Riverside Community College District

2019-2024 Strategic Plan Update

June 8, 2021

RCCD 2019-2024 Strategic Planning Goals

- Strategic Goal 1: Student Access

- Strategic Goal 2: Student Success

- Strategic Goal 3: Equity

- Strategic Goal 4: Institutional Effectiveness

- Strategic Goal 5: Resource Generation & Allocation

- Strategic Goal 6: Partnerships & Communication

GOALS

VISION PLAN SUPPORT IDEAS STRATEGY TEAM MOTIVATION SUCCESS

RCCD Strategic Goal Alignments

Alignments of RCCD Strategic Goals	MVC Strategic Goals	NC Strategic Goals	RCC Strategic Goals	Vision for Success	Guided Pathways
Goal 1: Student Access	Goal I	Goal 1	Goal 1	Goals 1, 2	Pillars I, II
Goal 2: Student Success	Goal II	Goal 2	Goal 2	Goals 1, 2, 3, 4	Pillars II, III, IV
Goal 3: Equity	Goal I	Goal 3	Goal 2	Goals 5, 6	Pillars I, II, III, IV
Goal 4: Institutional Effectiveness	Goal V	Goal 8	Goal 3		
Goal 5: Resource Generation & Allocation	Goal V	Goal 12	Goal 4		
Goal 6: Partnerships & Communication	Goal III	Goals 5, 6	Goal 5		

15 RCCD 2019-2024 Strategic Plan Key Performance Indicators (KPI's)

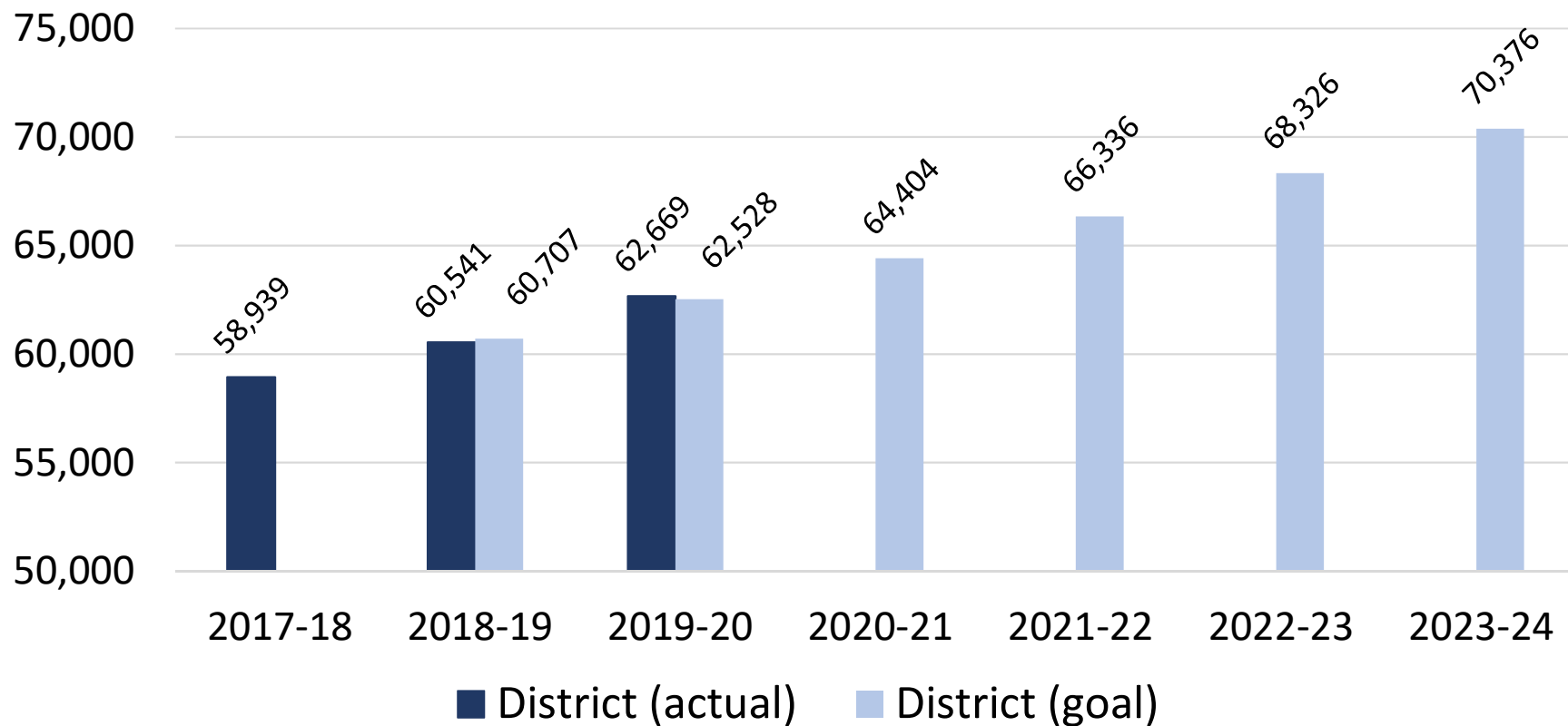Strategic Goal 1: Student Access – **4 KPI's**

Strategic Goal 2: Student Success - **9 KPI's**

Strategic Goal 3: Equity - **1 KPI**

Strategic Goal 4: Institutional Effectiveness – **1 KPI**

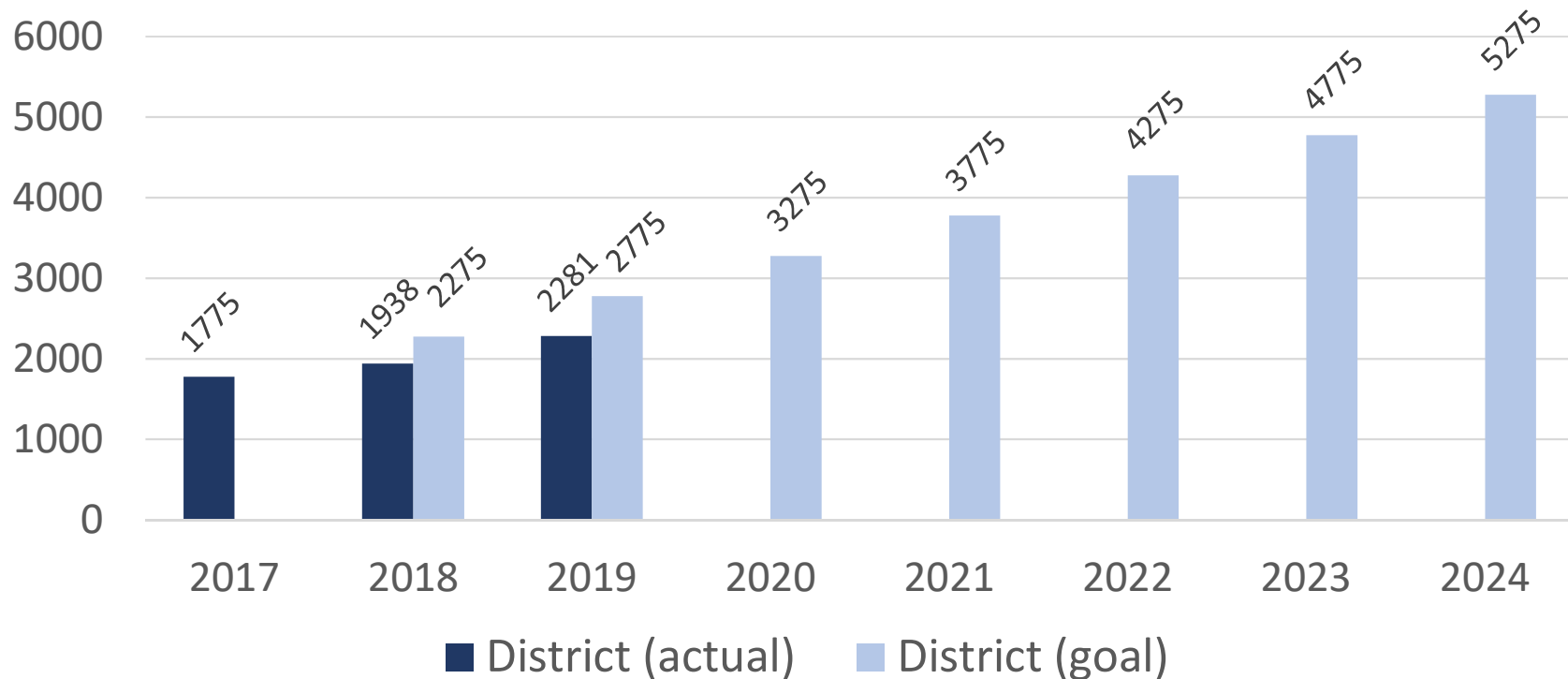# KPI #1 (Objective 1.1): Increase overall enrollments (3% per year)

