

# **RCCD Strategic Plan 2025-2030**

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## Chancellor's Message

The Riverside Community College District (RCCD) Strategic Plan 2025–2030 represents a bold and forward-looking roadmap for the next five years. Developed collaboratively with faculty, classified professionals, administrators, and community partners, this plan positions RCCD to lead with vision, equity, and innovation in a rapidly changing higher education environment.

Building on the lessons learned from the 2019–2024 Strategic Plan, this new plan is closely aligned with the California Community Colleges Vision 2030 framework and reaffirms our commitment to student success, equitable access, and institutional excellence. This plan advances an integrated approach across the District by ensuring alignment between college strategic plans, educational master plans, and the District's over-arching strategic plan.

The 2025–2030 Strategic Plan introduces clear goals and measurable outcomes that will guide the efforts to close equity gaps, increase completion rates, and strengthen workforce outcomes. These goals are supported by key performance indicators (KPIs) and a rigorous assessment process designed to foster efficiency, effectiveness, accountability, transparency, and continuous improvement. The planning structure—anchored by the District Strategic Planning Council and its five committees—will continue to monitor progress, recommend improvements, and ensure that the work remains responsive to student and community needs.

This plan also emphasizes the importance of resource alignment, institutional effectiveness, and partnerships. By integrating equity into every facet of our strategies—from access and success to support and resource allocation—we aim to create a cohesive and student-centered system that empowers learners and strengthens the region's economic and social fabric.

I want to thank and congratulate all who contributed to this comprehensive and collaborative effort. Your dedication ensures that RCCD remains a cohesive and unified district committed to innovation, equity, and excellence. As with previous plans, this document is a living framework—one that will evolve through annual monitoring, evaluation, and refinement. Together, we will transform challenges into opportunities and advance RCCD's mission to serve as a catalyst in the social and economic transformation of the region.

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## Statement of Purpose

### Purpose

The Riverside Community College District (RCCD) 2025–2030 Strategic Plan positions RCCD to lead with vision, equity and innovation in a rapidly changing higher education environment. Aligned with the California Community Colleges Vision 2030 goals, the plan reaffirms the District's commitment to student success, equitable access, and institutional excellence.

Building on the foundation of the 2019–2024 Strategic Plan and guided by Vision 2030, this plan advances RCCD's integrated approach to districtwide planning by aligning college strategic

plans and educational master plans with shared District priorities. It sets clear goals, measurable outcomes, and supports a culture of continuous improvement.

Developed collaboratively with input from faculty, classified professionals, and administrators across the colleges and District Office, the plan recognizes RCCD as a unified district. The District is comprised of three colleges and the District Office. The colleges, as Hispanic-Serving Institutions (HSI), focus on instruction, student services, operations, and planning, while the District Office provides streamlining and coordinates support and programming in those areas to support student success.

The plan establishes a framework for accountability with the Board of Trustees, chancellor, and college leaders working together to achieve District goals. Measurable benchmarks and key performance indicators (KPIs), aligned with Vision 2030, will guide progress in areas like closing equity gaps, boosting completion rates, and improving workforce outcomes.

RCCD will continue using the five-District committee structure under the District Strategic Planning Council (DSPC): Teaching and Learning; Equity, Social, Economic, and Environmental Justice; Institutional Planning, Effectiveness and Governance; Resources; and Advancement and Partnerships. These committees monitor progress, assess results, and recommend improvements.

Overall, the 2025–2030 Strategic Plan provides a clear and collaborative roadmap to guide the District in meeting student needs, supporting innovation, and advancing an equitable future for the region and the state.

## Process

The District has been developing the 2025-2030 Strategic Plan since September 2024, following the conclusion of the 2019–2024 plan. As shown in Figure 1, the timeline began with an assessment of the previous plan, providing a foundation for this new one. The California Community Colleges Chancellor's Office (CCCCO) also introduced Vision 2030, a statewide framework with which this new plan is intentionally aligned. After the assessment, the DSPC launched a districtwide workgroup comprising of faculty, classified professionals, and administration to collaboratively develop, draft and finalize the new strategic plan. The workgroup convened throughout Spring and Summer 2025 to complete the environmental scan, SWOT analysis, mission, vision, goals, and objectives.

Drafts were presented for review by the DSPC and college leadership at the start of Fall 2025. Following vetting and approval by college and District governing bodies, the plan was officially adopted.

This strategic plan is the result of a collaborative effort led by administrators, faculty, and classified professionals, reflecting a shared commitment to continuous improvement and student success.

Figure 1 Strategic Plan Development Timeline



## Mission, Vision, and Values RCCD Mission Statement

Riverside Community College District supports its colleges in empowering diverse learners, advancing equity, and promoting social justice and economic mobility through affordable public higher education. We provide the systems, resources and leadership needed to eliminate barriers, foster student success, and drive institutional transformation across the region.

## RCCD Vision Statement

We envision a thriving region where education fuels opportunity, equity is realized, and every student has the power to shape their future.

## RCCD Guiding Principles

The following values guide how RCCD serves its colleges and communities:

### 1. Student Success as Our Purpose

We exist to enable student learning, completion and opportunity—supporting colleges to design systems that place students first.

### 2. Equity in Action

We operationalize equity across policy, practice and resource allocation—especially for historically marginalized students and communities.

### 3. Collaboration Across Communities

We champion partnerships with industry, education and the community to expand impact and build shared prosperity.

#### **4. Integrity and Accountability**

We lead with transparency, uphold trust and take responsibility for aligning our efforts with our mission and goals in service to our colleges and community.

#### **5. Innovation for the Future**

We embrace change, encourage creative problem solving, integrate technology, and use data and reflection to improve outcomes for all.

#### **Goals and Objectives Goal 1: Equity in Access**

**Broaden opportunities for all area residents to begin or continue their higher education journey at RCCD colleges.**

**Objective 1.1:** Increase with equity the number of students attending a RCCD college, especially among underserved populations.

Benchmark/KPI 1: By 2030, achieve a 25% equitable increase in RCCD student enrollment.

**Objective 1.2:** Increase dual enrollment participation by improving systemic communication and planning with local districts: strengthening high school and district partnerships, proactively identifying and addressing challenges, streamlining enrollment processes, and targeting outreach to underserved student populations.

Benchmark/KPI 2: By 2030, achieve 10% of FTES through dual enrollment.

**Objective 1.3:** Expand RCCD's workforce development programming by increasing paid work-based learning (WBL) opportunities that align educational pathways with regional labor market needs.

Benchmark/KPI 3: By 2030, increase paid WBL opportunities by 25% - achieving an average annual growth of 5%, as measured by the number of students participating in paid WBL.

**Objective 1.4:** Grow RCCD's noncredit and adult education programs by expanding offerings in high-demand areas through community partnerships and targeted outreach.

Benchmark/KPI 4: By 2030, increase noncredit enrollment to achieve at least 500 FTES based on availability of space.

Benchmark/KPI 5: By 2030, increase the number of adult (25 or older) student headcount by 25%.

**Objective 1.5:** Strengthen institutional infrastructure, including policies, procedures and practices, as well as technological and human resources, to address with equity the instructional and support success of students who choose to pursue their educational goals at a distance through online education.

Benchmark/KPI 6: By 2030, eliminate the course success rate gaps across all instructional

modalities.

**Goal 2: Equity in Success**

**Improve the academic and career success of all current and prospective RCCD students.**

**Objective 2.1:** Increase with equity the number of students who achieve a meaningful educational outcome.

Benchmark/KPI 7: By 2030, increase with equity the number of students completing an associate degree, certificate, or transfer by 30%.

Benchmark/KPI 8: By 2030, increase three-year completion rates by at least 15%.

**Objective 2.2:** Increase with equity the number of students earning an Associate Degree for Transfer (ADT) and transferring.

**2.2a:** Increase with equity the number of students earning an ADT.

Benchmark/KPI 9: By 2030, increase with equity ADT awards by 35%.

**2.2b:** Increase with equity the number of students transferring to UC or CSU.

Benchmark/KPI 10: With intersegmental collaboration, increase transfers to UC/CSU by 30% by 2030.

**2.2c:** Support the development of bachelor's degree programs at all three colleges that align with local workforce needs.

Benchmark/KPI 11: By 2030, develop at least one bachelor's degree program at each of the three colleges.

**Objective 2.3:** By 2030, increase with equity the number of students earning a living wage by identifying the region's high skill, high demand and high paying programs and developing new programs.

Benchmark/KPI 12: By 2030, increase with equity the number of graduates earning a living wage by 10%.

Benchmark/KPI 13: By 2030, increase with equity the number of graduates from high skill, high demand and high paying programs by 20%.

**Goal 3: Equity in Support**

**Provide maximum levels of institutional support to students by achieving a systematic Standard of Care that supports students from matriculation through completion.**

**Objective 3.1:** Increase with equity the number of students receiving state, federal and

institutional aid for which they are eligible.

Benchmark/KPI 14: By 2030, increase with equity Pell, California Dream Act, and California College Promise Grant recipients by 25%.

**Objective 3.2:** Ensure that RCCD students have equitable access to timely basic needs support (including, but not limited to, food, housing, mental health, and technology) by enhancing services districtwide, strengthening community partnerships, and pursuing funding to sustain and expand these supports.

Benchmark/KPI 15: By 2030, increase student access to basic needs support services—including food, housing, mental health assistance, technology and other services by 25%.

**Objective 3.3:** Decrease with equity the number of units in excess of the 60-unit threshold for the Associate Degree for Transfer or other associate degrees.

Benchmark/KPI 16: By 2030, reduce with equity the number of students completing in excess of 60 units for their first associate degree by 20%.

Benchmark/KPI 17: By 2030, the number of students receiving degrees through Areas of Emphasis will decrease by 25%.

#### **Goal 4: Institutional Effectiveness**

**The District identifies, measures and reports on student and institutional outcomes to demonstrate the advancement of the District's mission and goals.**

**Objective 4.1:** Improve the efficiency and timeliness of core District processes and procedures, such as Human Resources, Business and Financial Services, and Institutional Advancement & Economic Development, to effectively support the development and delivery of instructional, student support and administrative services.

Benchmark/KPI 18: Streamline and enhance core business processes to improve overall efficiency, as measured by:

- Reduce average number of days to process invoices for payment from 20 business days to  $\leq 7$  business days.
- Reduce the number of days to reimburse employees for travel expenses from 20 business days to  $\leq 7$  business days.
- Reduce the average time to convert a requisition into a purchase order from 7 days to  $\leq 3$  days.
- Through OnBase, reduce average time to process a Contract Transmittal Form (CTF) packet from 7 days to  $\leq 4$  days.
- Average time to resolve safety and emergency issues  $\leq 30$  days
- HRER will aid in reducing the average time to hire by 15% from the current baseline to improve recruitment efficiency and reduce delays by streamlining processes, automating repetitive tasks, enhancing sourcing, improving communication, and identifying and removing bottlenecks.
- Conduct an annual review of core Institutional Advancement & Economic Development

operational processes—including fundraising, grants administration, public records coordination, and strategic communications efforts—to identify inefficiencies and implement improvements that enhance alignment with District priorities and operational efficiency.

(See Appendix for additional Benchmarks/KPIs)

**Objective 4.2:** Attain a district-level efficiency of 18 FTES/FTEF.

Benchmark/KPI 19: Attain an overall efficiency of 18 FTES/FTEF.

