the nation’s largest commuter communities. The District is committed to collaborating and partnering with community stakeholders to provide an array of educational training and business development services empowering the economic and social life of the region.

In addition, the District recognizes its fundamental and leadership role in providing residents with access to excellent educational, life-long learning, and personal enrichment programs. We will continue and expand our efforts to collaborate with education, business, community organization partners in best practices initiatives that prepare, inform, and assist today’s and tomorrow’s prospective students.

- Goal 1: Refine and promote programs in Career and Technical Education, Economic Development, and Community Education that improve the competency and competitive capabilities of service area incumbent workers.
- Goal 2: Create and expand programs with business, community, and educational partners, with particular focus on responding to workforce development, economic advancement, current and emerging high demand occupations, student internships and employment, and overall resource development.
- Goal 3: Develop new, and strengthen existing, relationships with community groups and organizations that focus on identifying and collectively responding to community needs through maximizing the use of current Districtwide programs and collaborative new initiatives.
- Goal 4: Establish or expand multiple outreach efforts, joint programs and events, collaborative grants, and community partnerships to address regional workforce needs.
- Goal 5: Ensure that residents in all geographic areas of the District have opportunities for personal enrichment and life-long learning through the academic programs of the Colleges, Community Education, and other initiatives.



Creativity and Innovation

Creativity and innovation are the hallmarks of great societies, companies, and educational institutions. In spite of current and on-going statewide fiscal challenges, the Riverside Community College District remains even more committed to work collaboratively with our Colleges, District Office, and community partners to maintain excellence, access to learning opportunities, and effective support services for students and stakeholders through creative programming and delivery systems. We re-affirm our collective resolve to find efficient ways to work, leverage resources, and identify alternative funding and income streams.

- Goal 1: Build a culture of acceptance of diverse ideas and strategies which celebrate the uniqueness of each institution.
- Goal 2: Develop green strategies and programs to save general fund resources and reduce the impact to the environment.
- Goal 3: Support the Colleges' innovative ideas in entrepreneurial initiatives and resource development.

Goal 4: Develop and implement a plan to keep current with technology advancement.

Goal 5: Encourage creativity and innovation from all employees to improve operations, systems delivery, and instruction District-wide.



System Effectiveness

Riverside Community College District, and all of the state's educational systems, is experiencing a sustained, precedent-setting period of economic instability and fiscal challenge. Such a fiscal reality works to limit growth and challenges us to maximize effectiveness and create new ways and methods to maintain excellence in all that we do. Above all, the District and Colleges are dedicated to continued diligence and creativity to ensure system efficiency and effectiveness. In this regard, our District goals are as follows:

Goal 1: Develop efficient and effective processes and procedures that:

- Reduce red tape
- Eliminate redundancies
- Encourage collaboration
- Increase interdepartmental communication
- Reduce the number of meetings
- Promote on-going assessment in order to continually refine our educational technology capability to address future needs

Goal 2: Enhance and institutionalize operational and strategic planning processes that are: (a) deliberative, systematic, and data driven, (b) complement the District and College strategic and master plans, and (c) effectively prioritize new and ongoing resource needs.

Goal 3: Continue implementation and improvement of a comprehensive enrollment management plan and effectively coordinate program and course offerings within and between Colleges and centers to best serve students.

Goal 4: Refine the District functional map to better define responsibilities of various departments.