**District Headcount, 2017-18 (actual)
through 2023-24 (goal, 3% annual growth)**

Year	District (actual)	District (goal)
2017-18	58,939	
2018-19	60,541	60,707
2019-20	62,669	62,528
2020-21		64,404
2021-22		66,336
2022-23		68,326
2023-24		70,376

■ District (actual) ■ District (goal)

Source: https://datamart.cccco.edu/Students/Student_Term_Annual_Count.aspx

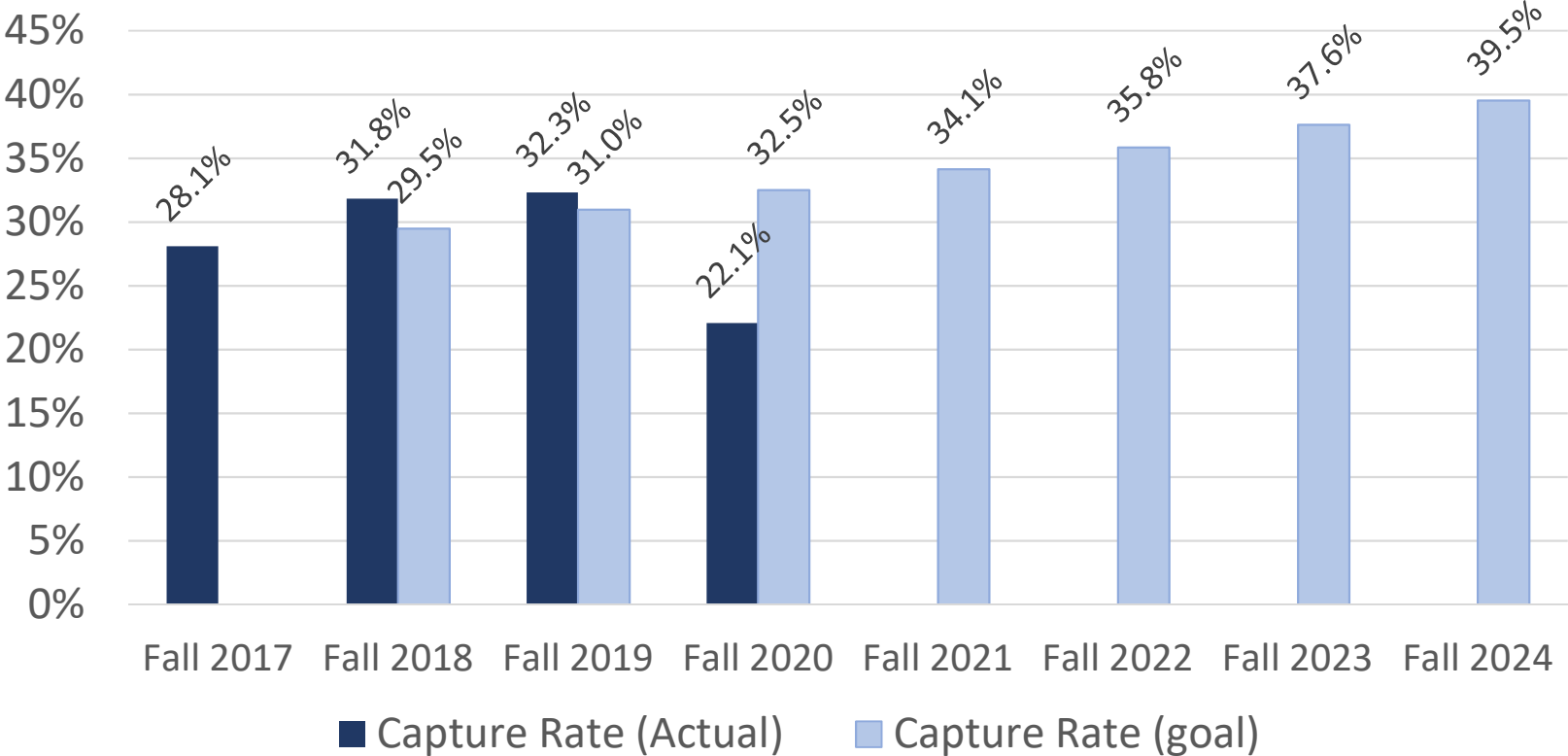# KPI #2 (Objective 1.2): Increase number of high school students in dual enrollment (500 annually over 5 years)

District Special Admit Students, Fall 2017 (actual) through 2024 (goal, 500 annual student increase)

Bar chart showing District (actual) and District (goal) values:

- 2017: 1775 (actual)
- 2018: 1938 (actual), 2275 (goal)
- 2019: 2281 (actual), 2775 (goal)
- 2020: 3275 (goal)
- 2021: 3775 (goal)
- 2022: 4275 (goal)
- 2023: 4775 (goal)
- 2024: 5275 (goal)

Legend: ■ District (actual) ■ District (goal)

Source: https://datamart.cccco.edu/Students/Education_Status_Summary.aspx

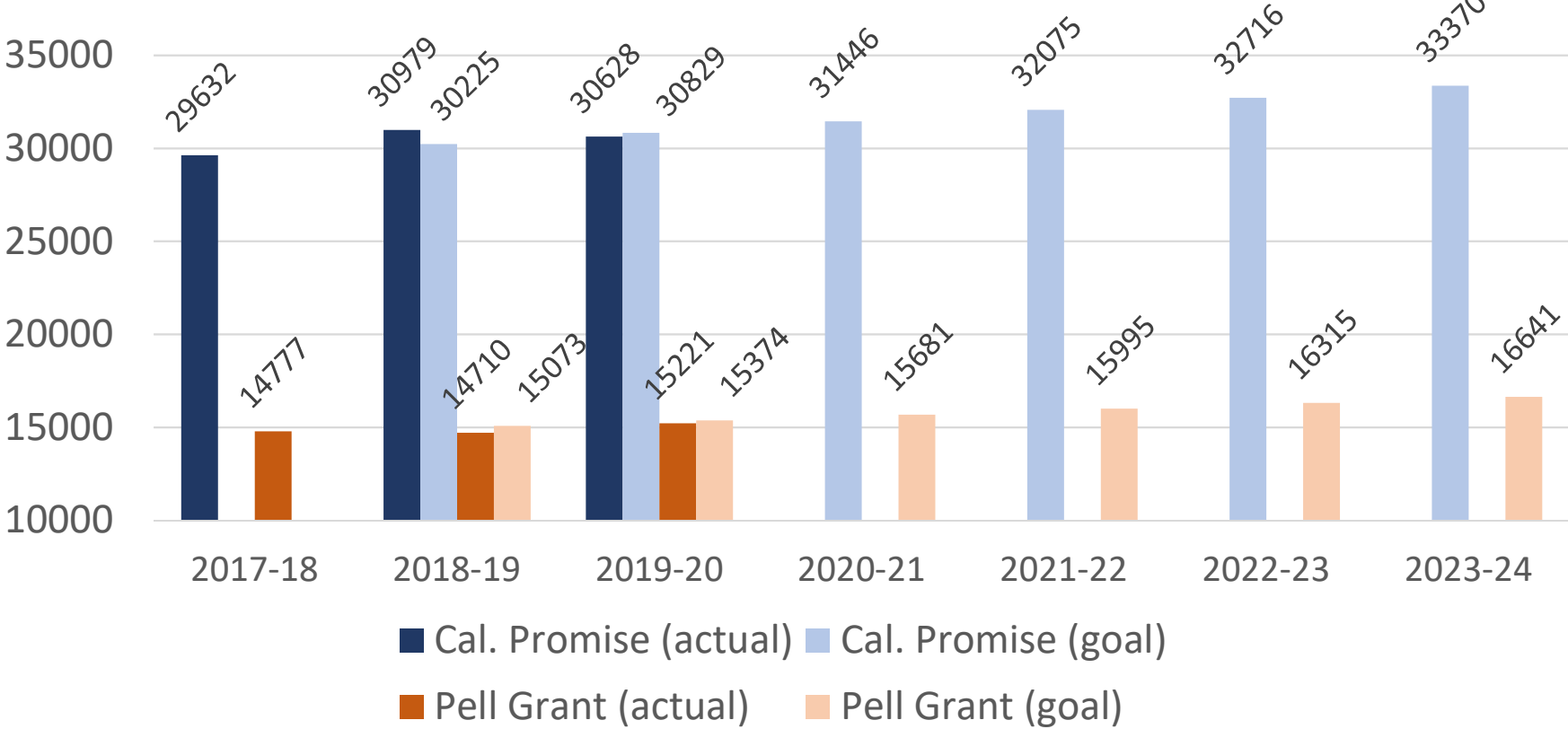## KPI #3 (Objective 1.3): Increase RCCD capture rates (5% annually)