#### **Goal 5: Resources**

**The District will acquire, manage and deploy resources - including human, facilities, technology, and financial - to support District goals and advancement.**

**Objective 5.1:** Strengthen and refine the equitable distribution of funds among the colleges and the District Office.

Benchmark/KPI 20: By 2030, develop a transparent, data-driven budget allocation model for colleges and the District Office to equitably and efficiently distribute resources across all units. (See Appendix B for additional Benchmarks/KPIs)

**Objective 5.2:** Increase student, faculty and staff satisfaction with their well-being and safety.

Benchmark/KPI 21: Promote a safe, healthy, and supportive environment as measured by:

- Achieve a  $\geq 95\%$  response rate to Risk Management service requests within 24 hours.
- Achieve an annual safety training completion rate of  $\geq 95\%$  for all employees.
- $\geq 95\%$  incidents are reported and investigated within 24 hours of occurrence.
- Maintain facility conditions that meet District safety and emergency standards, with interim measures for improvements requiring funding, achieving  $\geq 90\%$  compliance.
- HRER will establish baseline data from surveys with results disaggregated by employee groups to guide equity-based interventions to establish key metrics for evaluating wellness programs which include participation rates, engagement levels, health outcomes, and satisfaction.

(See Appendix B for additional Benchmarks/KPIs)

**Objective 5.3:** Strengthen the physical plant to support academic programs, workforce training, student support services, and administrative functions districtwide.

Benchmark/KPI 22: Conduct annual space utilization and optimization studies, with a target of implementing 80% of identified recommendations and repurposing 80% of underutilized classrooms and labs into other priority spaces.

Benchmark/KPI 23: Complete 25% of prioritized schedule maintenance projects each year, based on districtwide facilities condition assessments.

**Objective 5.4:** Advance student success and institutional growth through equitable access to

technology; a culture of innovation and collaboration; and a resilient, future-ready infrastructure that leverages generative AI and emerging technologies.

Benchmark/KPI 24: Enhance Technology Access, Training, and Infrastructure by:

- Percentage of core systems migrated to cloud-based infrastructure – increase by 5% annually.
- Faculty and staff participation in technology-focused professional development -increase by 5% annually.
- Student access to hardware (laptops/internet/hotspots, etc.) -Increase by 5% annually. (See Appendix B for additional Benchmarks/KPIs).

## **Goal 6: Partnerships and Community Engagement**

**Strengthen RCCD's role and impact as a leading academic institution by cultivating strategic partnerships, engaging the community, and expanding resources to support student success.**

**Objective 6.1:** Expand collaborative partnerships with educational institutions, civic organizations, and businesses to advance student success, regional workforce development, and community enrichment.

Benchmark/KPI 25: Increase the number of formal partnership agreements leading to resource generation, coordinated programming, and leveraged services by 25% by 2030 (5% annual increase).

**Objective 6.2:** Strengthen RCCD capacity to achieve its vision, mission and strategic priorities through the acquisition of financial resources and other external support, including, but not limited to, public and private grant funding, philanthropic contributions, and government advocacy.

Benchmarks/KPI 26: Diversify funding streams to address uncertainty at the state and federal levels and reduce reliance on any one source as measured by:

- Increase the breadth of public granting agencies and/or programs that support the District by an average of 5 submissions each year to agencies and/or programs that have not previously been pursued and 3 new awards from these same agencies.
- Increase the value of private gifts by 25% by 2030 (5% annual increase).
- Increase financial resources obtained from non-public sources, including, but not limited to, private foundations, corporations, community-based groups, and others by 25% by 2030 (5% annual increase).

**Objective 6.3:** Increase the economic impact of RCCD through the delivery of targeted workforce and economic development initiatives that support employers, employees, industry sectors, and entrepreneurs, among others.

Benchmark/KPI 27: Increase the number of RCCD workforce and economic development program participants who obtain employment, participate in upskill training, increase wages,

obtain federal contracts, or start a business by 5% annually.

**Objective 6.4:** Establish and execute an annual legislative agenda that proactively identifies, monitors, and responds to proposed legislation impacting RCCD priorities through strategic engagement, reporting, and advocacy.

Benchmark/KPI 28: 100% of legislative priorities from the annual agenda are tracked through at least nine established monitoring systems, with up to 12 updates provided to leadership each year based on urgency.

**Objective 6.5:** Enhance and improve internal and external communications in support of the goals and objectives outlined in RCCD's Strategic Plan.

Benchmark/KPI 29: By June 2026, develop and implement a comprehensive set of communication standards and guidelines adopted by the District, with annual reviews to ensure alignment with strategic priorities; execute four targeted marketing campaigns annually beginning in FY 2026; deliver at least 40 multimedia content pieces and creative assets annually that support RCCD initiatives.

## Basic Strategies

Of the six District goals - each with specific objectives - the first three (Equity in Access, Equity in Success, and Equity in Support) correspond most directly to the mission of the District and serve as the driving force of the strategic planning process. These three goals form the basis for all of the District's teaching and learning activities and provide the essential foundation for prioritizing resources.

The following section outlines a set of possible basic strategies to support these and the remaining District goals. While not exhaustive, these strategies offer a practical starting point to advance our commitment to equity, effectiveness and student-centered innovation. Developed collaboratively, it includes a clear purpose, actionable plans, and alignment with specific objectives to guide measurable progress by 2030. Together, they serve as a roadmap to initiate implementation and spark continued dialogue, refinement and expansion as RCCD moves forward.

### Goal 1: Equity in Access

#### Strategy 1: Community-Centered Outreach and Engagement

**Purpose:** Build trust and awareness among underserved populations to increase equitable access.

##### Plan of Action:

- Partner with community-based organizations, faith groups, and cultural centers to host college information sessions in multiple languages.
- Launch a mobile outreach unit to visit neighborhoods, community events, and high schools with enrollment support and program information.

- Develop culturally relevant marketing campaigns using local media, social media influencers, and student ambassadors.
- Collaborate and visit K-8 schools to introduce college earlier in the academic pipeline.

**Supports Objectives:**

- 1.1 (Enrollment Equity)
- 1.2 (Dual Enrollment)
- 1.4 (Noncredit/Adult Ed)

**Strategy 2: Seamless Pathways and Enrollment Support**

**Purpose:** Remove barriers to entry and streamline the student journey from interest to completion.

**Plan of Action:**

- Implement a “One-Stop” digital and in-person enrollment hub with multilingual support.
- Simplify dual enrollment processes through MOUs with local high schools and shared data systems.
- Offer enrollment incentives, including incentives for pursuing full-time enrollment.
- Scale Credit for Prior Learning (CPL) opportunities with a focus on military service, apprenticeships, and technical industry certifications.

**Supports Objectives:**

- 1.1 (Enrollment Equity)
- 1.2 (Dual Enrollment)
- 1.4 (Noncredit/Adult Ed)

**Strategy 3: Workforce-Aligned Program Expansion**

**Purpose:** Align RCCD offerings with regional economic needs and provide real-world learning opportunities.

**Plan of Action:**

- Collaborate with local employers and workforce boards to co-design Career Education and noncredit programs.
- Expand paid internships, apprenticeships and job shadowing through employer partnerships and grant funding.
- Launch targeted programs in ESL, digital literacy, and reentry skills with flexible scheduling and wraparound services.

**Supports Objectives:**

- 1.3 (Work-Based Learning)
- 1.4 (Noncredit/Adult Ed)

**Goal 2: Equity in Success**

## Strategy 1: Completion and Support

**Purpose:** Support students in staying on track and completing their educational goals efficiently and equitably by implementing the Standard of Care framework.

### Plan of Action:

- Ensure every student is assigned counselors and educational resource advisors to streamline their educational pathway.
- Expand proactive academic advising and case management, especially for first-generation and underserved students.
- Implement AI and other advanced technological tools to provide real-time access to degree audit and personalized academic plans to support timely completion.
- Strategically implement academic support services, including assigned tutoring to students in academic distress.
- Offer completion incentives such as graduation grants, textbook vouchers, or priority registration for students nearing completion.

### Supports Objectives:

- 2.1 (Completion)
- 2.2a (ADT Awards)
- 2.2c (Transfers)

## Strategy 2: Strengthen Transfer and Baccalaureate Pathways

**Purpose:** Create clear, supported pathways to four-year degrees and expand local baccalaureate options.

### Plan of Action:

- Offer transfer application fee waivers and assistance as an incentive.
- Deepen partnerships with UC and CSU to streamline transfer pathways and articulation agreements.
- Create opportunities for guaranteed admissions to transfer institutions, providing students with access to transfer opportunities.
- Launch targeted ADT campaigns and transfer fairs with university partners.
- Develop and promote RCCD bachelor degree programs aligned with regional workforce needs (e.g., healthcare, IT, education).

### Supports Objectives:

- 2.2a (ADT)
- 2.2b (Bachelor's Programs)
- 2.2c (Transfers)

## Strategy 3: Career-Connected Learning and Economic Mobility

**Purpose:** Ensure students are prepared for high-wage, high-demand careers through real-world

learning and support.

**Plan of Action:**

- Integrate career exploration and planning into the first-year experience and across the curriculum.
- Grow partnerships with employers to expand internships, apprenticeships and job placement services.
- Track and support alumni outcomes to ensure equitable attainment of living-wage employment.

**Supports Objectives:**

- 2.1 (Completion)
- 2.2b (Bachelor's Programs)
- 2.3 (Living Wage)

**Goal 3: Equity in Support**

**Strategy 1: Proactive Financial Aid Outreach and Support**

**Purpose:** Ensure all eligible students access the financial resources they need.

**Plan of Action:**

- Launch a multilingual, culturally responsive financial aid awareness campaign targeting high-need communities.
- Embed financial aid workshops into onboarding, orientation and first-year experience programs.
- Partner with high schools and community organizations to offer FAFSA and Dream Act Application completion events and one-on-one support.

**Supports Objective:**

- 3.1 (Maximizing Financial Aid)

**Strategy 2: Integrated Academic Planning and Advising**

**Purpose: Help students complete their degrees efficiently by reducing excess units. Plan of Action:**

- Implement mandatory academic planning sessions using degree audit tools and guided pathways maps.
- Provide additional professional development for counseling faculty, discipline faculty, and educational resource advisors to monitor student progress through implementing Standard of Care and intervene early when students deviate from their plans.
- Use predictive analytics to identify students at risk of accumulating excess units and provide targeted advising.
- Embed technological solutions to reduce time and improve efficiency where appropriate.

**Supports Objective:**

- 3.3 (Reduce Units to Completion)

**Strategy 3: Cross-Sector Student Support Ecosystem**

**Purpose:** Leverage partnerships to provide wraparound services that address students' academic, financial and social needs.

**Plan of Action:**

- Establish formal referral networks with local housing, food security, mental health, and transportation providers.
- Co-locate services on campus through partnerships with county agencies and nonprofits. Create a centralized student support hub (physical and virtual) to connect students with available resources.
- Develop and implement a classified professional development plan to ensure adequate staffing, balanced workloads, and ongoing training to support expanded services.

**Supports Objectives:**

- 3.1 (Maximizing Financial Aid)
- 3.2 (Access to Basic Needs Support)

**Goal 4: Institutional Effectiveness**

**Strategy 1: Streamline Core Administrative Processes**

**Purpose:** Improve the efficiency and responsiveness of essential District operations to better support instruction and student services.

