

RCCD Strategic Planning SWOT Analysis

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College Strategic Planning Gap Analysis

To enhance alignment in the colleges' strategic planning efforts, this SWOT analysis incorporates a gap analysis of strategic planning documents from each college within the district. By doing so, colleges can better serve students within their respective service areas while collectively advancing district-wide strategic planning. Through this analysis, colleges have identified key similarities, differences, and strategic priorities. To support and strengthen these efforts, the district office will leverage these findings to develop strategies that further district-wide goals.

Overview of the Documents

Institution	Focus
Riverside City College (RCC)	Equity-centered transformation using the B.E.S.T. (Build, Engage, Serve, Treasure) framework
Moreno Valley College (MVC)	Integrated Strategic Plan aligned with Guided Pathways and Vision 2030
Norco College	Strategic Planning and Governance Manual integrating planning, governance, and institutional effectiveness

Key Similarities

Area	RCC	MVC	Norco
Alignment with Vision 2030	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Equity and Social Justice Focus	Strong emphasis on liberatory consciousness and servingness	Emphasis on racial equity and social justice	Focus on eliminating equity gaps and aligning with DEIA

Area	RCC	MVC	Norco
Guided Pathways Integration	Embedded in B.E.S.T. goals	Fully integrated with four pillars	Aligned with Guided Pathways and Student Equity
Use of KPIs	Extensive, strategy-aligned KPIs	Clear KPIs for each strategic area	KPIs aligned with EMP goals and tracked annually
Shared Governance	Embedded in implementation and leadership councils	Annual planning and evaluation cycle	Detailed governance manual with participatory structures
Professional Development	Aligned with each strategy	Focused on equity and student-centered practices	Emphasizes continuous improvement and training

Key Differences

Feature	RCC (BEST Plan)	MVC (Integrated Plan)	Norco (SPGM)
Strategic Framework	B.E.S.T. (Build, Engage, Serve, Treasure) + ACIP + Liberatory Consciousness	Guided Pathways + Equity + Community Engagement	EMP Goals + KPIs + Governance Manual
Tone and Style	Transformational, narrative-driven, equity-first	Operational, data-driven, community-focused	Institutional, procedural, governance-focused
Implementation Detail	Highly detailed with professional learning, infrastructure, and liberatory metrics	Focused on measurable outcomes and planning cycles	Deep integration of planning, governance, and accreditation standards
Equity Lens	Liberatory Consciousness Framework (Barbara Love)	Social Justice and Racial Equity Framework	DEIA and disaggregated data analysis
Governance Structure	Leadership Councils aligned with B.E.S.T. goals	Annual evaluation and planning workshops	Detailed governance manual with charters, voting, and evaluation procedures

Feature	RCC (BEST Plan)	MVC (Integrated Plan)	Norco (SPGM)
AI and Innovation	Includes AI ethics and innovation strategy	Mentions OER and ZTC pathways	Aligns with CCCC's Vision 2030 AI and online learning goals

 **Strategic Priorities Comparison**

Priority Area	RCC	MVC	Norco
Student Access	Onboarding, tech-enabled enrollment	Application conversion, dual enrollment	FTES growth, high school capture
Student Success	First-year experience, learning communities	Math/English completion, persistence	Transfer, completion, course success
Equity	Systemwide liberatory practices	Racial equity audits, policy reform	Eliminate equity gaps for Black/Latinx students
Workforce Development	Career-aligned learning, paid internships	CTE alignment with regional jobs	Living-wage career pathways
Institutional Effectiveness	Equity dashboards, logic models	Annual review and resource alignment	Governance self-evaluation, KPI tracking
Facilities & Resources	Inclusive space planning, tech equity	Budget sustainability, WSCH/FTEF targets	BAM refinement, sustainable campus

Overall College Plans SWOT Analysis

This section presents a SWOT analysis of the strategic planning efforts undertaken by the colleges for their upcoming planning cycles. The analysis is based on data derived from the gap analysis tables above, which compare strategic planning approaches across the colleges. The goal of this section is to identify areas where the district can provide targeted support to address potential gaps and to help mitigate any weaknesses or threats that may impact college-level strategic planning.

Strengths

- **Unified College Planning Vision:** All colleges have aligned their strategic planning with the California Community Colleges' Vision 2030. By basing district-wide planning on this framework, colleges remain consistently aligned not only with one another but also with the district and state.
- **Equity-Focused Frameworks:** While all colleges have embraced an equity-minded approach, they have engaged with different frameworks. Nevertheless, each college's plan is rooted in social justice and committed to advancing equity.
- **Integration of Guided Pathways:** All colleges have adopted the guided pathways framework, incorporating its concepts and processes into their planning to enhance student success.
- **Strong Governance and Planning Structures:** Each college has established robust planning and governance structures that align with the district's strategic planning governance, ensuring effective coordination and implementation.
- **Commitment to Professional Development:** All colleges have prioritized ongoing professional development to support continuous improvement and provide equity-focused training.

