

# River Parishes Community College



## Institutional Effectiveness Strategic Plan FY 2015-2020

## **HISTORY OF RIVER PARISHES COMMUNITY COLLEGE**

River Parishes Community College was born out of a Senate Concurrent Resolution approved by the 1997 Regular Louisiana Legislative Session. It was the brainchild of State Senator Louis J. Lambert, a native of Sorrento, who along with his colleagues in the legislature, recognized that Louisiana was one of the most populous states in the country without a community college system to serve its citizens. Even though two community colleges had existed in the state for decades, and another was established in 1992, they were not placed within a comprehensive system of their own. In the fall of 1998, Louisiana voters approved a constitutional amendment establishing the Louisiana Community and Technical College System and its Board of Supervisors. River Parishes joined these six other community colleges in the state under the new system: Baton Rouge Community College, Bossier Parish Community College, Delgado Community College, Nunez Community College, Louisiana Delta Community College and South Louisiana Community College.

The College is located in Gonzales, LA in what is known as the River Parishes region of the state because of the proximity of the parishes to the Mississippi River. RPCC's recently-expanded service area includes Ascension, Assumption, St. James, St. John, St. Charles, Tangipahoa, and Washington Parishes. The designation also includes portions of Iberville and Livingston Parishes.

RPCC also sits at the crossroads of Plantation Country. The parishes along the lower Mississippi River have a rich heritage and a historic past that makes them unique within the state. Nestled in various corridors are communities steeped in pre-Civil War history as palatial plantation homes built nearly 200 years ago still stand firmly on their original sites.

The history of the Acadians in Louisiana begins down the river as the first Acadian settlers set ashore in St. James Parish. The cultural museum in Lusher outlines the history of the logging industry in the area that has long since faded away. It also documents the growth and expansion of the area from small logging encampments and sugar cane farms, to thriving city-towns.

RPCC also lies in that unique corridor where the majority of the states manufacturing facilities - anything from petro-chemicals to raincoats - are located. Part of RPCC's mission is to serve those industries, through specialized training programs for potential employees, which would attract and help retain those industries in the area.

River Parishes Community College is an open-admission, two-year, post-secondary public institution serving the river parishes. The college provides technical and transfer programs including Certificates and Associates degrees as well as specialized job training. River Parishes Community College also partners with the communities it serves by providing programs for personal, professional, and academic growth.

River Parishes Community Colleges staff is dedicated to serving you!

**VISION:**

As the premier post-secondary learning resource for the River Parishes, River Parishes Community College will be the destination of choice for education.

**MISSION STATEMENT:**

River Parishes Community College is an open admission institution that partners with the communities and businesses of the river parishes region of Louisiana to provide workforce training, certificates, diplomas, and Associate Degrees.

**CORE COLLEGE INITIATIVES:**

RPCC serves its constituents through the following Core College Initiatives. These Core College Initiatives are central to the College's strategic planning and data are collected, reported, and are used in RPCC's continuous improvement processes. These Core College Initiatives are:

1. **Access** - Identify, assess, and meet community needs to promote and increase open access to the College.

Provide students with appropriate education, training, and student services at moderate cost, convenient times, and accessible locations to increase their success in certificate, diploma, associate or baccalaureate studies or in the State's workforce.

2. **Student Success** - Enhance the quality of academic instruction through a continued focus on student learning outcomes assessment; and,

Create campus environments that encourage better-quality learning experiences that reinforce the value of cultural and economic diversity, mutual respect, and each person's ability to become a more productive Louisiana citizen.

3. **Teaching Excellence** - create a campus culture that values teaching and learning and actively involves faculty in this process.

4. **Innovative Academic and Technical Education Programs**- identify educational and workforce programming needs in an ongoing manner of the region and offer programs to address those needs.

Develop responsive, innovative education, training, and learning resource programs that prepare Louisiana citizens for immediate employment or transfer to two and four-year colleges and universities.

