

# ROXBURY COMMUNITY COLLEGE

## Strategic Plan: 2004 – 2009

### Theme 1: RCC Student Achievement

#### A. Increase Conversion Yield, Retention, Graduation, Course Completion, and Persistence

Initiative	Benchmarks	Unit
1. Consistently meet or exceed the national rate for retention in public, urban two-year colleges	National Rate: 51.8%, Fall 2002-Fall 2003 State Community College Rate: 57%, Fall 2002-Fall 2003  RCC Rate: 41.9% Fall 2002-Fall 2003 Retention Rate will increase 4% for Fall 04-05 Retention Rate will increase 6% for Fall 05-06 Retention Rate will increase 6% for Fall 06-07  <i>Source: Mass BHE, Mass Community College, Key Performance Indicators, Updated December 2003.</i>	IR, Academic Affairs, Enrollment Management
2. Consistently meet or exceed the national persistence rate for students enrolled in cohort public, urban two-year institutions	National Rate, Five Year: 56% 1995-96 Cohort (by 2001) State Community College Rate, 1 Year: 64.2%  RCC Rate, Five Year: Unknown RCC, 1 Year Rate: 49.6% Persistence Rate for AY 05 52% Persistence Rate for AY 06 55%  <i>National based on BPS findings; Massachusetts based on HEIRS (COGNOS) Data.</i>	Academic Affairs, Enrollment Management, IR
3. Consistently meet or exceed the Massachusetts Community College system annual cohort course completion rates	State Community College Rate: 76% Completion RCC Rate: 75% Completion	Academic Affairs, Enrollment

	<p>Increase cohort course completion rate to 76%</p> <p>Increase cohort course completion rate to 78%</p> <p>Source: Mass BHE, Mass Community College, Key Performance Indicators, Updated December 2003.</p>	<p>Management, IR</p>
<p>4. Consistently meet or exceed the annual Massachusetts conversion yield rate for community colleges</p>	<p>State Community College Yield Rate: 64.5%</p> <p>RCC Yield Rate: 67.2%</p> <p>Source: Mass BHE, <i>Fall 2003 Admissions and Enrollment Tables</i>, January 2004.</p>	<p>Academic Affairs, Enrollment Management, IR</p>

### B. Promote Student Academic Achievement and Career Attainment Success

Initiative	Benchmarks	Unit
<p>1. Consistently meet or exceed the statewide employment rate in high-demand fields of study for students in career and technical programs</p>	<p>Meet and/or exceed Perkins Postsecondary Local Plan State Goal</p>	<p>Career &amp; Transfer Services</p>
<p>2. Improve RCC's rate of transfer into four-year institutions, particularly among students in the liberal arts program</p>	<p>Meet and/or exceed Perkins Postsecondary Local Plan State Goal</p>	<p>Career &amp; Transfer Services</p>
<p>3. Improve RCC students' rate of individual goal attainment</p>	<p>Identify student cohort Students will meet the educational goal they self-selected on the RCC Admission Application</p>	<p>VPMSA VPAA</p>

### C. Enrich and Diversify RCC Student Life Opportunities

Initiative	Benchmarks	Unit
<p>1. Institute a RCC Dollars for Scholars program</p>	<p>Establishing a Task Force to identify funding source(s) who award</p>	<p>Foundation</p>

	scholarships	
2. Establish a RCC International/Multicultural Student Institute	Establishing a Task Force to develop a proposal  Identifying a dedicated space, faculty and staff.	VPMSA (in consultation with Student Life Director and VPAA)
3. Develop a RCC Service Learning Academy	Establishing a Task Force to develop a proposal  Identification of a dedicated space and staff.	VPMSA (in consultation with Student Life Director and VPAA)
4. Establish a RCC Intercultural Consortium	Establish a student Task Force to develop a proposal  Announce Consortium  Develop Consortium Program activity for Fall 2005  Evaluate activity  Develop Consortium Program activity for Spring 2006	Director of Student Life
5. Create a RCC Community Programming Board	A 2004-2005 Calendar of RCC Community Events presented by CPB	Director of Student Life