**Plan of Action:**

- Gather information on process reviews and assessments that have already been completed.
- Conduct process mapping and time-motion studies in HR and Business and Financial Services to identify bottlenecks.
- Implement digital workflow systems (e.g., e-signatures, automated approvals) to reduce processing time.
- Establish and monitor KPIs for HR, Finance, and Institutional Advancement with regular reporting and continuous improvement cycles.

**Supports Objective:**

- 4.1 (Efficiency in Core Processes)

**Strategy 2: Integrate Advanced Technology for Institutional Innovation**

**Purpose:** Leverage emerging technologies to enhance learning, student support, and administrative functions.

**Plan of Action:**

- Pilot AI-powered tools (e.g., chatbots, virtual advisors) to improve access and responsiveness of districtwide services.
- Support faculty subject matter experts to explore emerging technologies in teaching and learning, ensuring alignment with academic standards and contributions to student success.
- Adopt new technology solutions that improve accessibility, engagement, or operational efficiency.
- Provide professional development to develop deeper knowledge and use of currently available technology solutions such as Microsoft 365 applications.
- Implement Anthology as a centralized platform that connects student success, academic affairs, BFS, and HRER by streamlining data integration, automating workflows, and providing real-time dashboards.

**Supports Objective:**

- 4.1 (AI and Technology Integration to Improve Efficiency, Productivity and Innovation)

**Strategy 3: Optimize Instructional Efficiency and Resource Allocation**

**Purpose:** Improve instructional productivity while maintaining quality and equity in learning outcomes.

**Plan of Action:**

- Use data analytics to align course offerings with student demand and program pathways.
- Identify and introduce technology-driven tools to streamline course scheduling to maximize resource efficiency, engaging Instructional Department Coordinators (IDCs) in the planning, training, and implementation process.
- Provide professional development for deans and department chairs on scheduling efficiency and FTES/FTEF optimization.
- Monitor and report on FTES/FTEF ratios districtwide, with targeted interventions to reach the benchmark of 18.

**Supports Objective:**

- 4.2 (Instructional Efficiency)

**Goal 5: Resources**

**Strategy 1: Equitable and Transparent Resource Allocation**

**Purpose:** Ensure that funding and staffing are distributed fairly across the entire District to meet the diverse needs of each college.

**Plan of Action:**

- Assess BAM model to guide equitable budget allocations, incorporating enrollment, program costs, and student needs.

- Use a Total Cost of Ownership model to improve efficient and equitable use of resources.
- Establish clear KPIs and targets for resource distribution through collaboration with college and District finance, DBAC, and HR (e.g., 75% full-time faculty goal).
- Conduct annual equity audits of budget and staffing allocations to ensure alignment with institutional priorities.
- Complete the budget allocation model by integrating actual cost of college specific CTE programs.
- Support colleges to develop a BAM within the various units of their college along the principles laid for the District.
- Develop a BAM through the District Office that is data driven.

**Supports Objective:**

- (Equitable Distribution of Funds)

**Strategy 2: Foster a Safe, Inclusive and Supportive Campus Environment**

**Purpose:** Promote access to resources to improve the physical, emotional well-being, and professional growth of students, faculty and staff.

**Plan of Action:**

- Expand campus safety infrastructure (e.g., lighting and surveillance) and implement regular safety drills.
- Continue and monitor well-being initiatives such as mental health services, wellness workshops, and employee assistance programs.
- Conduct annual climate and safety surveys and use results to guide continuous improvement efforts.
- Clarify policies, documentation procedures, tools, and feedback loops for reports of concern about campus community members' safety and well-being.
- Establish targeted hiring pipelines, career ladders, and professional growth opportunities for classified professionals to support retention of skilled employees and clear pathways for advancement.

**Supports Objective:**

- 5.2 (Well-being and Safety)

**Strategy 3: Build a Future-Ready, Tech-Enabled Infrastructure**

**Purpose:** Advance student success and institutional resilience through strategic investments in facilities and technology.

**Plan of Action:**

- Prioritize capital projects that support academic programs, workforce training, and student services in collaboration with District and college leadership.
- Expand access to digital tools and cloud-based systems to improve service delivery and learning outcomes.

- Provide dedicated training time and workload support for classified professionals and managers to adapt to new emerging technologies, ensuring AI tools enhance their student-facing roles.

**Supports Objectives:**

- 5.3 (Strengthen Physical Plant)
- 5.4 (Technology and Innovation)

**Goal 6: Partnerships and Community Engagement**

**Strategy 1: Build and Deepen Strategic Partnerships**

**Purpose:** Expand RCCD's network of collaborators to enhance student success, workforce development, and community enrichment.

**Plan of Action:**

- Formalize new partnership agreements with K-12 districts, universities, employers, and civic organizations.
- Host annual partnership summits to align goals, share data, and co-design programs.
- Develop a centralized partnership tracking system to monitor growth and impact.

**Supports Objective:**

- 6.1 (Expand Collaborative Partnerships)

**Strategy 2: Diversify and Grow External Funding Sources**

**Purpose:** Strengthen RCCD's financial resilience and capacity to support strategic priorities.

**Plan of Action:**

- Launch a districtwide effort to pursue and secure non-public grant funding through coordinated efforts on the part of the RCCD Foundation and the Grants and Sponsored Programs teams.
- Establish an annual districtwide giving campaign and donor engagement strategy to grow philanthropic support.
- Advocate for RCCD priorities at the local, state and federal levels through coordinated government relations efforts.
- Expand advocacy to regional, state and national foundations (i.e., Irvine Foundation, College Futures, etc.)

**Supports Objective:**

- 6.2 (Increase External Support)

**Strategy 3: Drive Regional Economic and Workforce Development**

**Purpose:** Position RCCD as a key driver of economic mobility and innovation in the region.

**Plan of Action:**

- Expand workforce training and upskill programs in partnership with industry sectors and economic development agencies.
- Launch entrepreneurship and small business support initiatives through RCCD centers or incubators.
- Conduct and publish economic impact reports every three years to demonstrate RCCD's value to the region.

**Supports Objective:**

- 6.3 (Increase Economic Impact)

**Appendices**

**Appendix A: Strategic Plan Assessment and Analysis of Key Performance Indicators**

**RCCD 2025–2030 Strategic Plan Assessment Process**

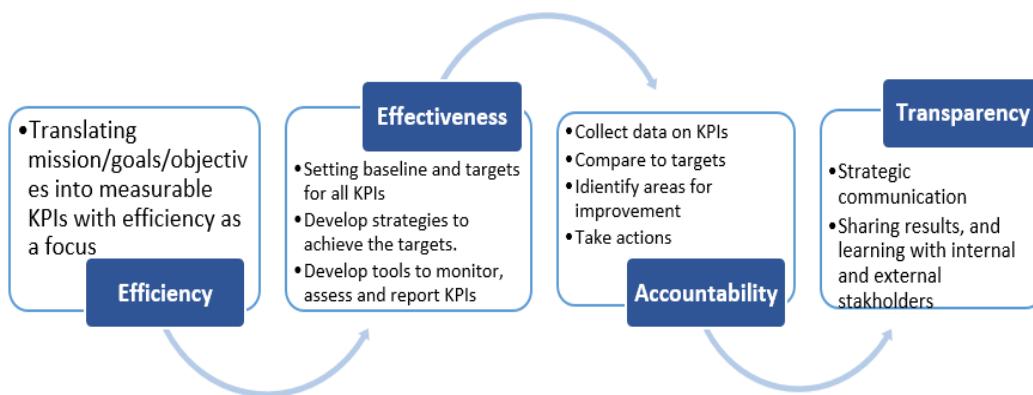
RCCD's assessment of its 2025–2030 Strategic Plan is grounded in an integrated, cyclical process that promotes institutional improvement through clear metrics, continuous feedback, and evidence-based decision making. Designed to evaluate how effectively RCCD fulfills its mission, vision and strategic goals, this process is anchored in the principles of **Efficiency, Effectiveness, Accountability, and Transparency** - ensuring measurable progress and districtwide alignment.

At the core of this assessment process are four key pillars:

- **Efficiency** begins the cycle by translating the District's mission and strategic goals into meaningful KPIs. In collaboration with the DSPC, colleges, and departments, RCCD defines metrics related to equity in student access, success and support; institutional effectiveness; resource allocation; and community engagement. The goal is to optimize resource utilization while maintaining high quality and responsiveness, with a strong focus on advancing student success and closing equity gaps.
- **Effectiveness** involves establishing baselines and annual performance targets for each KPI using both internal and external data. RCCD develops tools and frameworks to monitor progress and assess the impact of strategic initiatives, ensuring alignment between institutional efforts and desired outcomes and impacts.
- **Accountability** is a measure of the power of the strategic plan to function as a powerful instrument for delegation of responsibilities and thereby acts as a means to require accountability. Accountability is achieved through systematic measurements and reporting. KPI results are evaluated annually and compared to established targets in a formal Annual Progress Report, which highlights accomplishments, identifies areas for improvement, and assigns responsibility for follow-up actions. This fosters a culture of continuous improvement and performance-based accountability.

- **Transparency** ensures that outcomes, findings, and improvement plans are clearly communicated across the District. Governance structures and decision-making processes are reviewed regularly for clarity and accessibility. Results are disseminated via presentations, publications and District websites to promote trust, engagement and institutional integrity.

#### Framework to Assess RCCD 2025-2030 Strategic Plan



To reinforce these efforts, RCCD will prepare a written annual summary of the progress report, which will be shared broadly across the District. This summary will keep all constituents - including faculty, staff, students and administration - informed of progress, challenges and strategic adjustments.

Importantly, RCCD will integrate this annual strategic plan assessment process with the districtwide program review process. By embedding strategic goals/objectives and KPIs into program review, departments and units will be able to align their planning, resource requests and improvement efforts with the overarching goals of the Strategic Plan. This integration ensures coherence across planning processes and creates a unified framework for continuous institutional effectiveness and accountability.

This assessment cycle is iterative and ongoing, allowing RCCD to continuously translate its strategic vision into measurable impact. Each year, the District will review and refine KPIs, including developing KPIs for social and economic mobility, assess progress, report results, and implement improvements. If goals are not met, corrective actions will be initiated. This closed-loop approach ensures that the Strategic Plan remains a dynamic, responsive tool that supports both internal development and the broader priorities of Vision 2030.

#### Analysis of Key Performance Indicators (KPIs)

KPIs provide a structured framework for measuring institutional progress toward achieving the District's strategic goals and objectives. Each KPI is aligned with a specific objective and includes a defined baseline - the current performance level based on the most recent validated data - and a target representing the desired level of achievement over the next five

years.

By setting clear, measurable benchmarks, this section ensures accountability and facilitates data-informed decision making across the District. The KPIs will be monitored annually and updated as needed to reflect changing conditions, new initiatives, and evolving District priorities. Together, these metrics support RCCD's continuous improvement efforts and commitment to equitable student success.

### **Equity in Assessment of KPIs**

Equity is a foundational theme embedded throughout the goals, objectives and KPIs outlined in this document. Its consistent integration across all facets of the planning process reflects its centrality to the mission and vision of the District. Rather than isolating equity as a standalone objective, RCCD aligns with statewide practices by embedding equity considerations within each goal and measure.