**District Capture Rate, Fall 2017 (actual) through Fall 2024
(goal, 5% annual growth)**

Capture Rate (Actual): Fall 2017 28.1%, Fall 2018 31.8%, Fall 2019 32.3%, Fall 2020 22.1%

Capture Rate (goal): Fall 2018 29.5%, Fall 2019 31.0%, Fall 2020 32.5%, Fall 2021 34.1%, Fall 2022 35.8%, Fall 2023 37.6%, Fall 2024 39.5%

■ Capture Rate (Actual) ■ Capture Rate (goal)

Source: California Department of Education website (https://dq.cde.ca.gov/dataquest/) and locally-created files.

KPI #4 (Objective 1.4): Increase percent of students eligible for financial aid who receive aid (2% per year). California Promise & Pell Grant Recipients only.
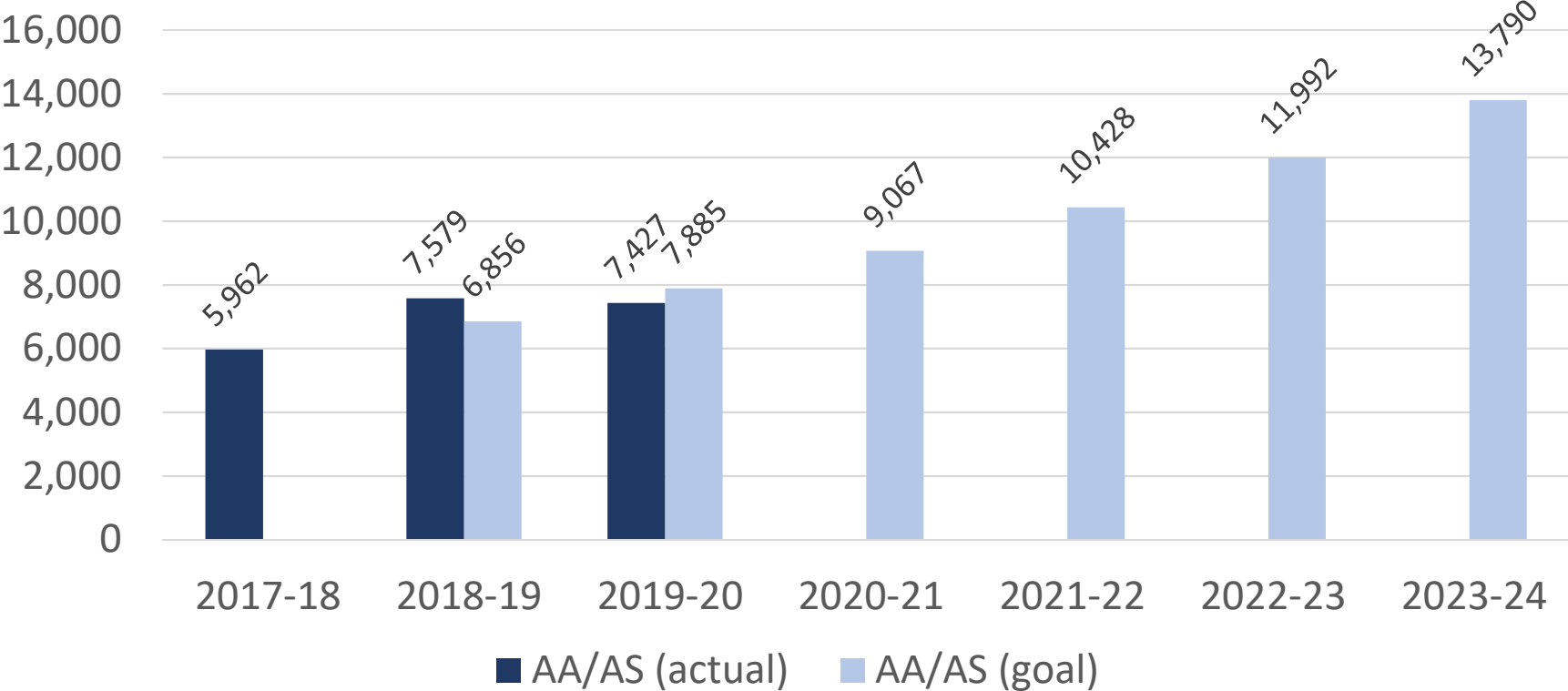
California Promise and Pell Grant Recipients, 2017-18 (actual) through goal (projected, 2% annual growth)

Legend:
- Cal. Promise (actual)
- Cal. Promise (goal)
- Pell Grant (actual)
- Pell Grant (goal)

Data values by year:
- 2017-18: Cal. Promise (actual) 29632; Pell Grant (actual) 14777
- 2018-19: Cal. Promise (actual) 30979; Cal. Promise (goal) 30225; Pell Grant (actual) 14710; Pell Grant (goal) 15073
- 2019-20: Cal. Promise (actual) 30628; Cal. Promise (goal) 30829; Pell Grant (actual) 15221; Pell Grant (goal) 15374
- 2020-21: Cal. Promise (goal) 31446; Pell Grant (goal) 15681
- 2021-22: Cal. Promise (goal) 32075; Pell Grant (goal) 15995
- 2022-23: Cal. Promise (goal) 32716; Pell Grant (goal) 16315
- 2023-24: Cal. Promise (goal) 33370; Pell Grant (goal) 16641

KPI #5 (Objective 2.1): Increase number of awards completed (15% annually)

**AA, AS, ADT Awards, 2017-18 (actual) through 2023-24
(goal, 15% annual growth)**

Year	AA/AS (actual)	AA/AS (goal)
2017-18	5,962	
2018-19	7,579	6,856
2019-20	7,427	7,885
2020-21		9,067
2021-22		10,428
2022-23		11,992
2023-24		13,790

■ AA/AS (actual)   ■ AA/AS (goal)

Source: https://datamart.cccco.edu/Outcomes/Program_Awards.aspx

KPI #6 (Objective 2.2): Increase number of certificates completed (15% annually)

Certificate Awards, 2017-18 (actual) through 2023-24 (goal, 15% annual growth)

