



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 the College as an adaptive, responsive, high-performing institution.

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 the 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.
- 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 the 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.

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 college-wide 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 the 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 on-boarding 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 the college.

C. Create data-driven systems to support the 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.