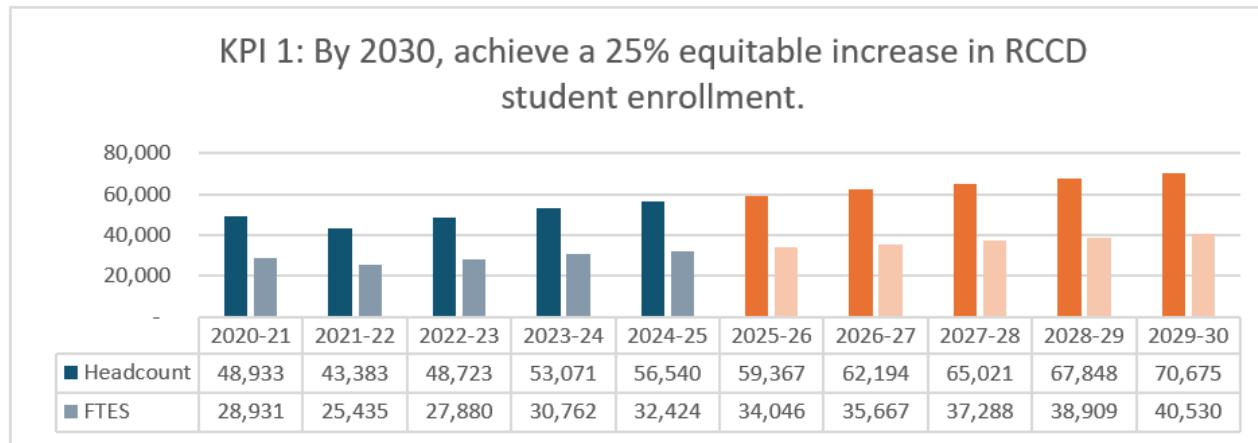
In evaluating progress toward measurable targets - particularly those associated with Goals 1, 2 and 3 - equity will serve as a critical lens through which achievement is assessed. Where appropriate, KPIs will be disaggregated by race and ethnicity and analyzed using the Percentage Point Gap (PPG-1) method, a recognized approach for identifying disproportionate impact (DI). This method compares the performance of specific student populations against overall performance, excluding the population in question. For instance, the success rate of African American students will be compared to the overall success rate minus African American students. If the resulting gap exceeds the established margin of error, the population will be designated as experiencing disproportionate impact.

Importantly, improvements in overall success rates must be accompanied by a proportional reduction in DI gaps as identified through PPG-1 analysis. Meeting the overall target alone does not constitute full attainment of a KPI unless there is also demonstrable progress in closing equity gaps among DI populations identified during the initial assessment year. This equity-focused analysis will be incorporated into the annual evaluation of each goal to ensure accountability and sustained progress. Resources will support the progress through equitable allocation of human and fiscal resources aligned through the District's Standard of Care framework to continually uplift student segments experiencing disproportionate impacts.

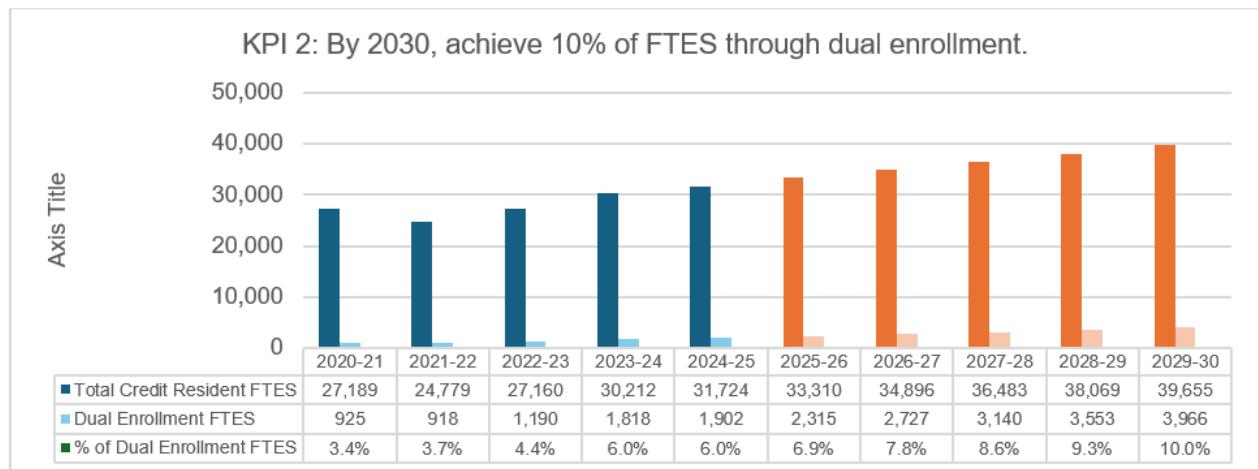
### **Overall KPI Baselines and Targets Goals 1, 2 and 3**

This section presents the KPIs for Goals 1 (Equity in Access), 2 (Equity in Success), and 3 (Equity in Support), which focus on student-related outcomes. Some KPIs for Goals 4, 5 and 6 are currently under development and will be added at a later stage. The data and projections use 2024–2025 as the baseline year, with annual targets established for each KPI over the next five years.

**Objective 1.1:** Increase with equity the number of students attending a RCCD college, especially among underserved populations.



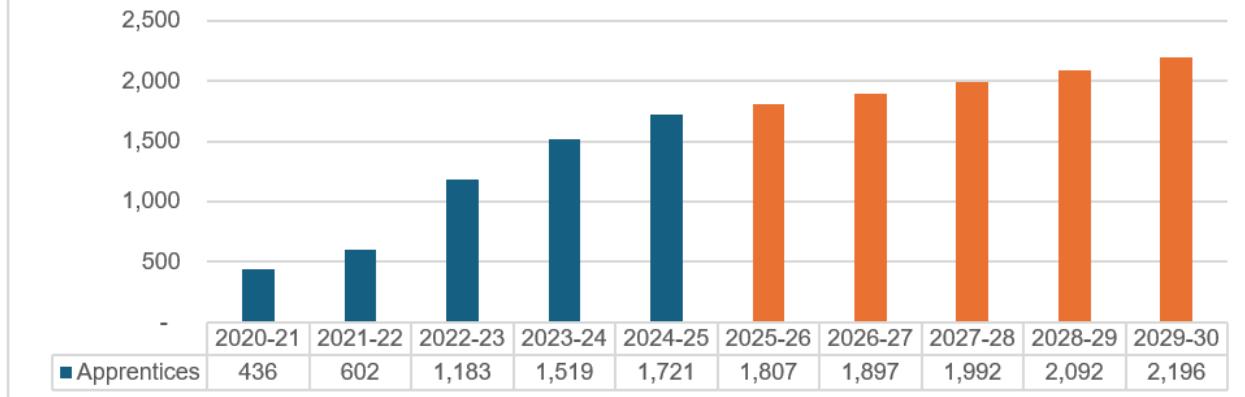
**Objective 1.2:** Increase dual enrollment participation by improving systemic communication and planning with local districts: strengthening high school and District partnerships, proactively identifying and addressing challenges, streamlining enrollment processes, and targeting outreach to underserved student populations.



*Note: Data are from CCSF-320 reports.*

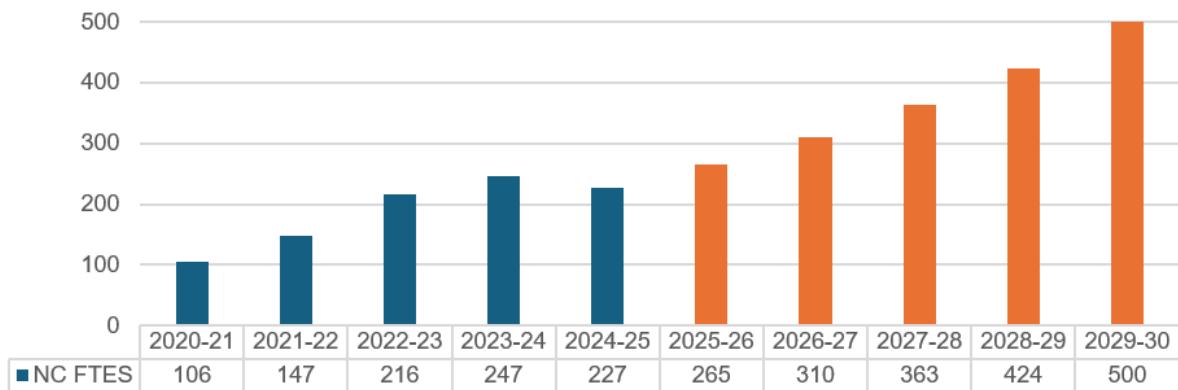
**Objective 1.3:** Expand RCCD's workforce development programming by increasing paid work-based learning (WBL) opportunities that align educational pathways with regional labor market needs.

**KPI 3:** By 2030, increase paid work-based learning (WBL) opportunities by 25% — achieving an average annual growth of 5%, as measured by the number of students participating in paid WBL.

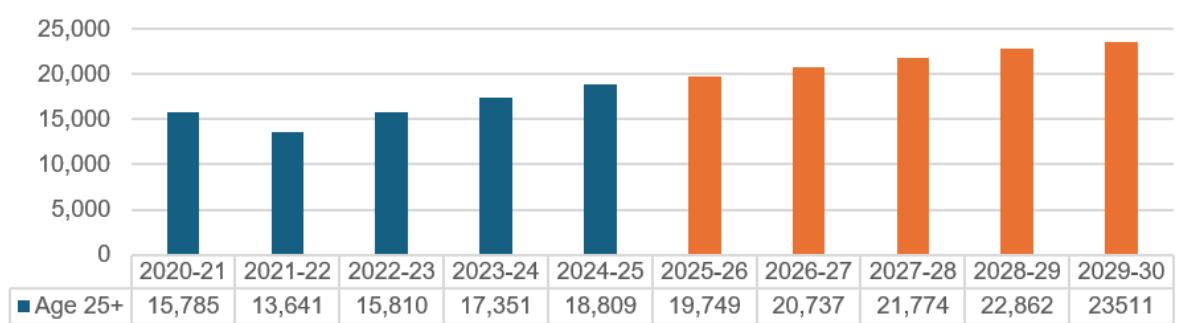


**Objective 1.4:** Grow RCCD's noncredit and adult education programs by expanding offerings in high-demand areas through community partnerships and targeted outreach.

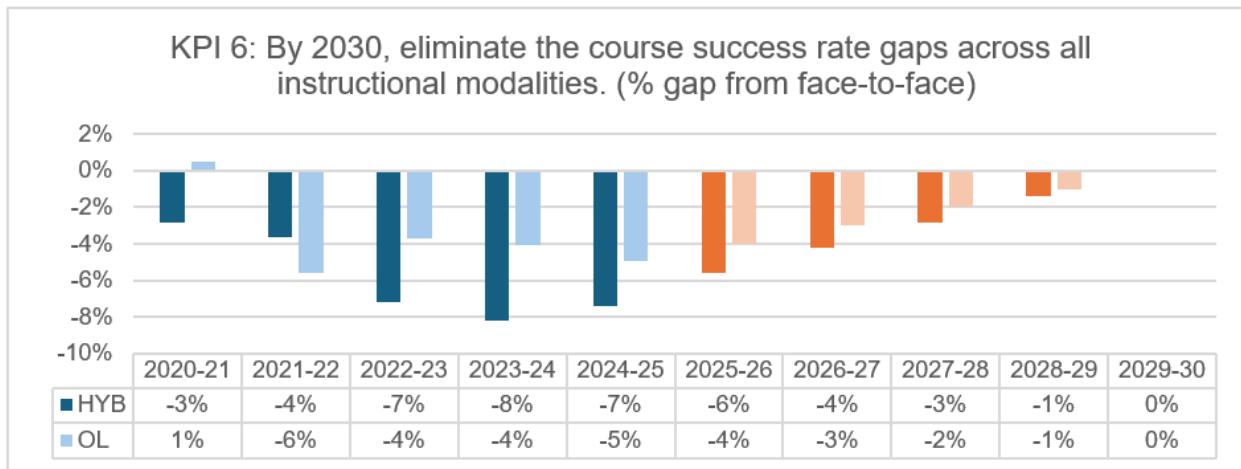
**KPI 4:** By 2030, increase noncredit enrollment to achieve at least 500 FTES.