5. **Partnerships** - Strengthen mutually beneficial partnerships with secondary and other postsecondary institutions, business and industry, government agencies, economic development entities, and community-based organizations that leverage resources to expand educational opportunities for current and future students.
6. **Fundraising** - Develop new funding streams through annual, major gifts and capital campaigns through the RPCC Foundation and successfully apply to appropriate federal, state, and private grant programs to significantly enhance the mission and vision of the College.
7. **Resources** - Attract, recruit, retain and support exemplary faculty and staff; effectively manage resources allocated by the State for capital and operational expenses to support the mission of the College; and, make effective use of new and emerging technology to improve teaching and learning in the College's classrooms, laboratories, and telecommunication networks.
8. **Workforce Development** - Take a leadership role in economic development by providing student-centered workforce education and training in collaboration with local employers that strengthens the region's economy and workforce competitiveness.

Supply Louisiana's business and industry with a well-educated, highly skilled workforce capable of improving the State's competitive advantage within the United States and throughout the global economy.

**RPCC STRATEGIC PLAN  
2015-2020**

RPCC five year strategic plan annual goals are aligned with Louisiana Community Technical College System (LCTCS) Five-Year Louisiana 2020 goals as listed below. The College's Strategic Plan involves faculty, staff and administrators from each of the college's department/service unit including Academic Affairs, Business Office, Institutional Advancement (Foundation)/Public Relations, Instruction, Student Services and Workforce Development.

**KEY PERFORMANCE INDICATOR (GOAL 1): Double Graduates**

**OBJECTIVE:** *Double the number of graduates from the fall 2014 baseline level of 381 to 762 by the fall 2020.*

**KEY PERFORMANCE INDICATOR (GOAL 2): Double the Annual Earnings**

**OBJECTIVE:** *Double the annual earnings of graduates from the fall 2014 baseline level of \$15,000,000 to \$30,000,000 by the fall 2020*

**KEY PERFORMANCE INDICATOR (GOAL 3): Quadruple Student Transfers**

**OBJECTIVE:** *Quadruple student transfers from the fall of 2014 baseline level of 547 to 2,188 by the fall of 2020*

**KEY PERFORMANCE INDICATOR (GOAL 4): Double the Number of Students Served**

**OBJECTIVE:** *Double the number of student served annually from the fall baseline level of 4,791 to 9,598 by the fall of 2020*

**KEY PERFORMANCE INDICATOR (GOAL 5): Quadruple Partnerships with Business and Industry**

**OBJECTIVE:** *Quadruple partnerships with business and industry from the fall 2015 baseline level of 40 to 120 by the fall of 2020*

**KEY PERFORMANCE INDICATOR (GOAL 6): Foundation Assets**

**OBJECTIVE:** *Double foundation assets form the fall 2014 baseline level of \$775,917 to 1,552,384 by the fall of 2020*

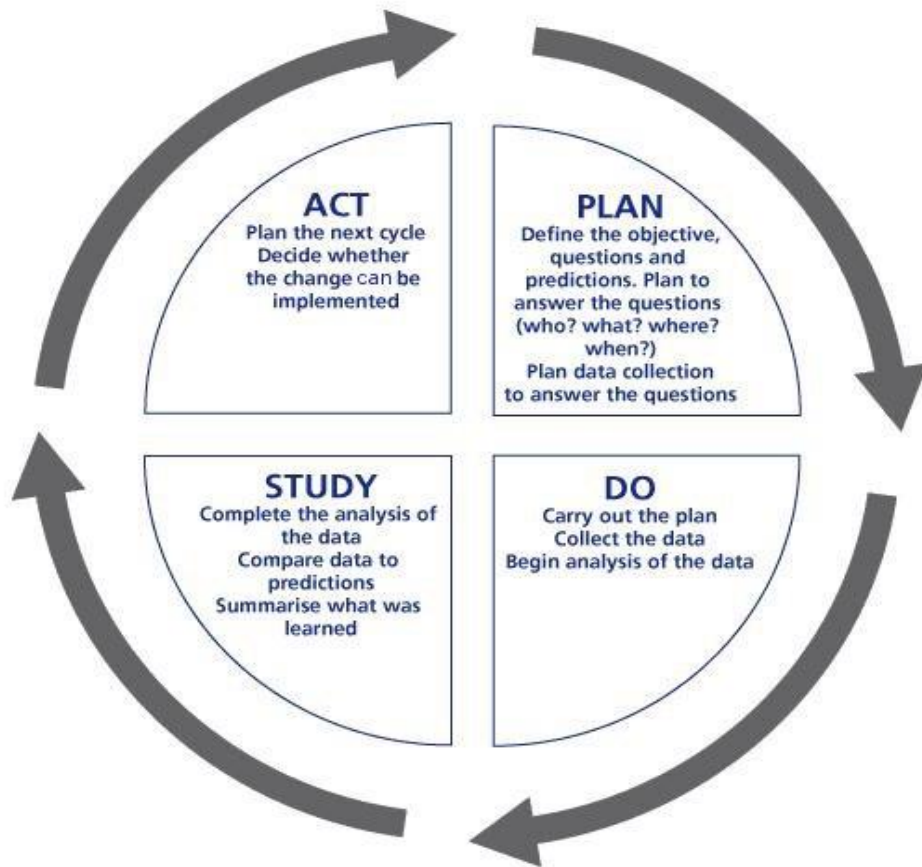
## RPCC Five Year Strategic Plan Goals 2015-2020

