



COMMUNITY COLLEGE  
OF RHODE ISLAND

# CCRI Strategic Plan 2013-2016

as of March 20, 2014



COMMUNITY COLLEGE OF RHODE ISLAND

# Vision and Mission

## **Vision**

CCRI – Changing lives in a changing world.

## **Mission**

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.

# Themes and Goals

<b>Theme</b>	<b>Goal</b>
1. Student Success	Increase educational attainment for Rhode Island students.
2. Economic Demand	Strengthen regional economic growth by providing a well-educated and skilled workforce.
3. Innovation	In all areas of the college, use innovation, technology and external partnerships with business leaders to promote student achievement and to position the college as a leader ready to meet the demands of the economy.
4. Effectiveness	Create a college-wide commitment to efficiency and continuous improvement of programs, services, and support systems through ongoing assessment and analysis.
5. Affordability	Establish a financial plan that enables the college to provide affordable access to quality education while maintaining service and upkeep of the college's assets for the benefit of current and future students.
6. Leadership	Create leadership systems and programming as a basis for quality assurance and enabling institutional improvement.
7. Community	Create a CCRI culture that is guided by the Mission, Vision and Values and that is committed to deporting itself in a manner that is conducive to creating a vibrant, inclusive community.

# Theme I: Student Success

**Goal:** Increase educational attainment for Rhode Island students.

## Objectives:

Ensure that CCRI provides creative and innovative programs for students entering the college.	Examine all testing and assessment measures for incoming students to assure that the assessments identify the appropriate skill levels necessary to attain academic goals.	Improve student learning through assessment that strengthens academic programs and enhances instruction.	Offer courses, including distance learning modalities, in a predictable, learner-centered way that supports retention and leads to completion.	Promote a culture of teaching excellence through faculty development that is focused on student learning and success.	Promote a culture of teaching excellence through faculty development that is focused on student learning and success.	Create permanent and ongoing support for students transitioning to college-level learning.
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# Student Success – Related Actions

## Related Actions:

I. Develop structures to ensure that every CCRI student may engage in one high-impact experiential learning opportunity prior to graduating. **AA, SS, CWCE**

- Inventory experiential learning and internship opportunities currently available **(Fall 2014)**
- Analyze data and present findings to the college community **(Spring 2015)**
- Offer professional development events on ways to increase student success through integration of service learning activities **(Spring 2015)**
- Assess the effectiveness of new and existing experiential learning activities; specifically, whether students enrolled in these activities are more engaged in the institution and therefore more persistent **(Spring 2016)**

# Student Success – Related Actions

## II. Expand academic advising to include expertise from all academic departments.

**AA, SS**

- Assess both formal and informal methods of academic advising currently being offered by the college **(Fall 2014)**
- Review national models and best practices **(Spring/Fall 2014)**
- Identify outcomes/definition of “successful” advising program **(Spring 2014)**
- Establish a pilot that offers an integrated advising model that coordinates freshman orientation, high school-to-college programs, embedded faculty advising, early warning and technological support **(Spring/Fall 2015)**
- Distribute data from the pilot project with recommendations for the future **(Spring 2016)**

# Student Success – Related Actions

## III. Establish developmental education / learning communities. **AA, SS, CWCE,BA**

- Identify promising and innovative developmental education approaches **AA (Fall 2013)**
  - Create pilot program for Accelerated Learning Program/English (ALP) with funding from existing grants **AA, SS, CWCE (Fall 2103)**
- Provide professional development opportunities, including Faculty Learning Communities (FLCs), to examine issues in developmental math – “Dialogue on Innovations” **AA (Fall 2014)**
- Review and widely disseminate data from pilots and programs offered through CWCE (Contextualized Learning, Ready-to-Learn, IBest, etc.) **AA, CWCE (Fall 2014)**
- Establish a cross-divisional advisory group that coordinates data, analyzes enrollment impact, and creates a comprehensive plan for all levels of developmental education **AA, SS, CWCE, IR, BA**

# Student Success – Related Actions

**IV. Revise and augment curricula requirements and/or offerings to ensure all CCRI students are prepared for the challenges of college-level work. AA, SS, IR, IT, CWCE**

- **Establish a task force that examines the testing and assessment of incoming students, including the effectiveness of current placement procedures AA, SS, IR (Fall 2014)**
  - **Review existing CCRI data related to placement and success/persistence IR (Spring 2014)**
  - **Identify alternative methods for testing and assessment of students, including testing ESL students SS, CWCE (Fall 2014)**
  - **Create pilot program using alternate testing methods (Fall 2015)**