■ Cert.(actual) ■ Cert.(goal)
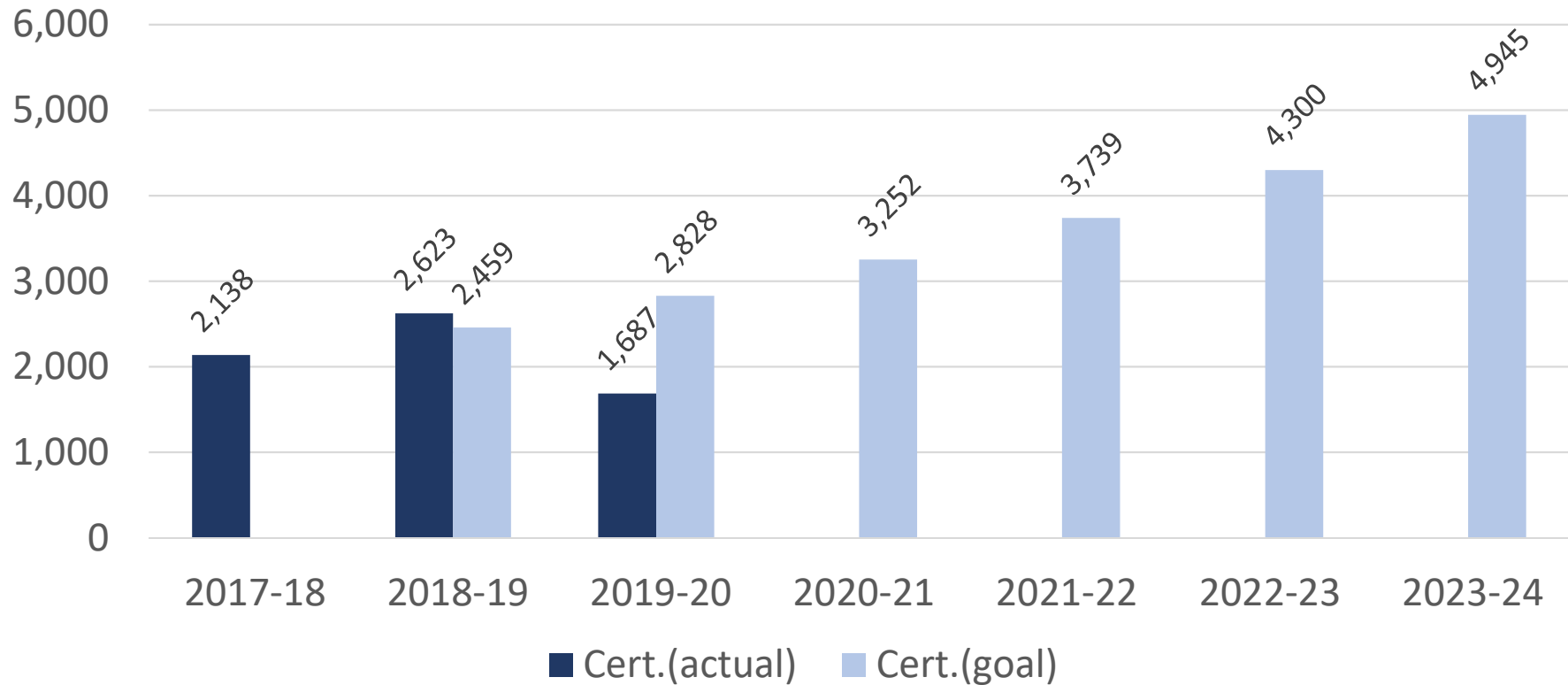
Source: https://datamart.cccco.edu/Outcomes/Program_Awards.aspx

KPI #7 (Objective 2.3): Increase transfers to four-year universities (15% annually)

Transfer Volume to UC/CSU, 2017-18 (actual) to 2023-24 (goal, 15% annual growth)
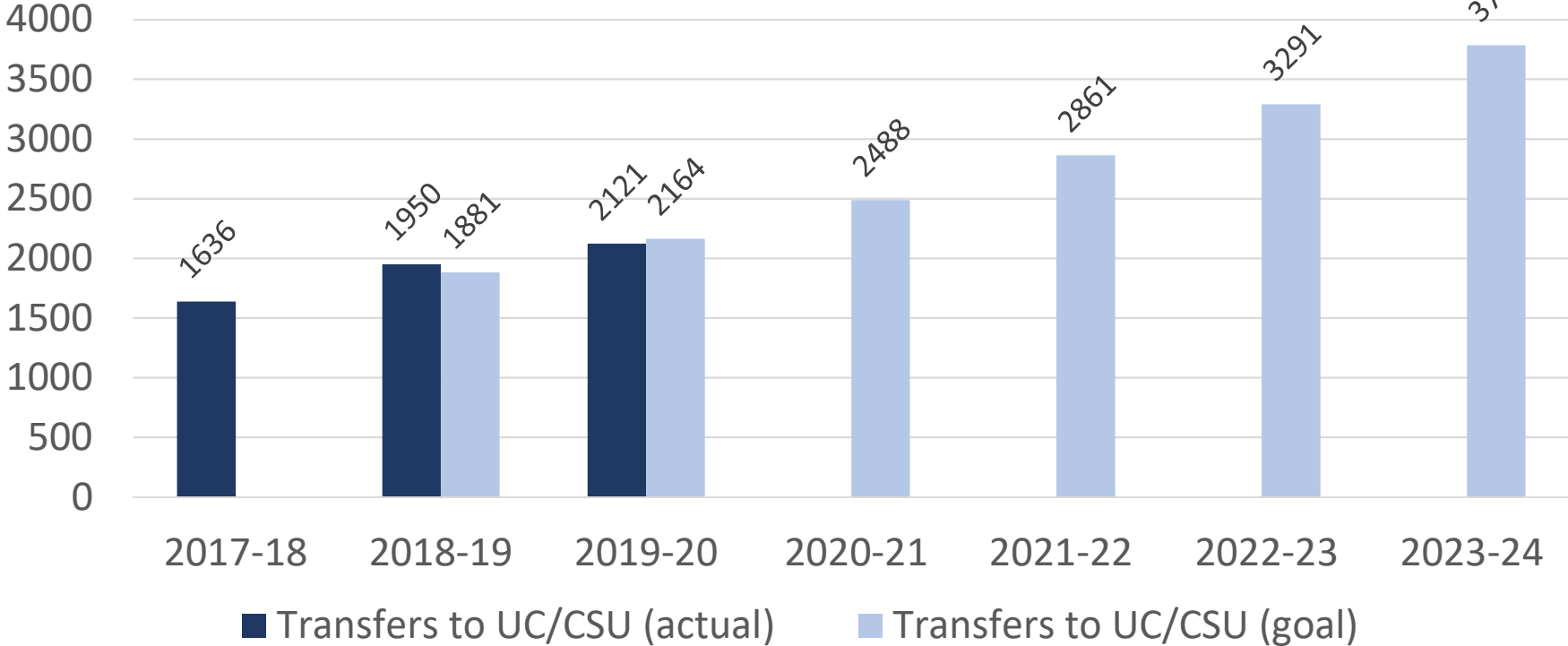
Year	Transfers to UC/CSU (actual)	Transfers to UC/CSU (goal)
2017-18	1636	
2018-19	1950	1881
2019-20	2121	2164
2020-21		2488
2021-22		2861
2022-23		3291
2023-24		3784

■ Transfers to UC/CSU (actual)   ■ Transfers to UC/CSU (goal)

KPI #8 (Objective 2.4): Increase percent of CTE students employed in their field of study (3% annually)

Students with a Job Closely Related to Field of Study, 2017-18 (actual) to 2023-24 (goal, 3% annual growth)

- 2017-18: 68.7%
- 2018-19: 71.0% / 70.8%
- 2019-20: 72.9%
- 2020-21: 75.1%
- 2021-22: 77.3%
- 2022-23: 79.7%
- 2023-24: 82.0%