Weaknesses

- **College-Specific Strategic Planning:** Thus far, strategic planning has been largely siloed within individual colleges. While all institutions align with Vision 2030 and district directives, they have adopted distinct frameworks and processes. However, this variation can be beneficial, as each college serves different student populations and has unique academic expertise and focus areas.
- **Diverse Planning Approaches:** Strategic planning approaches vary in complexity and structure. RCC's transformational approach may lean toward abstraction, whereas Norco's framework

Commented [BS2R1]: Yes, of course. I like that idea.

Commented [KJ1]: This section was reviewed by the subcommittee and directly relates and is solutions-orientated to 'District Opportunities to Mitigate Threats and Weaknesses'. Could we just remove the 'District Opportunities to Mitigate Threats and Weaknesses' and replace it with this section, since three subcommittee reviewed and recommended this section?

Commented [BS3R1]: I replaced the section. Does that work?

Commented [KJ4R1]: Yes, looks good! Thank you.

might be more procedural. As long as there is alignment and a shared direction toward common goals, these differences should not pose a challenge.

Opportunities

- **Opportunities for Cross-Collaboration:** A shared district plan can facilitate and support collaboration among colleges, ensuring alignment with their collective purpose and vision. This analysis is setting the foundation for that cross-collaboration.
- **Advancing Data and Technology Expansion:** The district and colleges have the opportunity to drive innovation by promoting emerging technologies like AI and implementing a centralized data structure for improved efficiency and accessibility.
- **Leading in Equity Initiatives:** By integrating the strongest equity elements from its colleges, the district has the potential to become a leader in equity within the Inland Empire and across the state.
- **Expanding Career-Aligned Learning:** The district can strengthen community support and economic resilience by promoting high-paying, high-skilled career pathways and expanding career-focused learning opportunities.

Threats

- **Risk of Fragmented Planning:** A lack of cohesion in planning models and governing structures can result in siloed efforts and inefficiencies, hindering overall effectiveness.
- **Challenges of Initiative and Legislative Fatigue:** When outcomes are unclear or difficult to measure, resistance and complacency can emerge, leading to strategic plans being shelved rather than serving as active guides for business processes.
- **Prioritizing Resource Equity:** Uneven or insufficient resources must be addressed as a priority; without adequate support, plans risk becoming impractical and impossible to fully implement.

District Office SWOT Analysis

Analysis Overview: This analysis was conducted with input from district office staff and management. Institutional Effectiveness distributed a survey to all district employees, gathering their insights on the district's strengths, weaknesses, opportunities, and threats.

Strengths

- **Passion for student success & community support** – Committed employees and staff dedicated to bettering student outcomes and engaging with the local community.
- **Strong, dedicated workforce** – Employees with expertise and commitment to education and student development.
- **Quality education & institutional reputation** – Well-regarded academic programs with diverse student and employee populations.

Commented [BS6R5]: I like that. I will make the change.

Commented [KJ5]: Could we use 'Scale Districtwide Data Infrastructure'? I would recommend changing the second sentence to 'The district should invest in scaling their centralized data infrastructure using the Vision 2030 framework as each college has aligned their data to the state'.

Commented [KJ7R5]: Thank you!

Commented [BS8]: I am collecting data from the District Office for this section.

Commented [KJ9R8]: I look forward to seeing the data. Thank you for all the work!

Weaknesses

- **Siloed planning & assessment** – Departments operate separately, limiting efficiency and innovation.
- **Outdated business processes & technology** – Inefficiencies in administrative workflows and resistance to modernization. Data infrastructure and processes are out of date and need to be addressed.
- **Campus disconnection & safety concerns** – Distance between campuses creates operational barriers (staffing and communication), and safety concerns affect the student experience.

Opportunities

- **Align planning processes & improve communication** – Greater coordination between offices and committees for streamlined decision-making.
- **Expansion of workforce development & noncredit offerings** – Leverage partnerships with local employers and respond to the growing demand for short-term credentials and reskilling programs.
- **Funding opportunities & infrastructure growth** – Measure CC funds allow for new construction and modernization of facilities.

Threats

- **State budget volatility & financial constraints** – Budget deficits impact funding availability for high-impact programs.
- **Competition from other institutions & changing workforce needs** – Rising competition from online education platforms and evolving job market demands.
- **National trends conflicting with district values** – Political and educational shifts, particularly regarding Diversity, Equity, and Inclusion (DEI), may pose challenges.