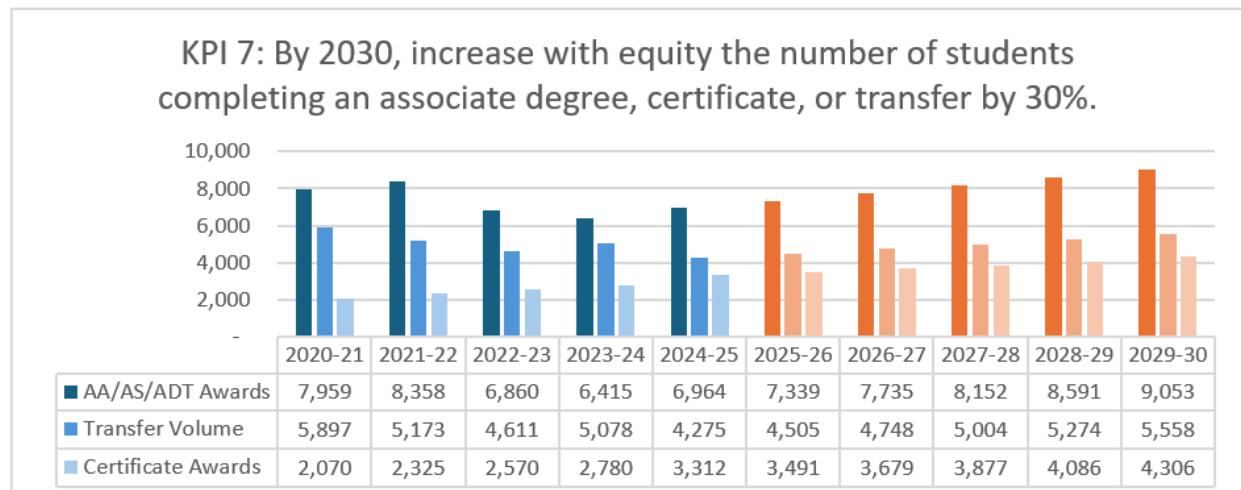
**KPI 5:** By 2030, increase the number of adult student (25 or older) headcount by 25%.



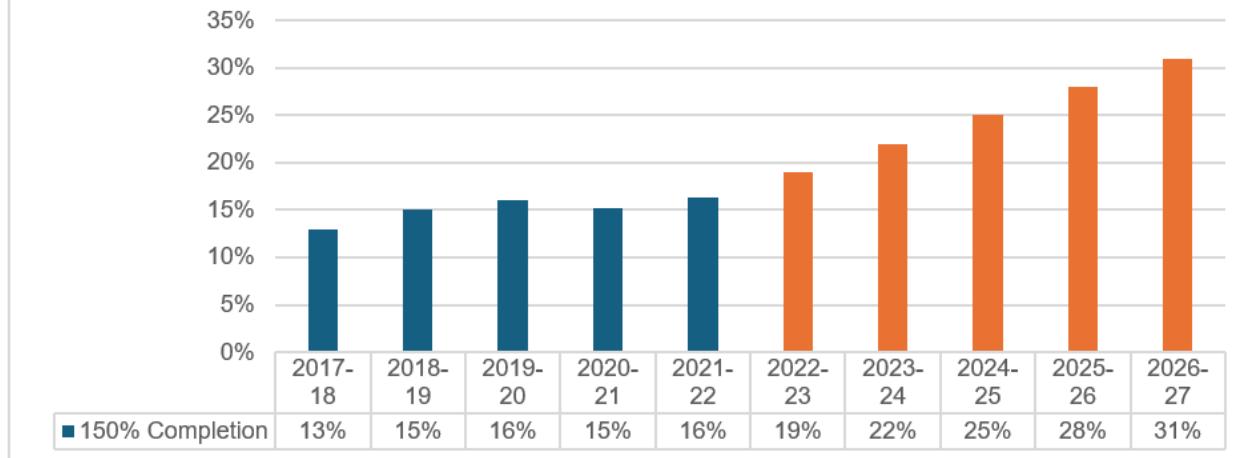
**Objective 1.5:** Strengthen institutional infrastructure, including policies, procedures and practices, as well as technological and human resources, to address with equity the instructional and student support needs of students who choose to pursue their educational goals at a distance through online education.



**Objective 2.1:** Increase with equity the number of students who achieve a meaningful educational outcome.



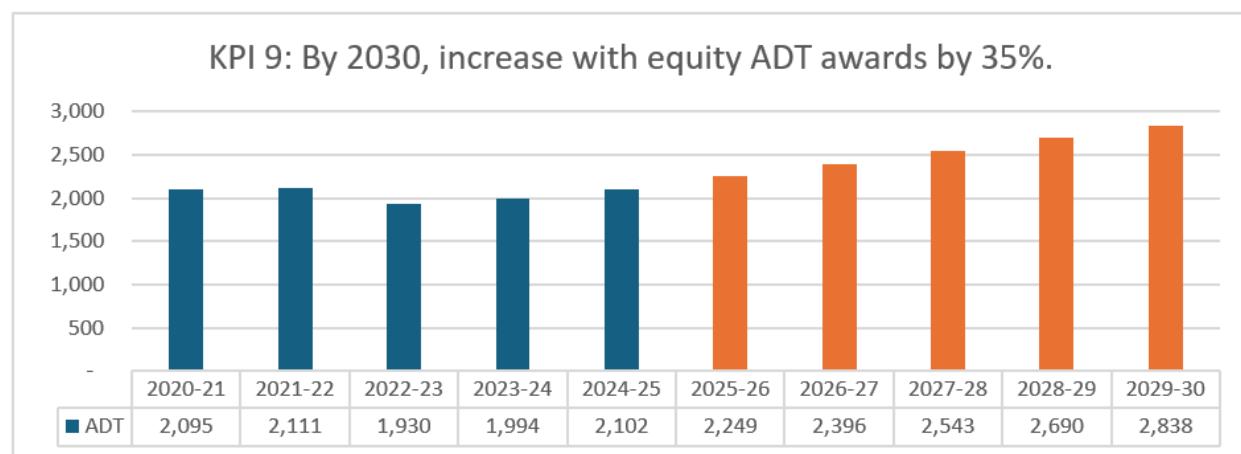
**KPI 8: By 2030, increase the three-year completion rates by at least 15% (first-time student cohorts)**



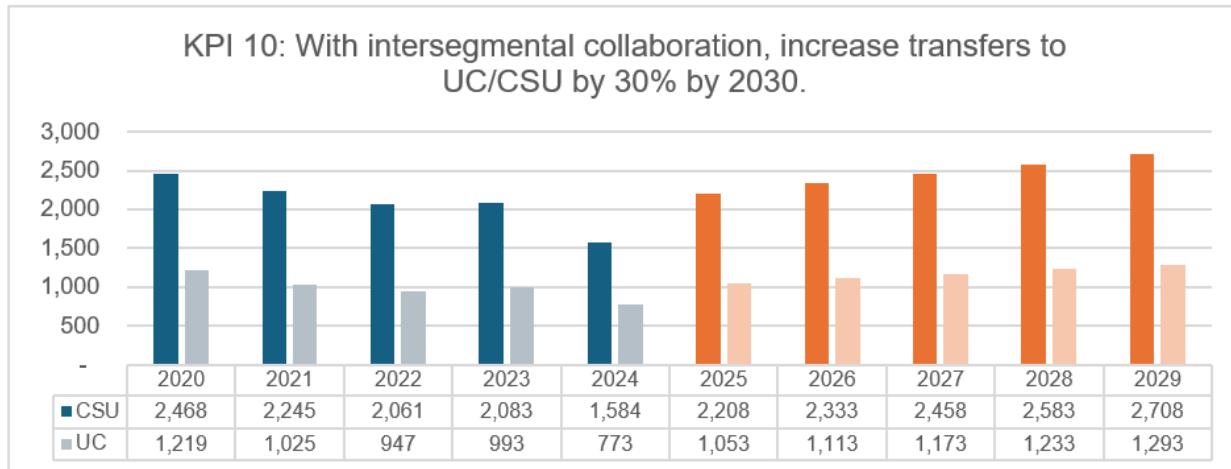
**Objective 2.2:** Increase with equity the number of students earning an Associate Degree for Transfer (ADT) and transferring.

**2.2a:** Increase with equity the number of students earning an ADT.

**KPI 9: By 2030, increase with equity ADT awards by 35%.**



**2.2b:** Increase with equity the number of students transferring to UC or CSU.

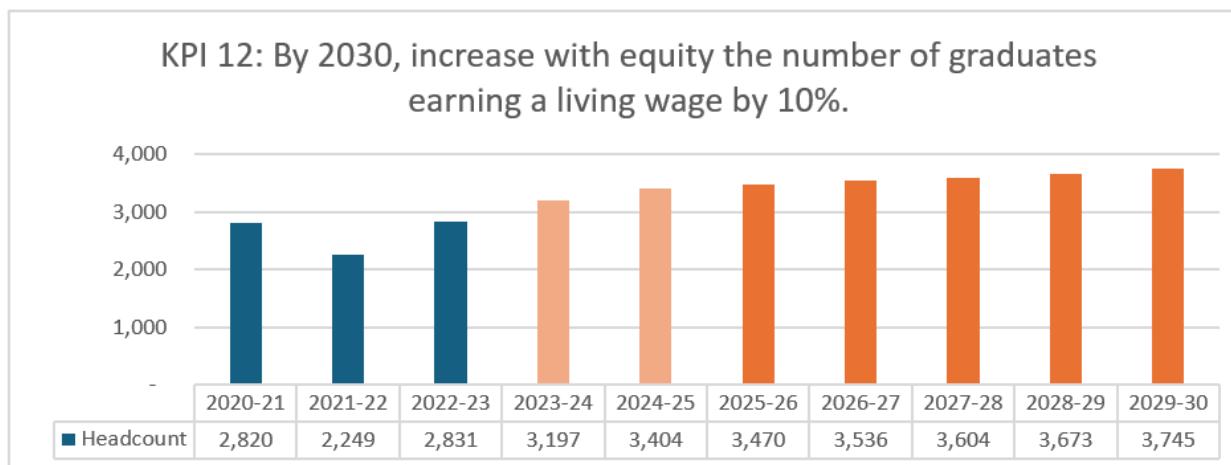


*Note: Due to unavailable data, 2023 was used as the baseline for the projections.*

**2.2c:** Support the development of bachelor's degree programs at all three colleges that align with local workforce needs.