Job Closely Related (actual)　Job Closely Related (goal)

KPI #9 (Objective 2.5): Increase percent of CTE graduates with a livable wage (5% annually)

Students Attaining a Living Wage,
2017-18 (actual) to 2023-24 (goal, 5% annual growth)

- 2017-18: 51.4%
- 2018-19: 53.5% / 53.9%
- 2019-20: 56.6%
- 2020-21: 59.5%
- 2021-22: 62.4%
- 2022-23: 65.6%
- 2023-24: 68.8%

■ Attained Living Wage (actual)   ■ Attained Living Wage (goal)
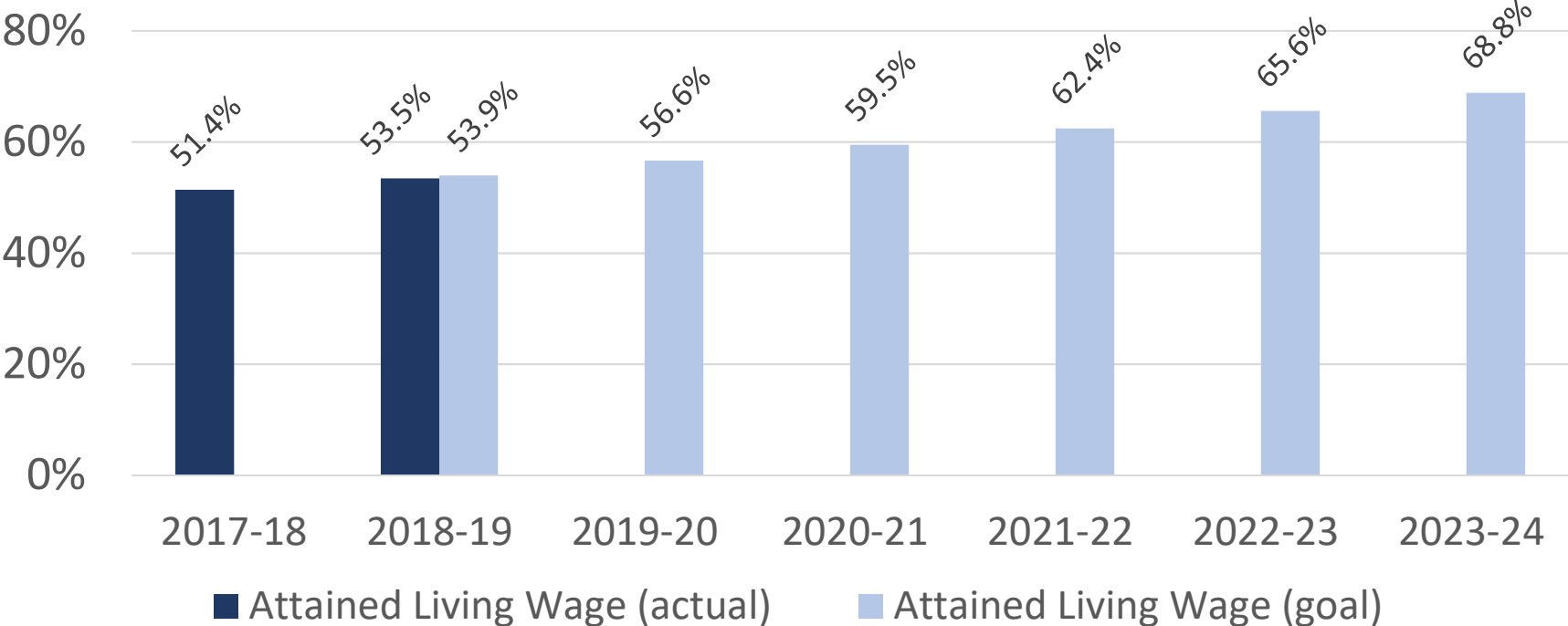
Source: Student Success Metrics https://www.calpassplus.org/LaunchBoard/Student-Success-Metrics.aspx

KPI #9 (Objective 2.8): Increase number of full-time students (12+ units per semester) (10% annually)

Students Attempting 12+ Units in First Term,
2017-18 (actual) through 2023-24 (goal, 10% annual growth)

Year	Actual	Goal
2017-18	3854	
2018-19	4495	4239
2019-20	4906	4663
2020-21		5130
2021-22		5643
2022-23		6207
2023-24		6828

■ Actual   ■ Goal

KPI #10 (Objective 2.8): Increase number of full-time students (24+ units per year) (10% annually)

Students Attempting 24+ Units in First Year,
2017-18 (actual) through 2023-24 (goal, 10% annual growth)

Year	Actual	Goal
2017-18	3295	
2018-19	3724	3625
2019-20	4127	3987
2020-21		4386
2021-22		4824
2022-23		5307
2023-24		5837

■ Actual ■ Goal

KPI #11 (Objective 2.9): Increase the number of students who complete transfer-level math and English in first year (20% annually).

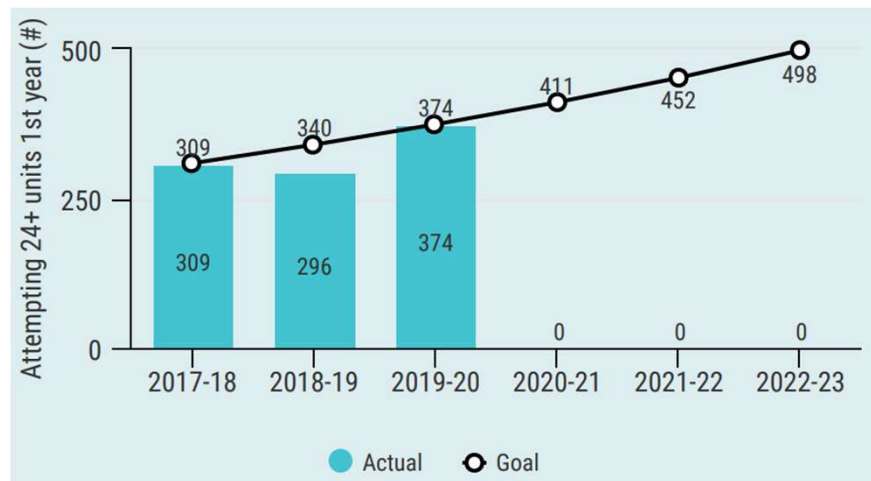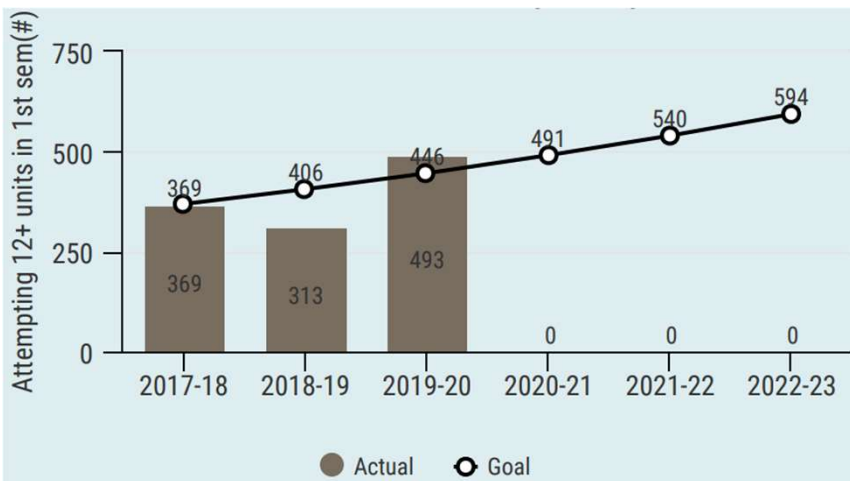### Students Completing Transfer-Level English & Math in First Year, 2017-18 (actual) through 2023-24 (goal, 20% annual growth)

