

2018–21 COMMUNITY COLLEGE OF RHODE ISLAND STRATEGIC PLAN



MISSION of our College



The Community College of Rhode Island is the state's only public comprehensive associate degree-granting institution. We provide affordable open access to higher education at locations throughout the state. Our primary mission is to offer recent high school graduates and returning adults the opportunity to acquire the knowledge and skills necessary for intellectual, professional and personal growth through an array of academic, career and lifelong learning programs. We meet the wide-ranging educational needs of our diverse student population, building on our rich tradition of excellence in teaching and our dedication to all students with the ability and motivation to succeed. We set high academic standards necessary for transfer and career success, champion diversity, respond to community needs, and contribute to our state's economic development and the region's workforce.

CCRI MISSION

TIMELINE for Implementation

CCRI's Strategic Planning process consisted of these **five phases**:

1. Learning and Listening (March 2017)
Assessment of CCRI's current state internally and externally.

2. Strategic Visioning (April 2017)
Review of national best practices and future trends that will influence CCRI.

3. Community Conversations (April 2017)
Discussion of issues and goals with faculty, staff, students, and external constituencies.

4. Finalizing Goals and Building for Long-Term Success (Summer – Fall 2017)
Validation of goals with the college community. Creation of draft action items and key performance indicators.

5. Implementation (Beginning January 2018)
Official launch of our college's new strategic plan.

The higher education consulting firm of Paulien & Associates worked with us as we developed this plan. Paulien's inclusive, thoughtful approach ensured broad participation of faculty, staff and students throughout the process.

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GOAL ONE

Enhance Student Success and Completion

We will work diligently to ensure student success with the objective of increasing certificate and degree completion rates, based on our belief that our students are motivated, capable and committed to attaining academic achievement. With equity as a cornerstone, our role is to ensure excellence in academic quality and support services to prepare students for success through completion, transfer or placement in the workforce.

STRATEGIES

A. Support college readiness by scaling high-impact best practices

- i. Maximize college readiness by expanding engagement with high school students and adult education students.
- ii. Deliver a holistic, student-centered system of onboarding, orientation and ongoing advising.
- iii. Continue to define and broaden efforts to improve and accelerate pathways through developmental education.
- iv. Assess college readiness in various ways through the use of multiple measures and Prior Learning Assessment (PLA).

B. Provide pathways that enhance structure and support

- i. Implement guided pathways, including the establishment of meta majors.
- ii. Create pathways that include multiple on and off ramps.
- iii. Establish course schedules and course offerings that align with student demand and support the guided pathways structure.
- iv. Establish seamless transfer pathways for our top five transfer majors to Rhode Island College and University of Rhode Island.

C. Enhance teaching and learning

- i. Standardize the process of curriculum design and review to ensure quality, rigor and continuous curricular improvement.
- ii. Enhance the process for assessing student learning.
- iii. Develop a technology-based system to capture and analyze assessment data to inform continuous improvement of teaching practices.
- iv. Implement faculty professional development program that focuses on best practices related to student engagement and active learning.

GOAL ONE

GOAL TWO

Expand Partnerships and Programs

To prepare our students for future success and to support Rhode Island's economic and workforce goals, we will continue to develop robust partnerships and programs that align with educational institutions, employer needs and community organizations. With equity as our frame, these partnerships will provide our students with the outstanding education, skills training and support they require to successfully transfer to a four-year institution or secure quality employment. Our emphasis on partnerships and programs will allow us to promote our college as an adaptive, responsive, high-performing institution.

STRATEGIES

A. Develop a process to better understand and respond to the economic needs of Rhode Island as well as the needs and goals of our students.

- i. Develop a systematic approach to understanding students' academic interests, career goals and other non-academic needs.
- ii. Enhance institutional capacity to collect, analyze and use labor market data to forecast workforce needs.
- iii. Build capacity to review and analyze curriculum that reflects labor market information and information about our students' needs and goals.

B. Leverage the resources of our college and educational, workforce and economic development partners to meet the needs of our students and the state of Rhode Island.

- i. Provide students with skills to secure employment now and continue their education and growth into family-sustaining careers.
- ii. Develop our programs in collaboration with industry and business leaders to ensure they meet current and future workforce needs.
- iii. Build academic, employer and community partnerships with organizations that share our vision and strengthen our capacity across our college.
- iv. Design opportunities for more flexible programming and alternative credentials to meet student and employer needs.
- v. Expand community partnerships to meet students' non-academic needs.

GOAL TWO

GOAL THREE

Strengthening Institutional Effectiveness

We will improve institutional effectiveness by developing a strong organizational culture, investing in professional development and enhancing our systems. We will collectively embrace a culture of trust, respect and open, transparent communication. We will invest in ongoing professional development that positions faculty and staff to continuously grow and develop in their careers. We will revitalize our financial, operational and technology systems to enable our college to be more innovative, effective and responsive. Through this focus on institutional effectiveness, we will support more collaborative, data-driven, student-centered decision-making.

STRATEGIES

A. Foster a culture that promotes transparency, collaboration, respect, and accountability.

- i. Clarify and strengthen internal processes to ensure timely, clear communication among faculty, administration, staff and students.
- ii. Build an ongoing collegewide program devoted to enhancing collaboration and respect.
- iii. From the institutional to the individual level, identify goals that are clear, measurable and advance the mission of our college.

B. Promote a rich environment of professional development that rewards performance and encourages all faculty and staff to develop and expand their skills.

- i. Build a robust onboarding process for new employees that focuses on college culture, essential skills and ongoing professional development opportunities.
- ii. Implement a comprehensive professional development program that includes institutional and individual plans that contribute to improving the overall performance of our college.

C. Create data-driven systems to support our college's mission and promote continuous improvement.

- i. Develop a system for regularly reviewing technology and organizational operations to improve institutional efficiency and effectiveness.
- ii. Utilize predictive analytics to assist in understanding our student population, their goals and potential challenges.
- iii. Utilize technology for communicating organizational and individual key performance indicators.
- iv. Develop an annual budget process and resource allocation plan that aligns with strategic goals.

GOAL THREE

KEY PERFORMANCE Indicators

GOAL ONE – Enhance Student Success and Completion

Increasing percentages of:

- first-time, full-time students graduating in two years.
- first-time, full-time students graduating in three years.
- first-time, full-time students earning 12 credits in first year, including prior and following summers.
- all CCRI transfer-out students who earned a degree before transfer.
- entering first-time cohort completing Math 1200 or 1430 in first year, including both summers (“C” or better).
- entering first-time cohort completing English 1010 in first year, including both summers (“C” or better).

GOAL TWO – Expand partnerships and programs

- Increasing the number of certificates in high-demand, high-wage career fields as percentage of total certificates awarded.
- Degrees in high-demand, high-wage career fields as percentage of degrees awarded.

GOAL THREE – Strengthening Institutional Effectiveness

- Increasing the number of employees reporting increased job satisfaction and engagement via employee survey.
- Employees participating in educational opportunities, such as employee/manager development programs, professional development opportunities and tuition waiver programs for continued education.

PERFORMANCE