# Theme 2: Economic Demand

**Goal:** Strengthen regional economic growth by providing a well-educated and skilled workforce.

## Objectives:

Continually assess the knowledge and skills needed for a thriving regional economy and a well-educated and skilled workforce and utilize results to improve programmatic offerings/delivery methods.	Respond to the changing needs of the business community by offering high-quality, relevant, and flexible programs that support emerging industry needs.	Recognize the impact of demographic shifts and re-evaluate and create programs accordingly.	Expand access to associate and bachelor's degrees, particularly in science, technology, engineering, math (STEM) and health sciences.	Monitor recent graduates and students transferring from CCRI to remain informed about graduate labor markets and transfer success.
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# Economic Demand – Related Actions

## Related Actions:

I. Ensure that associate degree graduates will demonstrate a core set of liberal arts competencies which prepare them for life-long learning and their future positions in the workforce.

II. Where appropriate, create advisory boards for programs and disciplines (or clusters of disciplines) as a means to seek external input from the community.

- Building on recent successes in STEM Days and Manufacturing Days, the College will expand opportunities to host on-campus events for local and regional businesses **AA, SS, CWCE, BA**
- Strengthen alumni connections to current CCRI students through new programs both on- and off-campus **SS, AA**

III. Assure that all CCRI programs will provide a clear pathway for students to transfer to higher-level degrees and certificates.

# Economic Demand – Related Actions

**IV. Incorporate the use of external evaluators in the Academic Program Review (APR) process. AA, BA (Fall 2014)**

- Establish criteria for use of evaluator, including selection, compensation and qualifications
- Refine the APR process to reflect regular and ongoing evaluation and assessment of program outcomes

**V. Expand the role of the Business Roundtables. President, CWCE**

**VI. Report to be delivered to the Governor and Legislature (October 2014)**

# Theme 3: Innovation

**Goal:** In all areas of the college, use innovation, technology and external partnerships with business leaders to promote student achievement and to position the college as a leader ready to meet the demands of the economy.

## Objectives:

Enhance student success by supporting technology applications and state-of-the-art instructional resources.

Increase use of leading-edge curriculum design, incorporate best practices in student learning, improve instruction, and prepare students for a successful work life.

Promote a culture of innovation by supporting current research, nationally recognized program models and creative programming throughout the institution.

Create partnerships that support and enhance the needs of the college and the community while leveraging limited resources.

# Innovation – Related Actions

## Related Actions:

**I. Develop a structure that supports the timely creation and incubation of new academic programs in reaction to emerging fields, disciplines, and programming at transfer institutions.**

**II. Develop a Grants Office within the Academic Affairs area that supports faculty seeking innovative programs and perspectives. AA, BA, CWCE**

- Hire a grant writer/grant coordinator (Spring 2014)
- Increase revenue
- Increase new programming (Spring 2015)

**III. Highlight student achievement by public capstone experiences.**

# Innovation – Related Actions

**IV. Attendance by teams of faculty and academic staff at external opportunities related to current research in teaching and learning. AA, CWCE, BA**

- **Make additional resources available to faculty to attend conferences on topics that promote innovative approaches to teaching, such as Accelerated Learning Program (ALP) and National Association of Developmental Education (NADE)**
  - **Nine faculty and student services staff attending ALP Conference Spring 2014**

**V. Establish Academic Innovation Incubator. AA, CWCE**

- **Promote interdisciplinary approach to academic programming by supporting faculty “think tanks” (Spring 2014)**
  - **Create a competitive grant process that supports faculty with stipends and other resources to complete their curriculum evaluation (Fall 2014)**

**VI. Establish relationships with industry stakeholders to share spaces for academic uses. CWCE, BA, AA**

# Theme 4: Effectiveness

**Goal:** Create a college-wide commitment to efficiency and continuous improvement of programs, services, and support systems through ongoing assessment and analysis.

## Objectives:

Maximize the capacity of the four campuses and off-site locations to support academic efficiencies, student success and program growth.	Optimize the efficiency of human and capital resources utilization and allocation at the college.	Create more rigorous forms of assessment that provide meaningful data that can answer the question of “What do our students learn?” and that lead to improving overall institutional effectiveness in all areas of the college.	Implement a structured, comprehensive, flexible measurement process – including frequent report of progress to the CCRI community – to support ongoing strategic planning initiatives and evaluation.
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# Effectiveness – Related Actions

## Related Actions:

I. Master planning and the reconfiguration of “space” will be informed by discussions related to interdisciplinary, project-based, integrative learning experiences. **AA, BA**