Year	Actual	Goal
2017-18	769	
2018-19	959	923
2019-20	1136	1107
2020-21		1329
2021-22		1595
2022-23		1914
2023-24		2296
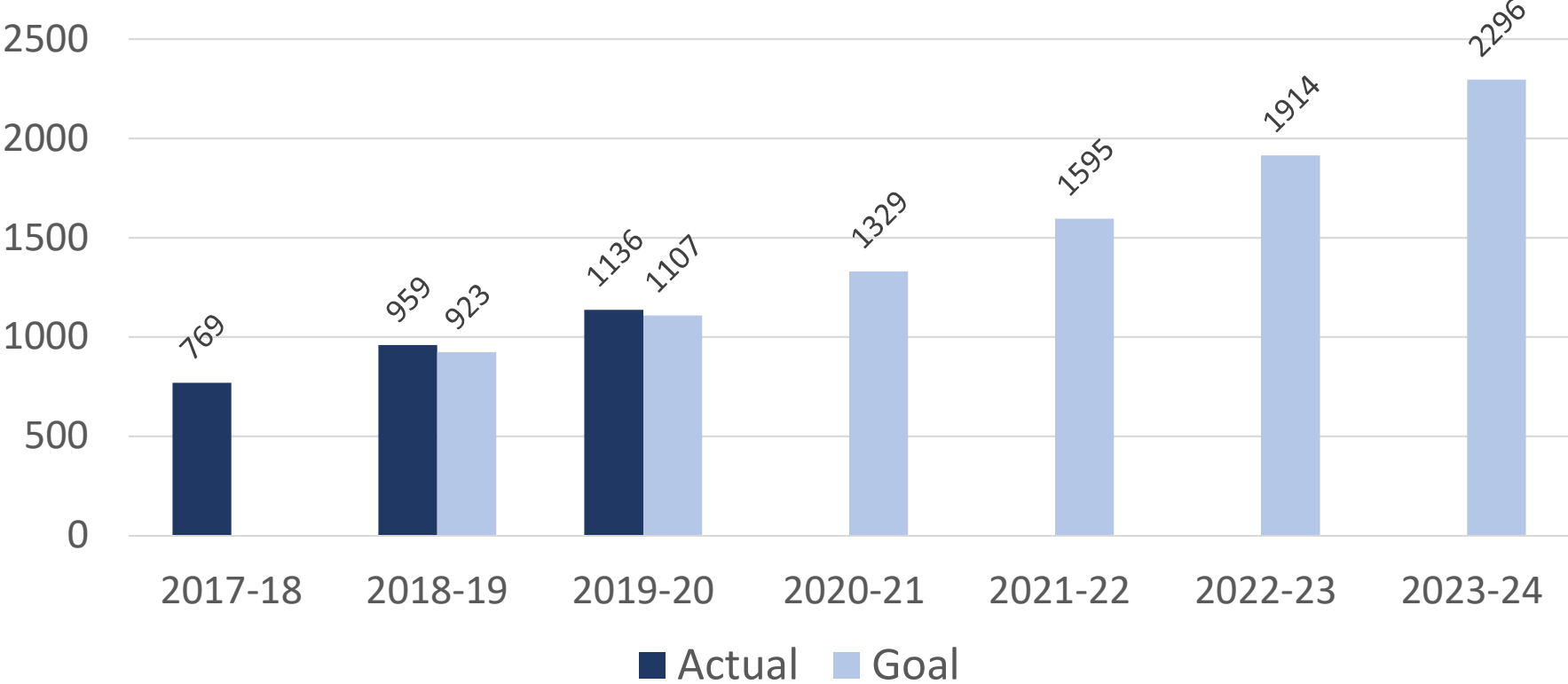
Source: RCCD Guided Pathways Cohort Report, https://app.powerbi.com/groups/f6522518-6ac5-47a9-ba5a-4aeddbe1ba3d/reports/26133cab-a3a8-4ed8-80b8-2b93f0ff9fc0/ReportSectiondbbcaf0c5653750a2344
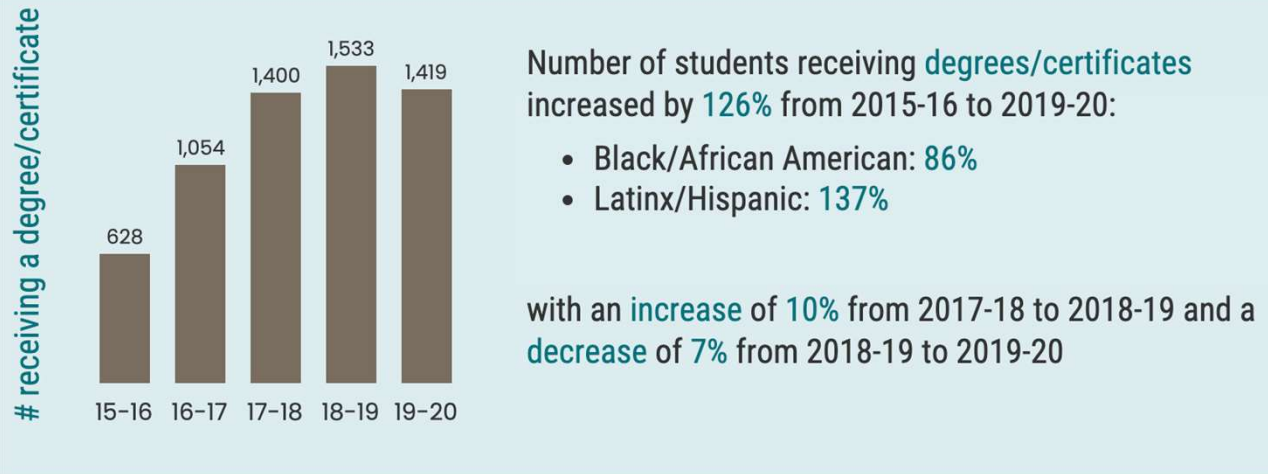
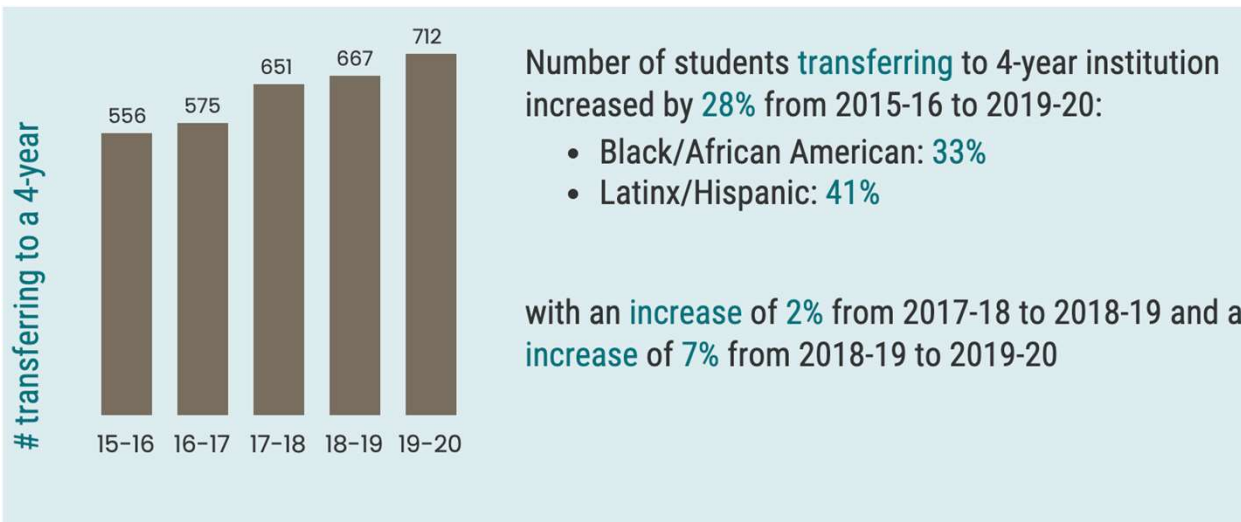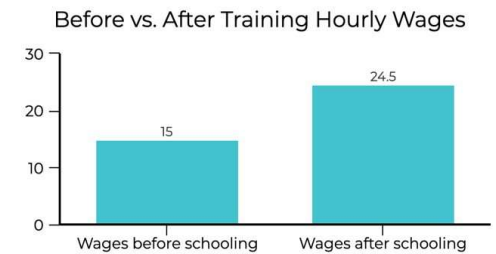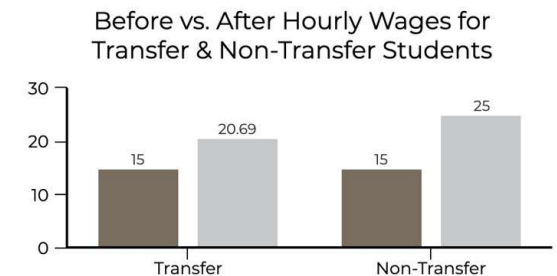# Moreno Valley College Strategic Objectives Highlights