Strategic Plan Goals (Louisiana 2020)	Annual Target						
	<u>2014</u> <i>Baseline</i>	<u>2015</u> <i>Target</i>	<u>2016</u> <i>Target</i>	<u>2017</u> <i>Target</i>	<u>2018</u> <i>Target</i>	<u>2019</u> <i>Target</i>	<u>2020</u> <i>Target</i>
<i>KPI (Goal 1): Double the number of graduates to 40,000 annually</i>	381	427	521	568	637	698	762
<i>KPI (Goal 2): Double annual earnings of graduates to \$1.5 Billion</i>	\$15,000,000	\$18,000,000	20,500,000	\$23,500,000	\$25,000,000	\$28,000,000	\$30,000,000
<i>KPI (Goal 3): Quadruple student transfers to four-year universities</i>	547	600	1,051	1,400	1,700	1,950	2,188
<i>KPI (Goal 4): Double the number of students served annually</i>	4,791	3,877	4,669	5,873	7,045	8,249	9,598
	<b>credit: 4,428</b>	2,752	3,214	3,887	4,134	4,617	5,013
	<b>non-credit: NA</b>	518	840	1,217	1,969	2,414	3,195
	<b>ABE: 371</b>	519	615	769	942	1,218	1,390
<i>KPI (Goal 5): Quadruple partnerships with business and industry to 1,000 annually</i>	NA	40	40	60	80	100	120
<i>KPI (Goal 6): Double foundation assets to \$50 million</i>	\$775,917	\$875,971	650,500	\$875,971	\$1,101,442	\$1,326,913	\$1,552,384

## RPCC ADMINISTRATIVE STRATEGIC PLANNING PROCESS

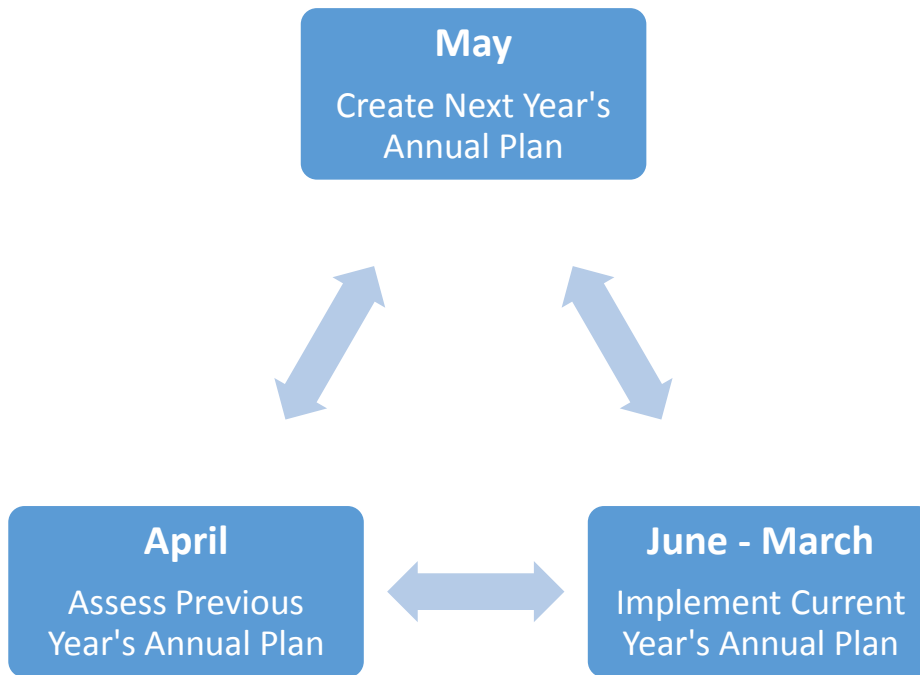
The faculty, staff and administrators are involved in the strategic planning process. Each department sets annual assessment plans aligning to the LCTCS and RPCC Five Year Strategic Plans. These annual administrative unit plans are collected and assessed each year, using the Deming Cycle Model for planning and assessment. The results are evaluated for improvement and action, as planning is set in motion for the next year's cycle.