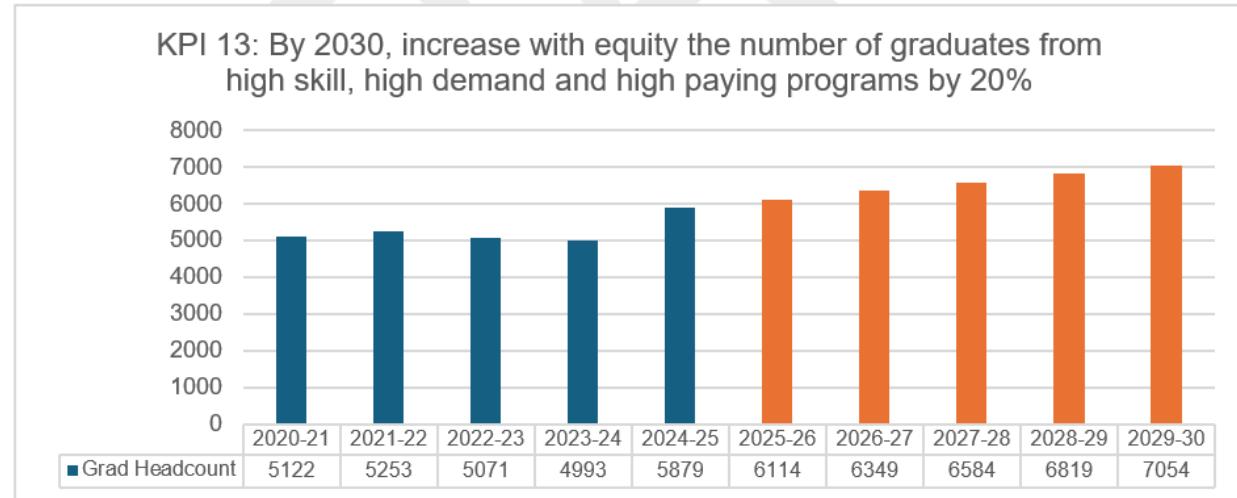
Benchmark/KPI 11: By 2030, develop at least one bachelor's degree program at each of the three colleges.

**Objective 2.3:** By 2030, increase with equity the number of students earning a living wage by identifying the region's high skill, high demand and high paying programs and developing new programs.



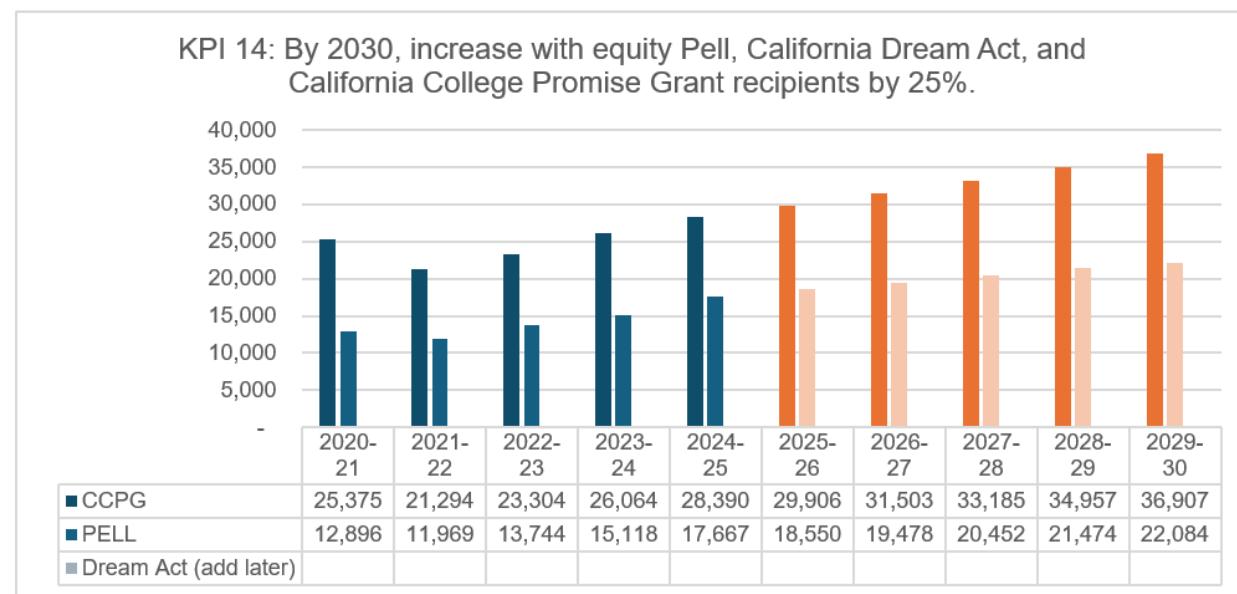
*\* Note: Due to unavailable data, half the percent increase from 2021–2022 to 2022–2023 was used to estimate increases for 2023–2024 and 2024–2025. The 2024–2025 estimate then served as the baseline for a projected 10% increase by 2029–2030.*

*\*Note: We will also look at programs with a living wage from the Bureau of Labor Statistics and connect that to graduates.*

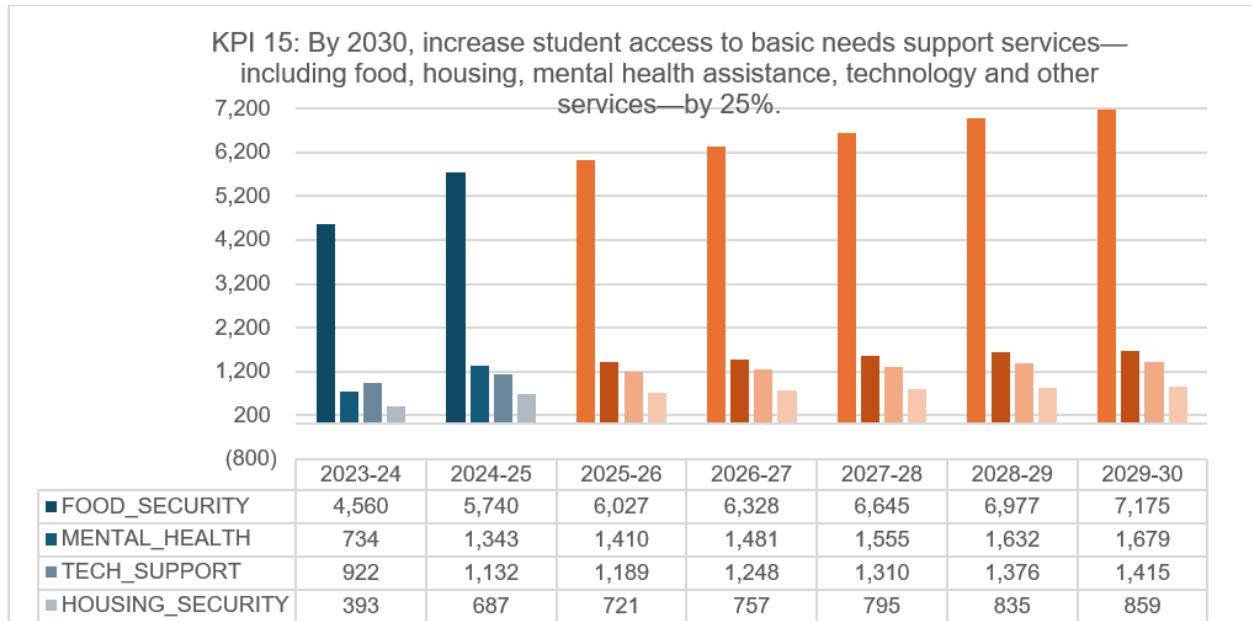


*Note: High paying jobs are jobs associated with TopCodes that have an average of \$25 hourly wage.*

**Objective 3.1:** Increase with equity the number of students receiving state, federal and institutional aid for which they are eligible.

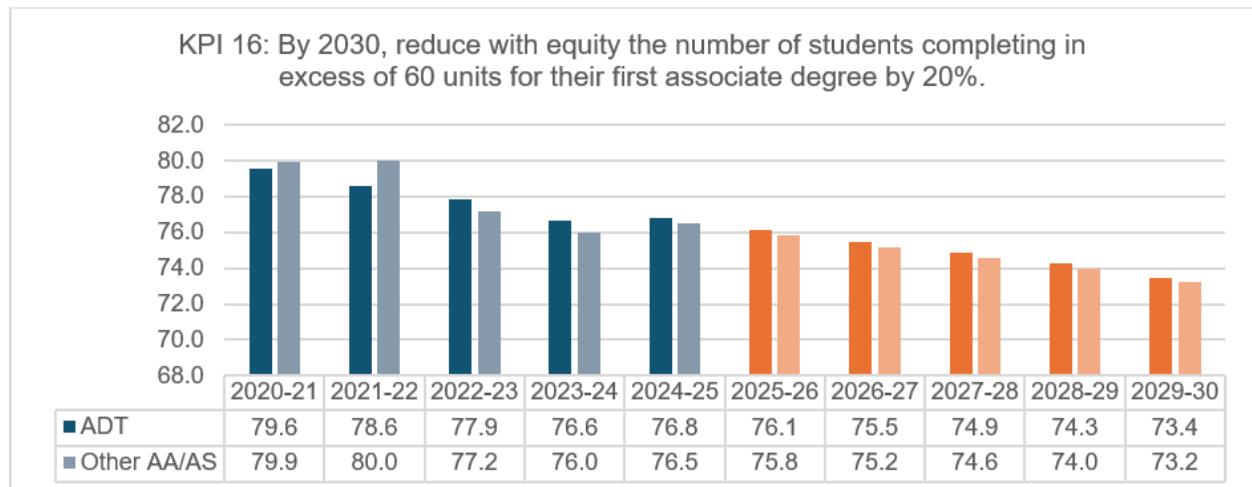


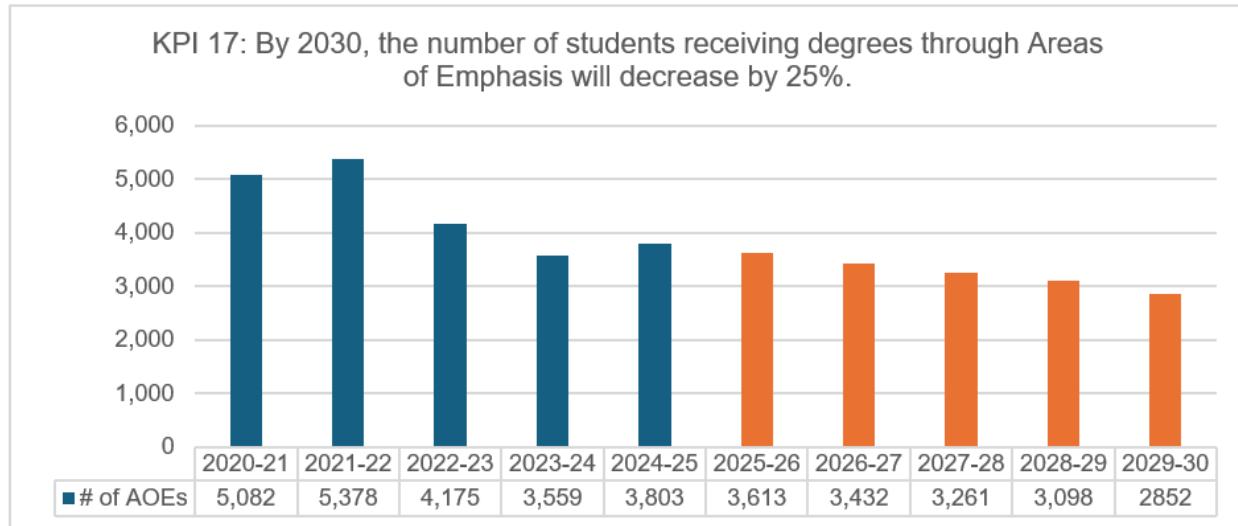
**Objective 3.2.:** Ensure that RCCD students have equitable access to timely basic needs support (including, but not limited to, food, housing, mental health, and technology) by enhancing services districtwide, strengthening community partnerships, and pursuing funding to sustain and expand these supports.