Moreno Valley College (Successes)

 # receiving a degree/certificate

15-16	16-17	17-18	18-19	19-20
628	1,054	1,400	1,533	1,419

Number of students receiving degrees/certificates increased by 126% from 2015-16 to 2019-20:

- Black/African American: 86%
- Latinx/Hispanic: 137%

with an increase of 10% from 2017-18 to 2018-19 and a decrease of 7% from 2018-19 to 2019-20

2020 CTEOS College Report

Before vs. After Training Hourly Wages

Wages before schooling	Wages after schooling
15	24.5

 # transferring to a 4-year

15-16	16-17	17-18	18-19	19-20
556	575	651	667	712

Number of students transferring to 4-year institution increased by 28% from 2015-16 to 2019-20:

- Black/African American: 33%
- Latinx/Hispanic: 41%

with an increase of 2% from 2017-18 to 2018-19 and a increase of 7% from 2018-19 to 2019-20

2020 CTEOS College Report

Before vs. After Hourly Wages for Transfer & Non-Transfer Students

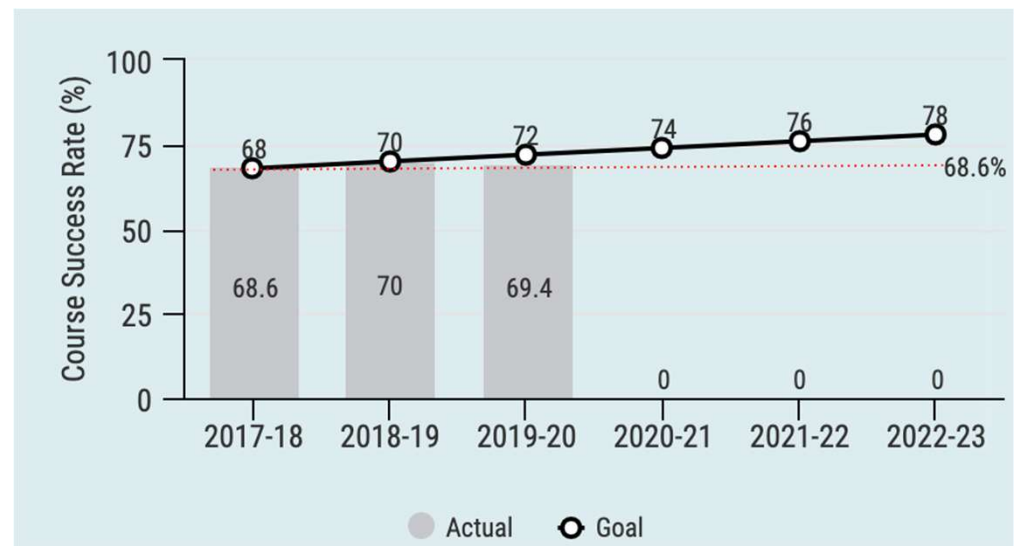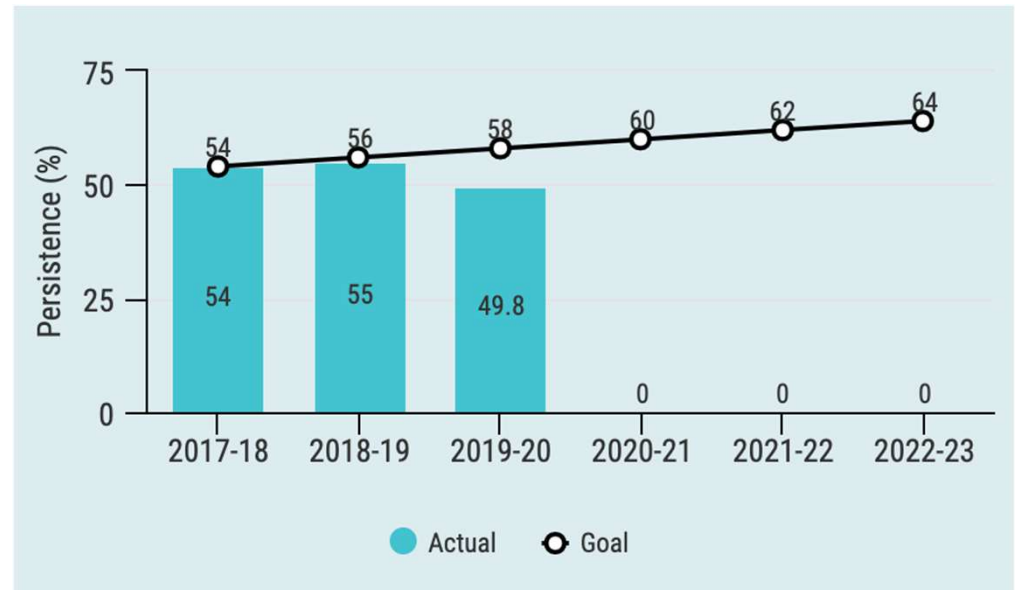|	Transfer	Non-Transfer
	15 — 20.69	15 — 25

Source: Local MIS & CTEOS

Moreno Valley College (Areas of Focus)

Course Success Rate by Race/Ethnicity:

- Asian 79.7%
- Black/African American 62.1%
- Latinx/Hispanic: 68.6%
- Native American/Alaskan: 58.1%
- Native Hawaiian/Pacific Islander 61.8%
- Multiracial 67.1%
- White 77.8%

Moreno Valley Strategic Planning Actions

Community Engagement & Partnerships

- Strategic Enrollment Management Plan
- Guided Pathways

- Distance Education (DE) Den – Faculty driven and led

- Racial Justice & Culturally Sustainable College
  - Committee on Diversity, Inclusion & Belonging
  - CCC Equity Leadership Alliance (USC)

- Teaching Matters Workshop Series: Culturally Responsive Pedagogy and Practices

Roxanne's Story

"I cannot understand all of the work online. I need help in class. I wish they would have had video chats for us to talk with the teachers."

Roxanne is a 42 year old African American student majoring in Business Administration. Prior to COVID-19, Roxanne was taking 12 units and took advantage of many of the academic support services to help her succeed in her courses. In Spring 2020, she was forced to drop all her courses due to struggling to learn online. She did not know if we offered online tutoring and she felt there was a lack of communication. She also stated that some instructors were not ready to go online. She is now caring for her extended family and has had to move, but is very likely to return to Moreno Valley College sometime in the future.

Norco College Strategic Planning Successes

Madelyn Torres (Eastvale)

Eleanor Roosevelt High School alumni

"I want to thank CNUSD, Roosevelt High School, and Norco College for coordinating the Dual Enrollment program. This is something that really prepared me for college and helped me get ahead," said Torres. **"I will be graduating from California State University, Fullerton with my bachelor's degree in political science a year and a half early."**

2019-2020 headcount (16,593) exceeded the target for 2024-25.