- Hire a consultant to evaluate the Master Schedule **BA (Fall 2014)**
  - Identify existing assessment of capacity/asset utilization (Master Plan) and other related data; review various scheduling models and their application to our unique environment
  - Consultant’s report **(Fall 2015)**; possible implementation of new master schedule by Fall 2016
- Distribute indirect assessment and academic program/course metrics to all department chairs **(Spring 2014)**
  - Use data to determine where resources should be focused



# Effectiveness – Related Actions

**II. Increase utilization of existing data reports on budget, enrollment, etc. and expand distribution to the broader college community. (Fall 2104)**

- Use data from these reports to determine where resources should be focused

**III. Improve grant utilization and incorporation into college mainstream activities. AA, BA, SA, CWCE**

- Establish cross-functional teams to identify potential grant opportunities and areas that require an infusion of resources in order to effect institutional change (Spring 2014)

# Theme 5: Affordability

**Goal:** Establish a financial plan that enables the college to provide affordable access to quality education while maintaining service and upkeep of the college's assets for the benefit of current and future students

## Objectives:

Maximize organizational efficiency and resource utilization.	Review tuition models that minimize student indebtedness and support student success.	Identify opportunities for generating additional revenue and resources.	Develop a data-driven budget process that conforms to the college's mission and strategic priorities.	Support "green initiatives" and energy saving/reduction programs.	Strengthen and expand emergency, in-house financial aid assistance programs.
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# Affordability – Related Actions

## Related Actions:

1. Undergo a comprehensive Review of Fees, including application fees and tuition. (Fall 2014)
  - Implementation of fee recommendations (Fall 2015)
  - Evaluate a per-credit tuition program (Fall 2014)
  - Determine economic effect of charging students for credits earned vs. our current comprehensive tuition fee
  - Evaluate impact on students and establish equitable tuition fee (Fall 2016)
  
2. Use newly-formed, cross-departmental Budget and Resource Committee to create a predictive budget model of expenditures aligned with enrollment projections. (Spring 2015)

# Theme 6: Leadership

**Goal:** Create leadership systems and programming as a basis for quality assurance and enabling institutional improvement

## Objectives:

Establish systems for determining the training needs of those currently in leadership positions and those seeking leadership roles.

Develop a Leadership Forum, beginning in 2013-2014, to address the key areas of need identified by those in current leadership roles.

Develop a Leadership Development Series, beginning in 2013-2014, to provide opportunities for those seeking to assume greater responsibility while simultaneously developing more depth of skilled leadership within each area of the college.

# Leadership – Related Actions

## Related Actions:

### 1. Establish a formal Peer-to-Peer Mentorship Program for new staff and faculty. **BA**

- Identify faculty and staff interested in being mentors **(Fall 2014)**
- Create a job-specific mentoring process, including assessment and budget **(Fall 2014)**

### 2. Create a leadership program to develop current and next-generation leadership at CCRI.

- Provide opportunities for current staff and faculty to raise their leadership acumen (e.g., running training programs in-house) **BA (Spring 2014)**
- Initiate a sustainable and meaningful commitment to leadership development **BA (Spring 2014)**

### Expand New Faculty Orientation. **AA, BA**

- Expand New Faculty Orientation to include an ongoing series of programs and workshops to engage new faculty, create community and assist them in transitioning to teaching the CCRI population **(Fall 2013)**

# Theme 7: Community

**Goal:** Create a CCRI culture that is guided by the Mission, Vision and Values and that is committed to deporting itself in a manner that is conducive to creating a vibrant, inclusive community.

## Objectives:

<p>Create a governance system that appropriately draws on the expertise of its employees to assist leaders across the college anticipate the complex implications of decisions.</p>	<p>Provide the professional development and training essential to creating a community with shared values.</p>	<p>Encourage employees to treat each other with professionalism, respect and civility.</p>	<p>Acknowledge positive contributions to creating a positive culture.</p>
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# Community – Related Actions

## Related Actions:

- I. Assess the revised Governance System introduced in Fall 2013 with recommendations for improvement/change. **AA, BA, SS, CWCE (April 2014)**
  - Survey faculty and staff for satisfaction of Governance System **(April/May 2014)**
  - Review alternate systems/solutions for improvement; make recommendations
  - Implement adjusted system **(Spring 2015)**
  
- II. Create a Values statement for the institution. **AA, BA, SS, CWCE (Fall 2014)**
  
- III. Initiate an Employee of the Month award. **BA (Fall 2013)**
  
- IV. Articulate professional expectations in the form of policy. **EXEC (Spring 2014)**

# CCRI Strategic Plan