\*Data not collected fully until fall 2023

**Objective 3.3:** Decrease with equity the number of units in excess of the 60-unit threshold for the Associate Degree for Transfer or other associate degrees.





## Appendix B: Benchmarks/KPIs for Goals 4, 5 and 6 by District Office

### Goal 4: Institutional Effectiveness

**The District identifies, measures and reports on student and institutional outcomes to demonstrate the advancement of the District's mission and goals.**

**Objective 4.1:** Improve the efficiency and timeliness of core District processes and procedures, such as Human Resources, Business and Financial Services, and Institutional Advancement & Economic Development, to effectively support the development and delivery of instructional, student support and administrative services.

Benchmark/KPI 18: Streamline and enhance core business processes to improve overall efficiency, as measured by:

BFS Benchmarks/KPIs:

- Reduce average number of days to process invoices for payment from 20 business days to  $\leq 7$  business days.
- Reduce the number of days to reimburse employees for travel expenses from 20 business days to  $\leq 7$  business days.
- Reduce the average time to convert a requisition into a purchase order from 7 days to  $\leq 3$  days.
- Reduce average number of days to prepare budget and financial projections from 10 days to  $\leq 2$  days.
- Through OnBase, reduce average time to process a Contract Transmittal Form (CTF) packet from 7 days to  $\leq 4$  days.
- Average time to resolve safety and emergency issues  $\leq 30$  days.
- Reduce the percentage of employee Payment on Demand (POD)'s issued from 1.3% to 0.5% of total payroll checks.
- Reduce the percentage of student PODs issued from 4.1% to 1.5% of total student payroll

checks.

- Increase the percentage of employees receiving travel reimbursements via ACH from 0% to 75%.
- Reduce average number of days to process Associated Student checks from 15 business days to <= 7 business days.
- Increase the number of on-site college and District Office accounts payable and payroll business process trainings to -0- per year to 4 per year.
- Reduce average number of days to process positions in the OATs system from 5 to <= 3 business days from time of notification.
- Reduce collective average number of hours expended on business process inconsistencies, issues and errors from 15 hours per month to <= 5 hours per month.
- Reduce estimated average number of days to issue new travel card and reload existing travel cards from 3 days to <= 1.5 days.
- Acquire and fully implement a modern Capital Project Management Information System (PMIS) platform by June 2026.
- Reduce capital project timeline from 48 months to 42 months; reduce the number of bids to <= 2; reduce the number of project change orders to <= 2.
- ≥ 95% of program assessment and/or safety inspection findings resolved within 90 days.

#### HRER Benchmarks/KPIs:

- HRER will aid in reducing the average time to hire by 15% from the current baseline to improve recruitment efficiency and reduce delays by streamlining processes, automating repetitive tasks, enhancing sourcing, improving communication, and identifying and removing bottlenecks.
- HRER will reduce the average compliant resolution time by at least 10% from the established baseline.
- HRER will identify and establish baseline KPIs and metrics such as: Attrition Rate, Turnover Rates, Retention, Absenteeism, Leave Ratio, Time to Fill, Time to Recruit, Professional and Organizational Development Participation, Cost per Hire, Employee Productivity, Employee Satisfaction, Complaint Resolution, and Job Acceptance.
- HRER will work to identify, collect, clean, standardize, and maintain data that will be used to cultivate a culture that is driven by data, and promoting proactive, insight-based decision making utilizing new and existing systems such as Anthology, Benefits Bridge, OnBase, PeopleAdmin, and other digital systems as they come online.
- HRER will develop and establish baseline measures for the complaint resolution cycle in a continuing effort to work with management and employees to increase the percentage of employees completing mandatory compliance training (e.g., Title IX, Sexual Harassment, etc.) to 100%.
- HRER will work with management and employees to effectively reduce number of employee relations matters and grievances received by 10%, by collaborating with management and employees to create a supportive work environment, fostering a culture of open communication, encouraging an open and honest workplace where employees feel comfortable discussing concerns before escalating to formal grievances, training managers to give and receive feedback, and providing training to managers on effective communication and handling difficult conversations to reduce grievances.

- HRER will conduct a training needs assessment that includes a skills gap analysis which includes qualitative metrics on succession readiness, employee development, and leadership potential.
- Ensure workforce alignment with industry standard HR to Employee Ratio, which compares the number of Human Resources professionals in an organization to the total workforce (ex., one Human Resources professional for every 100 employees - 1:100, or as a percentage of total headcount) to ensure that the Human Resources function is appropriately scaled to support and meet the needs of the institution.

Institutional Advancement & Economic Development Benchmarks/KPIs:

- Reduce the number of overtime hours required to complete core tasks for each division/department.
- Reduce the percent of carry-over on the District's grants, including local, state, and federal, public and private.
- Conduct an annual review of core Institutional Advancement & Economic Development operational processes—including fundraising, grants administration, public records coordination, and strategic communications efforts—to identify inefficiencies and implement improvements that enhance alignment with District priorities and operational efficiency.

**Objective 4.2:** Attain a district-level efficiency of 18 (FTES/FTEF).

Benchmark/KPI 19: Attain an overall efficiency of 18 FTES/FTEF.

## Goal 5: Resources

**The District will acquire, manage and deploy resources - including human, facilities, technology, and financial - to support District goals and advancement.**

**Objective 5.1:** Strengthen and refine the equitable distribution of funds among the colleges and the District Office.

Benchmark/KPI 20: By 2030, develop a transparent, data-driven budget allocation model for colleges and the District Office to equitably and efficiently distribute resources across all units.

Additional BFS Benchmarks/KPIs:

- Enhance the Total Cost of Ownership (TCO) dashboard to integrate academic and student support resource plans by June 2027.
- Develop a District Comprehensive and Strategic Visioning Plan that aligns and addresses institutional educational goals across all six sites, incorporating each college's Educational and Facilities Master Plan as a standalone chapter, by **June 2027**.
- Increase the number of community outreach events from one per year to two by 2026 and four by 2030.

**Objective 5.2:** Increase student, faculty and staff satisfaction with their well-being and safety.

Benchmark/KPI 21: Promote a safe, healthy and supportive environment, as measured by:

BFS Benchmarks/KPIs:

- Achieve a **≥95%** response rate to Risk Management service requests within **24 hours**.
- Achieve an annual safety training completion rate of **≥95%** for all employees.
- **≥95%** incidents are reported and investigated within 24 hours of occurrence.
- **Maintain** facility conditions that meet District safety and emergency standards, with interim measures for improvements requiring funding, achieving **≥90%** compliance.
- Sustainability measures:
  - Reduce natural gas emissions by 75% compared to 1990 baseline.
  - Increase percentage of zero emission RCCD vehicles to 100%.
  - Reduce indoor and outdoor water use by 60%.
  - Manage 100% of landscape organically.
  - Transition existing landscape to zeroscape by 50%.
  - Increase rewild areas by 30%.
  - Reduce total weight of non-construction waste generated annually by 30%.
  - Increase non-construction waste diverted from landfills annually by 25%.
- Submit semi-annual facility condition attestations on time with appropriate leadership approval, achieving **100%** compliance.
- Conduct annual lockdown and evacuation drills, achieving **100%** completion.
- **100%** of departments complete their annual Emergency Action Plan before the due date.
- Prepare and submit competitive Affordable Student Housing grant applications on behalf of Moreno Valley College and Norco College to the State Chancellor's Office until each college secures a grant award.
- By 2027, establish procedures to clearly define project goals, objectives, vision, scope, budget, and schedule from FPP development to approved capital project planning.
- Increase the number of on-site college and District Office business process trainings from one per year to four per year.
- Increase the number of on-site college and District Office purchasing and procurement trainings at the colleges and District Offices from two per year to four per year.

HRER Benchmark/KPI:

- HRER will establish baseline data from surveys with results disaggregated by employee groups to guide equity-based interventions to establish key metrics for evaluating wellness programs which include participation rates, engagement levels, health outcomes, and satisfaction.

**Objective 5.3:** Strengthen the physical plant to support academic programs, workforce training, student support services, and administrative functions districtwide.

Benchmark/KPI 22: Conduct annual space utilization and optimization studies, with a target of implementing 80% of identified recommendations and repurposing 80% of underutilized classrooms and labs into other priority spaces.

Benchmark/KPI 23: Complete 25% of prioritized schedule maintenance projects each year, based

on districtwide facilities condition assessments.

**Objective 5.4:** Advance student success and institutional growth through equitable access to technology; a culture of innovation and collaboration; and a resilient, future-ready infrastructure that leverages generative AI and emerging technologies.

**Benchmark/KPI 24:** Enhance Technology Access, Training, and Infrastructure by:

- Percentage of core systems migrated to cloud-based infrastructure - increase by 5% annually.
- Faculty and staff participation in technology-focused professional development - increase 5% annually.
- Student access to hardware (laptops/internet/hotspots, etc.) - increase by 5% annually.

Additional Benchmarks/KPIs:

BFS Benchmarks/KPIs:

- Transition manual business processes to OnBase Technology: CTF by January 2026; Invoicing by June 2026; Other business processes – two to three per year thereafter.
- Reduce average time to conduct public bid and request for proposal processes from 10 weeks to <= 7 weeks.

HRER Benchmarks/KPIs:

- HRER will conduct an HRIS process audit to find automation gap to assesses how effectively automation is being applied within the various systems to streamline operations through integration with other systems thus determining time saved, error rate reduction, number of manual interventions per month, and process completion time(Before vs. After Automation), as well as assessing the utilization of employee self-service functionality.
- HRER will create dashboards to expand the annual applicant workforce analysis into a broader *Equity Audit of Staffing Distribution*, disaggregated by race, gender and employee group to identify and address equity gaps in hiring and retention and ensure equity audit findings are incorporated annually into the District's Strategic Plan Progress Report.
- HRER will launch an HRER Operations Dashboard to track digitization workflows (e.g., hiring, onboarding, performance evaluations).

## **Goal 6: Partnerships and Community Engagement**

**Strengthen RCCD's role and impact as a leading academic institution by cultivating strategic partnerships, engaging the community, and expanding resources to support student success.**

**Objective 6.1:** Expand collaborative partnerships with educational institutions, civic organizations, and businesses to advance student success, regional workforce development, and community enrichment.

Benchmark/KPI 25: Increase the number of formal partnership agreements leading to resource generation, coordinated programming, and leveraged services by 25% by 2030 (5% annual increase).

**Objective 6.2:** Strengthen RCCD capacity to achieve its vision, mission and strategic priorities through the acquisition of financial resources and other external support, including, but not limited to, public and private grant funding, philanthropic contributions, and government advocacy.