Transfer Math & English Completion for Latinx students have already met 2024-25 target (closed equity gap 40%).

Equity gap closed for Black Students in Certificate Completion and Transfer Math & English Completion in First Year.

For LGBTQ+ students, Certificate Completion has met 2024-25 target and transfer volume gap is completely closed.

Certificate Completion equity gap is completely closed for Foster Youth.

Dual Enrollment success rates (83.3%) consistently exceed NC average (70.1%).

Norco College Strategic Planning Successes

Completion of an Award (CCCCO Degree or Certificate) within 4 years has increased from 9.8% (Fall 2010 cohort) to 13.8% (Fall 2016 cohort). This is a 40.8% increase in completion.

If we expand the Completion definition to an Award or transferring to a 4-year intuition within 4 years, completion has increased from 14.6% to 17.9%. This is a 22.6% increase in completion.

Norco College is experiencing significant gains in completion for Black students. The 4-year award or transfer rate (18.8%) exceeds NC all-student average (17.9%).

All Students	Fall 2010	Fall 2016
4-year Award Rate	9.8%	13.8%
4-year Award or Transfer Rate	14.6%	17.9%

Black Students	Fall 2010	Fall 2016
4-year Award Rate	5.1%	13.8%
4-year Award or Transfer Rate	8.2%	18.8%

Median annual earnings of all Norco College graduates have exceeded our 3% annual target increase.

Career & Technical Education certificate completers experience 45% increase in hourly wages.

Norco College Areas of Focus
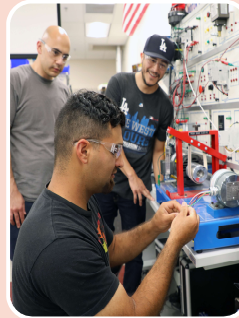
Increase RCCD capture rates (5% annually)

Planned Action

Focused Workgroup; Acceptance letter mailed to all CNUSD seniors; Meetings with each high school principal; Enhanced leveraging of Upward Bound team/program; targeted direct mail to applicants not yet enrolled.

Increase number of awards completed (15% annually)

Planned Action

Full scaling of Guided Pathways; Low Textbook Cost expansion; Engagement Center teams to fully train & utilize Anthology (CampusNexus Engage) for targeted student communication and milestone support.

Increase number of certificates completed (15% annually)

Planned Action

Faculty data analysis team; Jurupa Valley USD partnership: students bussed to NC to take CTE courses; Targeted outreach and support to learners within 1-2 courses.

Decrease equity gap for Latinx students in degree completion

Planned Action

Full scaling of Guided Pathways & Engagement Center targeted support, New ESL website & self-placement tool launched; targeted grants & resource development efforts; additional support programs

Increase the number of students who complete transfer-level math and English in first year (20% annually).

Planned Action

Full scaling of Guided Pathways; Summer Math Institute; Enhanced DEI programming; Enhanced Phoenix Scholars programming and Men of Color Scholars Program

Decrease equity gap for LGBTQ+ students in degree completion and transfer level math/English completion in first year
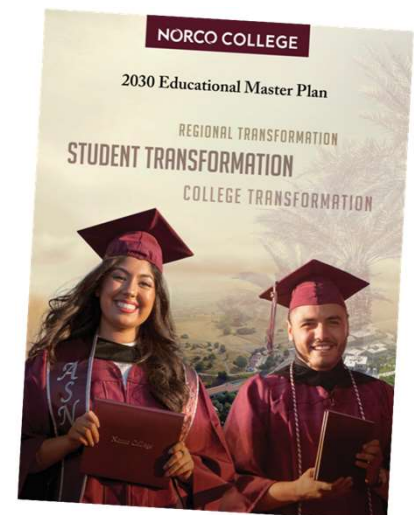
Planned Action

Expanded staffing and hours in Unity Zone; dedicated LGBTQ+ Speaker Series; Sponsor CCC LGBTQ+ Summit with dedicated professional development

Norco College Strategic Planning Highlights

Ongoing Work

- Increasing Access: 4,280 Dual Enrollment enrollments (Fall 18 – Fall 20) through 175 sections across 8 high schools served.
- Initiated our first Data Coaching Program to support data interpretation and data literacy to support program review.
- Integrated equity data dashboards disaggregated by student subgroups embedded into annual program review process.
- College-wide engagement in Call to Action and Racial Justice Taskforce efforts.
- Expanded Professional Development for all Mustangs focused on Guided Pathways and Equity.
  - CCC Equity Leadership Alliance (USC)
- Innovative Enrollment Management and marketing campaigns.
- Growth of both traditional and innovative Apprenticeships.
- New Governance Structure set to implement Fall 2021.
- Workgroups focused on Key Performance Indicators.
- Veterans Support: Military Articulation Platform.
- Focus on Community Engagement & Communications.

NORCO COLLEGE

2030 Educational Master Plan

REGIONAL TRANSFORMATION
STUDENT TRANSFORMATION
COLLEGE TRANSFORMATION

RCC Strategic Planning Successes

- Between 16-17 and 17-18, we realized a 3.2% increase in enrollment, and between 17-18 and 18-19 we realized a 2.3% increase. These targets were on top of the 3% annual targets we set.

- Dual Enrollment target was 450 students in 19-20, and RCC realized 908 students enrolled.

1843 — **TOTAL ENROLLMENT** Fall 2018 – Fall 2020

HIGH SCHOOLS SERVED — 13

15 — **UNIQUE COURSES OFFERED** Fall 2018 – Fall 2020

- College Promise students increased by 2.5% (the target is 2%) from 18-19 to 19-20.

RCC Strategic Planning Successes

- Realized an increase of 51.7% in ADT's awarded between 18-19 and 19-20, which is the focus of our Guided Pathways work.

- RCC transfer volume is reflective of our focus.

- In 19-20, students reported earning $13.33 - $15.00 p/hr prior when they first enrolled, and $21.50 - $25.00 as a result of RCC training. A 40% increase!

- Our course success rates by race/ethnicity have, for the most part, remain stable.

- Students who are completing transfer level English and Math in the first year continue to be a focus – with a target of 20% annual increase.

RCC - Areas of Focus

Increase percent of students eligible for financial aid who received aid by at least 2% per year	Increase high school students participating in Dual Enrollment by 5% annually.	Increase 20% annually the number of students who acquire associate degrees, credentials, certificates, or specific job skill sets.	Increase number of students completing transfer-level math and English in first year by 20% annually	Shorten time to completion for part-time students from 6 to 4 years, and full-time students from 6 to 3 years.
New ERP will help us drill down into data.	While are numbers for 2020-2021 are smaller than our targets, we have identified new strategies in scheduling to expand offerings.	We continue to clarify pathways.	Summer Math Institute	Increase comprehensive SEP's in all pathways.
Expanding how College Promise can help remove barriers and ensure student success	We have a new Associate Dean who is focused on building our K-12 partnerships to provide innovative pathways.	The ADT's and State approved certificates are really the measurements that we want to focus as they align with our GP work.	English faculty focus on integrating cultural proficiency. AB705 work continues.	Focus on course level analysis, data coaching to realize course success rates by race/ethnicity. Inescapable services for students from the time they apply to the time they graduate.

RCC Strategic Planning Highlights

- Ongoing work
  - Math and English support courses – aligned with AB705
  - Intentional, targeted and inescapable integrated academic support
    - By pathway with student success teams and peer support
  - Data Coaching and Leading from the Middle
    - Data Analysis and Cultural proficiency and culturally relevant pedagogy
  - Student Equity Committee focus
    - Consultant led, focused training
    - Equity Audit
  - Expanded Professional and Faculty Development (aligned with PRT recommendations)
  - New Website and marketing campaigns
  - Data driven and strategic plan aligned decision making
  - Continued focus on fostering relationships in our community

Questions?