### D. Improve the Overall RCC Student Experience

Initiative	Benchmarks	Unit
1. Design a new RCC Freshman Experience course	Establish a Task Force to review the redesigned College Survival, and the Learning Strategy (ENG 100) course to	VPMSA Career & Transfer

	<p>make recommendations.</p> <p>Develop a 3 credit College Survival course</p> <p>Note: course was redesigned in 2002 with standardized syllabus, dedicated text, and career &amp; technology components.</p>	Services VPAA
2. Conduct RCC Student Exit Interviews	<p>-Develop a process to collect data on students who leave RCC prior to degree or certificate completion.</p> <p>-Report on why students have left RCC during Fall 2004.</p> <p>-Form a Task Force to review report</p> <p>-Task Force develops recommendations to improve retention</p> <p>-Implement recommendations</p>	Academic Advising
3. Develop a RCC Student Life Center	<p>Proposal for Cyber Café and Bookstore to better utilize the Student Lounge.</p> <p>Hire architect to design space</p> <p>Renovate Student Lounge</p>	VPMSA (with VPAF)

**E. Establish Meaningful Outcomes Assessment and Academic Performance Benchmarking Capabilities**

Initiative	Benchmarks	Unit
1. Promote and facilitate the creation of general education programs	<p>-Appoint General Education Sub-Committee of Acuerdo</p> <p>-Announce new Gen.Ed. programs on the Web; programs are put in place by Fall 06</p>	VPAA, Deans
2. Promote and facilitate the creation of course and	-Complete outcomes published on the Web	VPAA,, Deans

program outcomes	and departmentally by May'05 -Publish program outcomes by Dec'05	
3. Promote and facilitate the creation of course rubrics	-Complete course rubrics and publish rubrics for four courses in each department by May '05	Mercomes, Deans
4. Continue to conduct annual program reviews	-Review two programs each academic year, using new statewide guidelines reached in an agreement between the 15 community colleges and BHE. Report sent to BHE; full presentation of reviews made before the BOT in April and May of each year	VPAA, Deans

## F. Establish Strong Academic Support, Lifelong Learning, and Developmental Education Opportunities

Initiative	Benchmarks	Unit
1. Centralize academic support programs	Develop a proposal to restructure academic support programs  The Student Support Services (SSS) Grant <ul style="list-style-type: none"> <li>• Hiring a SSS Director</li> <li>• Staffing</li> <li>• Development and implementation of Program</li> </ul>	VPMSA w/VPAA
2. Implement Kids' College and Senior Enrichment Programs	-Create, promote, and run Senior Seminars for Summer 05 -Create, promote, and run Children's Drama Workshop on Saturdays, beginning Spring '05 -Hire part-time coordinator for drama workshops	DCE Dean
3. Broaden the scope and the visibility of the Honors Program	-Review Honors program goals -Assess program success -Appoint a Faculty Coordinator	Liberal Arts Dean

<p>4. Review assessment procedures to ensure that students are properly placed in developmental and college-level core courses</p>	<p>-All Add/Drop form will be reviewed and reason for change evaluated.  -A survey will be conducted at Mid-semester with sample group.  -Math, Science and English Departments will review current Cutscores for appropriate course placement</p>	<p>Director of Testing</p>
<p>5. Review assessment procedures to ensure that students are properly placed in developmental and college-level core courses</p>	<p>-Convene task force to review procedures  -Commission Institutional Research Study</p>	<p>VPAA, Director of Testing</p>
<p>6. Recruit and hire faculty and academic administrators with strong academic backgrounds and credentials</p>	<p>-Appoint search committee members with expertise and degrees in specified discipline   -Publish vacancies in <i>The Chronicle</i>, <i>The Boston Globe</i>, <i>Bay State Banner</i></p>	<p>VPAA, Deans</p>
<p>7. Recruit and hire faculty and administrators with a commitment to the community college mission</p>	<p>-Publish vacancies in <i>Community College Week</i>, <i>The Chronicle</i>   -Appoint search committee members with demonstrated commitment to the community college mission</p>	<p>VPAA, Deans</p>