The Deming Cycle model involves a systematic series of steps. This PLAN-DO-STUDY-ACT cycle provides RPCC a systematic process for institutional effectiveness and improvement. The concept and application also known as the Deming Wheel was first introduced to Dr. Deming by Walter Shewart of the Bell Laboratories in New York and the NHS Institute for Innovation and Improvement.



The cycle begins with the “Plan” step. This involves identifying a goal or purpose, formulating a theory, defining success metrics and putting a plan into action. These activities are followed by the “Do” step in which the components of the plan are implemented, such as making a product. Next comes the “Study” step, where outcomes are monitored to test the validity of the plan for signs of progress and success, or problems and areas for improvement. The “Act” step closes the cycle, integrating learning and improvement into the entire process. In this final step, adjustments, changes, and new plans are created. These four steps are repeated over and over as part of a systematic cycle of continual improvement (The W. Edwards Deming Institute). [www.deming.org/theman/theories/pdsacycle](http://www.deming.org/theman/theories/pdsacycle)

**Institutional Effectiveness  
Administrative Units  
Annual Assessment Timeline**



## Annual Plan 2015 – 2016

<b>KPI (Goal 1): Double the Number of Graduates</b>	
<i>The college will double the number of graduates with a focus on credentials aligned to fields with the greatest demand by 2020 from the fall baseline level of 381 to 762 by the fall of 2020</i>	
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Improve student success through creating a college and career skills course that focuses on completion.</li> <li>2. Disburse student refunds within 10 days of the student receiving a financial student aid and credit balance on his/her account.</li> <li>3. Increase payment options available to students using third party vendors.</li> <li>4. Complete and submit National Community College Benchmarking Project (NCCBP) membership application.</li> <li>5. Target potential completers who have not applied for graduation.</li> <li>6. Complete Curriculum, Advising and Program Planning (CAPP) Banner functions for all credit programs.</li> <li>7. Obtain NCCER ICTP training to serve as point of contact for RPCC and LCTCS</li> </ol>
<b>Success Measures (KPI #1)</b>	<ol style="list-style-type: none"> <li>1.1: Approved master syllabus for College and Career Success Skills course</li> <li>1.2: Increased average length of disbursement time</li> <li>1.3: Increased number of students utilizing third party vendors for payment</li> <li>1.4: Established NCCBP benchmarks and yearly report 2015 - 2016</li> <li>1.5: Increased number of scheduled graduation appointments with students completing 36+ hours and completed degree audits</li> <li>1.6: Evaluation of program effectiveness via CAPP functionality</li> <li>1.7: Completion of NCCER ICTP certification</li> </ol>
<b>Core College Initiatives</b>	<ol style="list-style-type: none"> <li>1.1: Student Success (CCI #2)</li> <li>1.2: Access (CCI #1)</li> <li>1.3: Student Success (CCI #2)</li> <li>1.4: Student Success (CCI #2)</li> <li>1.5: Student Success (CCI #2)</li> <li>1.6: Student Success (CCI #2)</li> <li>1.7: Student Success (CCI #2)</li> </ol>
<b>Departments</b>	<p><i>Academic Affairs</i>  <i>Business Office</i>  <i>Student Services</i></p>