Actions to Mitigate Threats and Weaknesses

Addressing threats and weaknesses requires a mix of strategic planning, investment, and cultural shifts. Here are some key actions RCCD could take:

Mitigating Weaknesses

- **Improve Collaboration & Planning Processes** – Establish more integrated workflows between departments, ensuring planning and assessment efforts are aligned district-wide. **horizontal and vertical language**
- **Modernize Administrative Systems** – Invest in updated technology to streamline business operations (HR, purchasing, enrollment) and reduce inefficiencies.
- **Enhance Campus Safety** – Improve safety strategy, including better security infrastructure, awareness programs, and stronger community partnerships.

Mitigating Threats

- **Financial Diversification** – Secure alternative funding sources such as grants, partnerships, and philanthropic contributions to navigate budget volatility.
- **Competitive Differentiation** – Strengthen RCCD's unique academic programs and noncredit offerings to stay competitive against online learning platforms.
- **Adapt to Workforce Trends** – Create tailored workforce training programs aligned with emerging job markets to ensure RCCD remains relevant.
- **The key is flexibility**—continuously adapting to shifting educational, economic, and policy landscapes.

Centralization and Support Framework

To centralize and support the three strategic plans from Riverside City College (RCC), Moreno Valley College (MVC), and Norco College (NC), a coordinated district-wide approach is essential. Here's a structured proposal for how this could be achieved.

1. Scale the District Strategic Planning Council to focus on

- Share best practices
- Coordinate timelines and reporting
- Ensure consistency with RCCD Vision 2030 and CCCCCO mandates
- Annual district-wide planning summit
- Update and maintain current district-wide governance repository
- Use the three colleges' strategic plans to drive and inform the district's strategic plan

2. Create a Unified Strategic Planning Hub

A centralized platform that:

- Reports progress towards shared goals and uses Vision 2030 goals that allows comparisons across district
- Leverage already established dashboards that allows disaggregated data comparisons
- Supports transparency and accountability that reduces the need to report out
- Share findings from climate surveys and program reviews from both the district and colleges

Benefits:

- Enables real-time data sharing and planning practices
- Facilitates cross-college benchmarking
- Supports equity-focused decision-making

Tool: A district-wide calendar and planning matrix.

3. Develop a Shared Equity and Innovation Resource Hub that Facilitates Cross-College Learning Communities

A digital and physical repository for:

- Professional development materials (e.g., DEIA, Guided Pathways, AI ethics)
- Equity frameworks (e.g., RCC’s Liberatory Consciousness, MVC’s Social Justice lens)
- Templates for program review, onboarding, student engagement, hiring practices, and succession plans.
- Monthly “Strategic Exchange” forums
- Rotating leadership development workshops

Focus Areas:

- Equity-centered training materials on pedagogy and practices
- Data literacy
- Student-centered policies, practices, and procedures
- Governance and participatory decision-making

4. Leverage District-Level Funding and Centralized Functions

- Pool resources for shared initiatives (e.g., AI integration, ZTC pathways, student basic needs)
- Coordinate grant writing and reporting
- Align budget allocation models (BAM), and district staffing with colleges’ strategic priorities
- Increase the three colleges’ accessibility to the district budget information and decision-making
- Implement a district-wide technology plan that supports the college’s needs
- Evaluate and improve hiring practices and procedures

Integration Map (Example)

Strategic Area	RCC (BEST)	MVC (ISP)	Norco (SPGM)	Responsible Central Support
Equity	Liberatory Consciousness	Racial Equity & Social Justice	DEIA & KPI tracking	
Student Success	First-Year Experience	Guided Pathways	Completion & Transfer KPIs	
Governance	Leadership Councils	Annual Planning Cycle	Governance Manual	

Commented [KJ10]: This section was reviewed by the subcommittee and directly relates and is solutions-orientated to 'District Opportunities to Mitigate Threats and Weaknesses'. Could we just remove the 'District Opportunities to Mitigate Threats and Weaknesses' and replace it with this section, since thee subcommittee reviewed and recommended this section?

Commented [BS11R10]: Yes, of course. I like that idea.

Commented [KJ12]: @Butler, Steven I would recommend moving this to after District Office SWOT Analysis section and before Integration Map (Example) section.

Commented [BS13R12]: Ok moved. Thank you!

Commented [BS14R12]:

Strategic Area	RCC (BEST)	MVC (ISP)	Norco (SPGM)	Responsible Central Support
Workforce	Career Pathways	Regional CTE Alignment	Living-Wage Careers	
Innovation	AI Ethics & Teaching	OER/ZTC	Online Learning & AI	

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