## Theme 2: RCC Faculty and Staff Empowerment

### A. Establish an RCC Faculty Academy

Initiative	Benchmarks	Unit
1. Foster an academic climate that supports, incentivizes, and respects the importance of teaching	Establish Faculty Colloquia to convene twice each semester to discuss issues of pedagogy	VPAA
2. Empower faculty to establish best pedagogical practices for the Academy	Establish a Faculty Academy for Spring 05	VPAA
3. Develop a system of faculty/staff rewards	Present faculty/staff development awards annually	VPAA, Deans

### B. Provide Incentives for Faculty Professional Development and Best Practices

Initiative	Benchmarks	Unit
1. Establish annual professional development day for full-time and adjunct faculty	Hold Professional Day in May of each year	VPAA
2. Facilitate the creation of course guideline booklets for core courses	-Publish course guideline booklets for ESOL, English Composition, Developmental Writing, Math, Science	VPAA
3. Support faculty scholarship on effective and innovative pedagogy	Hold faculty colloquia	VPAA
4. Encourage and support attendance and presentations at state and national conferences	-Send 5 faculty to conferences -Host the annual statewide Teaching and Learning Conference	VPAA

### C. Empower Faculty, Staff, and Student Involvement in the Strategic Planning Process

Initiative	Benchmarks	Unit
1. Distribute strategic planning Goals to faculty, staff, and students	Distribute Strategic Plan during Fall 04	Cabinet

2. Encourage meaningful critique of goals	Convene a task force comprised of faculty, staff, and students to critique goals	Cabinet
3. Facilitate a town meeting for discussion purposes	Convene a town meeting to discuss the goals and implementation of the Strategic Plan	Cabinet

### D. Create New Interdisciplinary Learning Communities

Initiative	Benchmarks	Unit
1. Use as a model the first interdisciplinary RCC course for future learning communities	Create group to study the effectiveness of the first learning community	VPAA
2. Encourage faculty through various incentives to create interdisciplinary learning communities	Create one new learning community to begin each academic year	VPAA Deans
3. Develop outcomes for these learning communities	Complete outcomes for each new learning community before it is offered to students	VPAA

## **Theme 3: RCC Financial Integrity and Stewardship**

### **A. Exercise Due Diligence and Maintain Fiscal Integrity**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Develop integrated financial reporting capable of providing nano-snapshots of RCC fiscal status	-Implement General Ledger -Implement Cost Center Manager reports monthly and “real time” on-line -Implement institutional spending summary report monthly and “real time” on-line	VPFA
2. Develop fiscal predictions and forecasting opportunities	- Develop next fiscal year forecast report for administrators and staff to be connected to the budget development process	VPFA

### **B. Establish Direct Accountability in Financial Reporting**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Create a systematic fiscal grant reporting system to provide information on project activities as well as impact on students and community	- Implement Cost Center Manager reports monthly and “real time” on-line reporting	VPFA
2. Routinize, strengthen, and systematize internal and external financial reporting structures	- 100% on-time submission of financial data to state and federal auditors as well as BHE - Reduction of 50% per year on audit findings	VPFA

### C. Create Transactional Transparency

Initiative	Benchmarks	Unit
1. Share RCC financial data with other team members	Implement meetings with administrators and cost center managers regarding policies and procedures for budget expenditures Develop expenditure handbook for cost center managers Revise budget development process	VPFA

## Theme 4: RCC Campus Infrastructure, Capacity, and Technologies

### A. Align RCC Campus Expansion/Reengineering with Strategic Capital Outlay Priorities

Initiative	Benchmarks	Unit
1. Prioritize capital outlay needs	- Produce annual capital needs plan	