Benchmarks/KPI 26: Diversify funding streams to address uncertainty at the state and federal levels and reduce reliance on any one source as measured by:

- Increase the breadth of public granting agencies and/or programs that support the District by an average of five submissions each year to agencies and/or programs that have not previously been pursued and three new awards from these same agencies.
- Increase the value of private gifts by 25% by 2030 (5% annual increase).
- Increase financial resources obtained from non-public sources, including, but not limited to, private foundations, corporations, community-based groups, and others by 25% by 2030 (5% annual increase).

**Objective 6.3:** Increase the economic impact of RCCD through the delivery of targeted workforce and economic development initiatives that support employers, employees, industry sectors, and entrepreneurs, among others.

Benchmark/KPI 27: Increase the number of RCCD workforce and economic development program participants who obtain employment, participate in upskill training, increase wages, obtain federal contracts, or start a business by 5% annually.

**Objective 6.4:** Establish and execute an annual legislative agenda that proactively identifies, monitors and responds to proposed legislation impacting RCCD priorities through strategic engagement, reporting and advocacy.

Benchmark/KPI 28: 100% of legislative priorities from the annual agenda are tracked through at least nine established monitoring systems, with up to 12 updates provided to leadership each year based on urgency.

**Objective 6.5:** Enhance and improve internal and external communications in support of the goals and objectives outlined in the RCCD's Strategic Plan.

Benchmark/KPI 29: By June 2026, develop and implement a comprehensive set of communication standards and guidelines adopted by the District, with annual reviews to ensure alignment with strategic priorities; execute four targeted marketing campaigns annually beginning in FY 2026; deliver at least 40 multimedia content pieces and creative assets annually that support RCCD initiatives.

## **Appendix C: Environmental Scan and SWOT Analysis**

Based on a comprehensive environmental scan and SWOT analysis, here are strategic planning recommendations that focus on the pillars of equity in access, equity in success, and equity in support:

### **Student access, success and equity**

- Expand dual enrollment and adult education programs.
- Develop targeted outreach for Latino/a/x and special populations.
- Strengthen guided pathways and first-year experience programs.
- Establish a coordinated, student-centered, and accountable support framework through the Standard of Care model.
- Support students by enhancing and establishing high-impact programs that address financial obstacles.
- Expanding Zero- and Low-Cost Textbook courses, student housing, and basic needs initiatives.

### **Career readiness and workforce development**

- Invest in Career and Technical Education (CTE) pathways.
- Create tailored workforce training programs aligned with emerging job markets.
- Launch a regional workforce and economic mobility initiative.

### **Transfer and academic excellence**

- Enhance transfer pathways and ADT utilization.
- Strengthen RCCD's unique academic programs and noncredit offerings to stay competitive against online learning platforms.

### **Technology and learning innovation**

- Expand online and hybrid learning support.
- Invest in updated technology to streamline business operations (HR, purchasing, enrollment) and reduce inefficiencies.
- Develop a shared equity and innovation resource hub that facilitates cross-college learning communities such as data equity centered materials and practices and data literacy.

### **Infrastructure, planning and collaboration**

- Build a centralized data infrastructure.
- Establish more integrated workflows for vertical and horizontal collaboration and pathway flows between areas, ensuring planning and assessment efforts are aligned districtwide.
- Scale the District Strategic Planning Council to focus on items like best practices, annual planning summits, and ensuring consistency with Vision 2030 and state mandates.
- Develop a unified planning hub that enables real-time data sharing, benchmarking, and decision making.
- Develop a Shared Equity and Innovation Resource Hub to foster cross-college learning

and collaboration.

### **Organizational effectiveness and fiscal resilience**

- Create efficient, effective, accountable, and transparent District core business processes.
- Secure alternative funding sources such as grants, partnerships, private foundations, and philanthropic contributions to navigate budget volatility.

### **Safety and professional development**

- Improve safety strategy, including better security infrastructure, awareness programs, and stronger community partnerships.
- Continue support for employee professional development.

The environmental scan and SWOT analysis highlight strategies to expand educational access and address enrollment growth challenges. Key recommendations include strengthening dual enrollment - especially for 9th and 10th graders - partnering with high schools with low college-going rates, and expanding adult education to tap into the growing 25–54 population. With Inland Empire college-going rates below the state average despite strong high school graduation rates, RCCD can boost enrollment by offering high-skill, high-wage career pathways aligned with regional workforce needs.

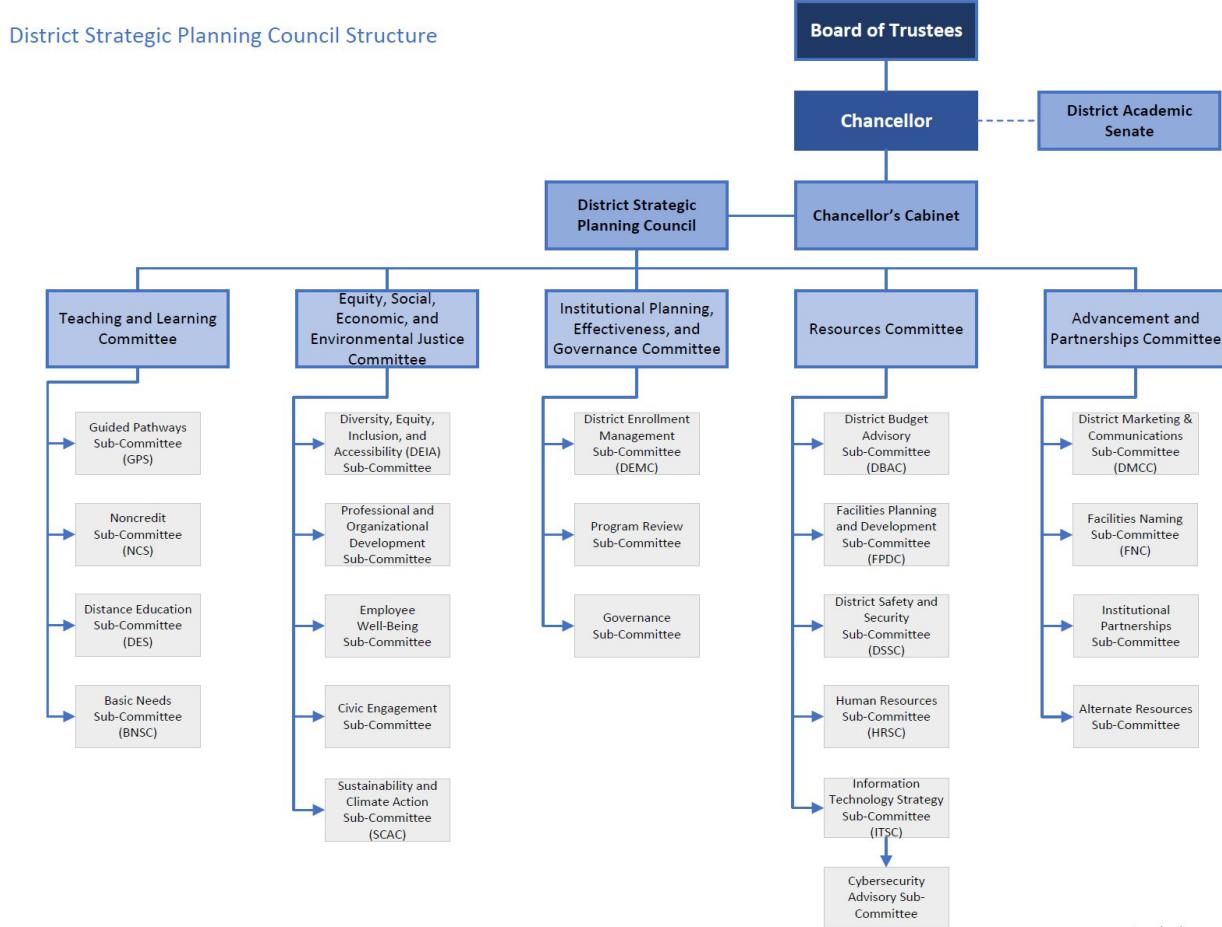
Targeted outreach should focus on Latino/a/x students (who comprise over 70% of RCCD enrollment) and special populations such as foster youth, Veterans, single parents, and formerly incarcerated individuals. Expanding culturally responsive and multilingual support services, along with equity-focused programs, is essential to closing persistent completion gaps.

Strengthening Guided Pathways, first-year experience programs, and CTE offerings in nursing, IT, and data science will support student success and workforce readiness. Investments in stackable credentials, short-term certificates, and a robust, student-centered support framework through the “Standard of Care” model will create a comprehensive and connected experience for students by providing consistent, personalized guidance based on FTES allocation across the District.

Institutional effectiveness can be enhanced by aligning planning vertically and horizontally, modernizing administrative systems, improving campus safety, and diversifying revenue through grants, partnerships, and innovative programs. A Unified Strategic Planning Hub and Shared Equity & Innovation Resource Hub will streamline districtwide planning, data use, and professional development, fostering collaboration, transparency, and equity-centered decision making.

Additional priorities include expanding Zero- and Low-Cost Textbook courses, student housing, and basic needs initiatives. Centralized funding and operations, improved hiring practices, and a districtwide technology plan will further align resources with strategic priorities. Collectively, these actions strengthen RCCD’s role in advancing student success, workforce alignment, and regional economic transformation.

## Appendix D: District Strategic Plan Committee Structure



## Appendix E: DSPC Strategic Planning Workgroup Membership

Thank you to the following DSPC Taskforce members for their contributions to the development of this Strategic Plan:

- Kimberly Bell – District Academic Senate/Norco Academic Senate President
- Esteban Navas – Moreno Valley College Academic Senate President
- Jo Scott-Coe – Riverside City College Academic Senate President
- Joel Webb – Moreno Valley College faculty
- Jennifer Escobar – Moreno Valley College faculty
- Wendy McKeen – Riverside City College faculty
- Lashonda Carter – Riverside City College faculty
- Patrick Scullin – Riverside City College faculty
- Rhonda Taube – Faculty Association representative
- Tenisha James – Norco College Vice President Planning and Development
- Kristi Woods – Riverside City College Vice President Planning and Development
- Jake Kevari – Moreno Valley College Vice President Planning and Development
- Tammy Few – Vice Chancellor of Human Resources & Employee Relations
- Casandra Greene – Riverside City College classified professional
- Maurice Bowers – Riverside City College classified professional
- Charise Allingham – Norco College classified professional
- Arlene Serrato – Moreno Valley College classified professional
- Christopher Blackmore – Associate Vice Chancellor, District Office IT representative
- Chris Clarke – Executive Director, External Relations & Strategic Communication
- Susanne Ma – District Information Technology representative
- Kristine DiMemmo – Riverside City College Vice President Business Services
- Eric Bishop – Vice Chancellor of Educational Services & Strategic Planning/Interim President, RCC
- Rebeccah Goldware – Vice Chancellor of Institutional Advancement & Economic Development
- Aaron Brown – Vice Chancellor of Business & Financial Services
- Laurie McQuay-Peninger – Executive Director, Office of Grants & Sponsored Programs
- Debra Mustain – Dean, Community Partnerships & Workforce Development
- Robert Mason – Director of Inland Empire Tech Bridge
- Steven Butler – Dean of Institutional Research, Planning, and Effectiveness
- Lijuan Zhai – Associate Vice Chancellor of Educational Services & Institutional Effectiveness

Links to supporting documents:

[Assessment Report of RCCD Strategic Plan 2019-2024](#)

[RCCD Environmental Scan 2025](#)

[RCCD Strategic Planning SWOT Analysis 2025](#)