STRATEGIC THEMES AND GOALS 2019-24

Student Access
The District will ensure all students have equitable access to the colleges' courses, programs, and services.

Objective 1.1: Increase overall enrollment headcount by at least 3% per year (unduplicated headcount, FTES).

Objective 1.2: Increase number (headcount) of high school students in dual enrollment by at least 500 annually over five years.

Objective 1.3: Increase capture rates from feeder high schools by at least 5% annually.

Objective 1.4: Increase percent of students eligible for financial aid who receive aid by at least 2% per year.

Objective 1.5: Increase use of technology to improve course scheduling to support student pathways. (Target: Increase number of students using EduNav, student planning and registration system, by at least 10,000 per year.)

Student Success
The District will provide clear pathways and support for achieving certificates, degrees, and transfer.

Objective 2.1: Increase number of AA/AS awards by at least 15% annually.

Objective 2.2: Increase number of certificates completed by at least 15% annually.

Objective 2.3: Increase transfer to four-year universities by at least 15% per year.

Objective 2.4: Increase percent of CTE students employed in their field of study by at least 3% annually.

Objective 2.5: Increase percent of CTE graduates with a livable wage by at least 2% annually.

Objective 2.6: Reduce time for degree completion for part-time students from 6 to 3-4 years and reduce time for degree completion for full-time students from 6 to 2-3 years.

Objective 2.7: Reduce number of units for degrees to not exceed 15% above required number of units (reduce by 3 units per year).

Objective 2.8: Increase number of full-time students (12 units per semester, 24 units per year) by at least 10% per year.

Objective 2.9: Increase number of students who complete both transfer-level math and English in first year by at least 20% annually.

Equity

The district will work with community, workforce, and education partners to reduce and eliminate equity gaps.

Objective 3.1: Decrease equity gaps by 40% in 5 years and eliminate within 10 years.

Objective 3.2: Increase RCCD's workforce diversity to better reflect communities served.

Institutionsl 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: Provide the framework and tools for monitoring, assessing, and evaluating progress on goals.

Objective 4.2: Increase efficiency by reducing time for processes such as recruitment, purchasing, conflict resolution, and decision-making.

Objective 4.3: Implement accountability, transparency, and evidence based communication practices to improve student success and completion.

Objective 4.4: Ensure that all processes and outcomes are aligned with the district's mission and goals and governance structures.

Objective 4.5: Attain a district-level efficiency of 595 (WSCH/FTEF).

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

Objective 5.1: Efficiently manage existing resources to support the ongoing academic and student support programs.

Objective 5.2: Develop a Budget Allocation Model (BAM) grounded on principles of equity, transparency, and fairness.

Objective 5.3: Develop a sustainable and healthy fiscal model.

Objective 5.4: Strategically develop external revenue sources to maximize the funding available to support student learning and success. (Target: 30% of overall budget will be from external revenue sources.)

Objective 5.5: Practice strategic enrollment management that integrates financial planning with student need and achievement.

Objective 5.6: Invest in state-of-the-art technologies to enhance programs, services, and operations.

Objective 5.7: Provide a healthy and safe environment for students, faculty, and staff.

Objective 5.8: Human Resources and Employee Relations Strategic Plan covering recruitment, retention, personnel development, and succession planning.

Objective 5.9: Streamline planning and design of facilities to comply with principles of total cost of ownership.

Partnerships & Communcation
The District will position its image and reputation as a leading academic institution in the region by actively pursuing, developing, and sustaining collaborative partnerships with educational institutions, civic organizations, and businesses.

Objective 6.1: Establish and expand relationships with regional educational institutions.

Objective 6.2: Contribute to regional economic and workforce development by creating and expanding relationships with business and civic organizations.

Objective 6.3: Collaborate with elected officials to develop and secure additional resources that enhance educational programs and student support services.

Objective 6.4: Through the RCCD Foundation, the district will engage in effective fundraising and capital campaigns that enhance educational programs and student support services.