### B. Strengthen and Expand Access to RCC Technologies and Facilities

Initiative	Benchmarks	Unit
1. Provide universal IT access for RCC faculty, staff, and students	<p>Complete wireless implementation for 3<sup>rd</sup> and 4<sup>th</sup> floors in Academic Bldg.</p> <p>Extend wireless capabilities to Library</p> <p>Provide online registration capabilities</p> <p>Provide online payment capabilities</p> <p>Develop and implement policies for external remote access to college info resources.</p>	CIO
2. Create web-based student email accounts	<p>Target the distribution of at least 1000 accounts to students</p> <p>Target entire student body for accounts</p>	CIO
3. Provide student network access	Pilot student network access with CIS students as initial study group	CIO
4. Develop and expand the Academic Computer Center for students	Experiment with Saturday and Sunday hours. Staff according to results of study	CIO

### C. Develop RCC Technological Infrastructure, Online Courses, and Online Degree Programs

Initiative	Benchmarks	Unit
1. Build a robust information security infrastructure	Complete the campus-wide security audit. Implement recommendations based upon audit	CIO
2. Provide a reliable high-speed network	Segment existing network and create VLANs to separate student and staff network traffic	CIO
3. Maintain Desktop hardware and software for optimal performance	Replace PCs on a priority basis Begin 3-year leasing cycle for PC refresh.	CIO
4. Sponsor internships to develop video-streamed products linked to course outcomes	RCC/South End Technology Center Collaborative Project – 5 Interns CORE project internships – 5 Interns	ITDL/Ex Dean

### D. Develop RCC Technology for Classroom Instruction (i.e., faculty adoption)

Initiative	Benchmarks	Unit
1. Expand online courses	- 150 course by 2009 @ 30 per year - Develop and offer DCE online Professional Development courses -Develop and offer Corporate College online courses	ITDL/Ex Dean
2. Develop online degree programs	Establish program requirements	ITDL/Ex Dean
3. Use technology when it enhances teaching and learning	Implement wireless mobile workstations for faculty use in classrooms	CIO
4. Integrate flexible, technology based offerings to supplement classroom instruction	Explore new technologies (such as Video on Demand (VOD)) for potential use and implement most practical solution.	ITDL/Ex Dean
5. Offer leading-edge IT education programs to faculty, staff, and students	Complete staff training needs assessment to determine required training	CIO
6. Certify faculty as e-learning instructors	Define certification requirements	ITDL/Ex Dean

**E. Develop RCC capabilities to utilize Videoconferencing and Video-streaming**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Explore the feasibility of academic and/or administrative use of a videoconferencing center	Assess success of South-End Tech Center video demonstration and provide recommendations.	ITDL/Ex Dean
2. Research latest technology and determine infrastructure requirements	Review recommendations of Instructional Technology and Distance Learning Strategic Plan	ITDL/Ex Dean

## **Theme 5: RCC Institutional Advancement**

### **A. Raise Awareness of RCC Mission and Role in Serving Community**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Increase RCC visibility by encouraging executive and mid-level administrators to attend important community events and meetings	Annually attend at least 30 community events/meetings	Staff Assoc. Office of President
2. Develop a local “Who’s Who” list with publicity contact information	Utilize list to inform audience of college events, meetings, news, etc.	Director of Communications
3. Continue to host meetings with Community and Civic leaders	Host at least 6 meetings per year	President

### **B. Develop RCC Friend-Raising and Fund Raising Capacity**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Create an RCC Volunteer Corp	Identify and establish group with a minimum of 6 volunteers	Executive Officer for Development
2. Develop print, video, and electronic media to support fundraising activities	Distribute materials to potential donors	Director of Communications
3. Develop specific plan with specific fund raising targets	Present to President, Trustees, and Foundation before end of FY05	Executive Officer for Development

### C. Maximize RCC Grants, Contracts, and Subventions

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Perform and update a gap analysis of the currently unfunded specialized academic needs that could be grant funded	Completed Gap analysis	Grants Director
2. Submit grant applications to private funding sources	Research private funding sources Submit grants to appropriate sources	Grants Director
3. Identify federal/state contracting agencies and contract services that RCC could provide to other agencies, e.g. HUD, HHS	Submit proposals for 2 contracting opportunities	Grants Director

## **Theme 6: RCC Community Development and Service**

### **A. Develop New Strategic Alliances with Roxbury Community Groups, Civic Organizations, and Public Sector Agencies**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Identify and update a database of community agencies with the potential to collaborate with RCC	Database in place and access available through the public folders	DCE Dean, Corporate College Director
2. Host frequent receptions and other forums for area community, civic, and public sector agencies and organizations	Seminars of public interest held twice a semester	DCE Dean

### **B. Outreach and Serve the Families and Businesses of Roxbury and Greater Boston**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Re-establish RCC's participation in a new Roxbury Chamber of Commerce	Attend Chamber of Commerce Business Forums	Corporate College
2. Participate in local and regional minority business conferences	Participate annually (up to four each year) in local and regional conferences	Corporate College Director

### **C. Establish New Partnerships with the Boston Public Schools and Greater Boston Guidance Counselor Network, including Middle Schools and Post-Secondary Institutions**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Expand a cooperative partnership with the Boston Middle and High Schools to support the	New agreements with area schools in place	Grants Office

School to Career Initiative		
2. Work collaboratively with area post-secondary educational institutions, middle and high school guidance counselor network to provide career exploration activities	Continue to work with school-to-career with area schools Arrange on-site visits to RCC for school-to-career students	Grants Office
3. Develop RCC “College Days” where middle and high school students are paired with an RCC Student to spend a day on campus	“College Days” entitled “Tech-Prep Exploration Days.” Students “shadow” a student mentor for the day	Grants Office
4. Aggressively market our tech-prep programs to high school students	Brochures, participation in city-wide activities with groups, such as ABCD	Grants Office

## **Theme 7: RCC Workforce and Economic Development**

### **A. Establish Relationships and Linkages with Federal, State, Local, and Quasi-Public Workforce Development Agencies**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Utilize the U.S. Department of Labor to expand the computer industry's entry-level certification program	Establish contact with Department of Labor representative Follow Department of Labor guidelines for certification program	DCE Dean
2. Engage the Massachusetts Office of Workforce Development for access to emerging labor demands and job training opportunities	Formalization of a referral system	DCE Dean
3. Encourage Fannie-Mae's participation in aiding the development of a Real Estate and Mortgage Institute	Program expanded by Fall '04	DCE Dean

### **B. Create New Worksite-Based Business and Industry Retraining Programs**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Establish the RCC Corporate College	Hold Kick-off event	DCE Dean, Corporate College Director
2. Deliver on-site educational programs to surrounding local employers	Deliver 8-10 courses to local employers	DCE Dean, Corporate College Director
3. Assess current local workforce development programmatic needs	Complete assessment by May 05	DCE Dean, Corporate College Dir.

### C. Stimulate Economic and Workforce Development in the Roxbury Service Region

Initiative	Benchmarks	Unit
1. Establish a RCC Southwest Corridor Health Professionals Institute	Conduct needs analysis Offer programs in collaboration with BMC, Spaulding	DCE Dean, Dean of Nursing, Corporate College Director
2. Develop a RCC Institute for the New Worker	Conduct needs analysis Finance resources for implementation	DCE Dean, Dean of Nursing, Corporate College Director
3. Cultivate RCC Educational Partnerships	Complete articulation agreements with Mass College of Art, Northeastern, Ben Franklin Institute, Berklee College of Music	VPAA

## **Theme 8: RCC Marketing, Imaging, and Branding**

### **A. Improve RCC's Institutional Image in Print and Electronic Media**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Carry out regular RCC Market Perception Assessments	Develop appropriate assessment tool and administer (internal and external)  Assess results on an on-going basis.	Director of Communications
2. Launch an RCC Internal Marketing Campaign	Determine audience and focus of message	Director of Communications
3. Develop an RCC External Marketing Plan	Develop recruitment plan, and link to the development of a marketing plan	Director of Communications
4. Utilize RCC Direct Targeted Mailing	Define audience demographics  Obtain/purchase appropriate mailing list  Utilize list on an on-going basis	Director of Communications
5. Generate and distribute customized marketing materials	Design and print items for college use	Director of Communications
6. Expand the use and capabilities of the RCC Website	Develop strategies to increase traffic to site.	Director of Communications

### **B. Lead the Change Management Process to Transform RCC into Boston's Student-Friendly Community College of Choice**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Organize regular RCC Customer In-Service Training	Perform needs analysis, develop, and schedule	VPAA

2. Provide RCC Student-Centered Orientation for New RCC Staff	Develop a presentation Conduct 4-6 sessions (as needed per year) Survey shows increase in student satisfaction	VPAA VPEMSA HR
3. Utilize RCC Customer Satisfaction Surveys	Explore the development of process improvement approaches for services to students	VPEMSA VPAF VPIT
4. Improve data quality and integrity	Complete Jenzabar training for all users providing student services. Continued training as needed Review by compliance committee	VPEMSA VPAF VPIT
5. Monitor RCC Customer Longitudinal Tracking	Identify cohort  Collect student satisfaction survey data  Increase in satisfaction on student surveys using Year 1 as a baseline	VPEMSA VPAF VPIT

### C. Promote Seamless Transfer Credit Recognition

Initiative	Benchmarks	Unit
1. Develop and enhance articulation agreements with area four-year institutions to ensure transferability of RCC credits	Review and/or revise articulation agreements with state and private institutions to which our graduates transfer	VPAA, Deans, Advising
2. Develop course outcomes that are consistent with the Commonwealth Transfer Compact and various articulation agreements with area colleges, as well as internal expectations	Convene meeting with area college representatives to ensure consistency with RCC course outcomes and the Transfer Compact	VPAA, Deans, Advising
3. Increase the rate at which RCC students, whose goal is not to earn a credential here, take courses that earn them credits at four-year institutions	Increase rate to 5%	VPAA
4. Develop baccalaureate degree completion options for RCC students at RCC	Explore possibilities for options to offer courses	VPAA

	Establish collaborative agreements with state/ private baccalaureate-granting institutions to offer their courses at RCC	
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## **Theme 9: RCC Diversity, Multiculturalism, and Globalization**

### **A. Create an International Learning Community within RCC**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Develop cross-registration type agreements with institutions of higher education in places outside of the United States	Complete articulation agreements with degree-granting universities in Nigeria	VPAA
2. Develop linkages to financial aid opportunities for students lacking U.S. citizenship or permanent resident status	Seek alternative funds for students not eligible for aid	VPAA
3. Develop academic programming that emphasizes study of foreign cultures, politics, and economics while preparing students for transfer into related programs at area four-year institutions	Approve new courses, such as The Politics of Africa Offer courses	VPAA

### **B. Celebrate Diversity within the Ranks of Faculty, Staff, and Students**

<b>Initiative</b>	<b>Benchmarks</b>	<b>Unit</b>
1. Continue an annual day of celebration in which the College celebrates its diversity	Annual diversity celebration event. Theme: Exploring the Black Diaspora	VPMSA
2. Develop a larger number of transferable courses which focus on the College's diversity	Offer on-line course and traditionally-delivered course entitled The History of Roxbury	VPAA
3. Develop a larger number of non-credit courses which promote the diversity of the College and the community	Offer online and traditional courses training courses developed in history, politics, job training Increase the number of courses by 5%.	DCE Dean

### C. Establish New Cultural Opportunities and Create Forums for the Fine and Performing Arts

Initiative	Benchmarks	Unit
1. Create a strong student-centered theater/fine arts program	Increase the number of drama credit courses Hire faculty with strong drama credentials and experience Recruit high school students who are interested in the dramatic arts	VPAA
2. Create partnerships with community groups promoting forums for critical community issues	Establish partnerships	Director of Visual Arts
3. Encourage collaborations with area colleges with majors in the fine and performing arts	Complete articulation agreements with Boston University, Huntington Theater Company	VPAA, Deans
4. Seek scholarship opportunities at transfer institutions for students majoring in the fine and performing arts	Complete agreements with Emerson, Boston University	VPAA, Deans