## Annual Plan 2015 – 2016

<b>KPI (Goal 2): Double the Annual Earnings of our Graduates</b>	
<i>The college will double the annual earnings of graduates from the fall 2014 baseline level of \$15,000,000 to \$30,000,000 by the fall 2020.</i>	
<b>Strategies</b>	1. Focus workforce development training classes on high wage, entry level, and enhanced earnings of currently employed clients.
	2. Create and implement a tracking system to document employment status of RPCC graduates.
<b>Success Measures (KPI #2)</b>	1.1: Increased number of programs and contracts created, promotions and completer earnings.
	1.2: Implementation of Graduate Tracking Database 2015 - 2016
<b>Core College Initiatives</b>	1.1: Workforce Development (CCI #8)
	1.1: Workforce Development (CCI #8)
<b>Departments</b>	<i>Workforce Development Academic Affairs</i>

## Annual Plan 2015 -2016

<b>KPI (Goal 3): Quadruple Student Transfers to Four-Year Universities</b>	
<i>The college will Quadruple student transfers from the fall of 2014 baseline level of 547 to 2,188 by the fall of 2020</i>	
<b>Strategies</b>	1. Identify and target students enrolled in one of the four transfer programs
<b>Success Measures (KPI #3)</b>	1.1: Increased number of student attendance/participation in the Transfer Day event
<b>Core College Initiatives</b>	1.1: Partnerships (CCI #5)
<b>Departments</b>	<i>Student Services</i>

**Annual Plan 2015 - 2016**

<b>KPI (Goal 4): Double the Number of Students Served</b>	
<i>The college will quadruple student transfers from the fall of 2014 baseline level of 547 to 2,188 by the fall of 2020</i>	
<b>Strategies</b>	1. Implement a systematic, faculty led, peer review course evaluation process for online classes.
	2. Implement college a new web-based help desk and decrease time to close tickets
	3. Implement college wide student and employee satisfaction surveys
	4. Explore and identify software for institutional effectiveness, planning and evaluation.
	5. Identify additional avenue to recruit qualified faculty and staff throughout the state of Louisiana.
	6. Increase access and students served through pursuing new and relevant programs to meet local and regional needs.
	7. Increase awareness of RPCC program offerings
	8. Increase the number of admission applications received by 2%
	9. Increase the number of email communications to applicants
	10. Improve the awareness of Disability Accommodations available for students
	11. Improve financial aid information available to students
	12. Implement Banner email function to notify students of FASFA receipt
	13. Host National College Goal Sunday Event
<b>Success Measures (KPI #4)</b>	1.1: Completion of QM assessment tool and training for at least 7 faculty
	1.2: Decrease time to close tickets as evidenced by 50% of tickets closed in 3 days or less, 20% of tickets closed in 4-7 days, 20 % of tickets closed in 8 – 28 days and 10% of tickets closed in more than 28 days
	1.3: Implementation of Satisfaction surveys 2015 - 2016
	1.4: Implementation of Institutional Effectiveness software
	1.5: Increased number of applicants compared to current applicant pool
	1.6: Approved new Certificates of Technical Studies
	1.7: Documentation of event attendance via the RPCC recruiting calendar
	1.8: Implementation of Banner Recruiter Module
	1.9: Increased number of applicants fully admitted
	1.10: Updated disability website page and faculty training on updates
	1.11: Updated financial aid website page and increased printable materials to provide to students
	1.12: Confirmation functionality of Banner email communication to students
	1.13: Documentation of event participation
<b>Core College Initiatives</b>	1.1: Teaching Excellence (CCI #3)
	1.2: Resources (CCI #7)
	1.3: Student Success (CCI #2)
	1.4: Student Success (CCI #2)
	1.5: Resources (CCI #7)
	1.6: Innovative Academic and Technical Education Programs (CCI #6)
	1.7: Student Success (CCI #2)
	1.8: Access (CCI #1)
	1.9: Student Success (CCI #2)

	1.10: Student Success (CCI #2)
	1.11: Student Success (CCI #2)
	1.12: Student Success (CCI #2)
	1.13: Student Success (CCI #2)
<b>Departments</b>	<i>Academic Affairs</i> <i>Business Office</i> <i>Student Services</i>

## Annual Plan 2015 -2016

<b>KPI (Goal 5): Quadruple Partnerships with Business and Industry</b>	
<i>The college will quadruple partnerships with business and industry from the fall 2015 baseline level of 40 to 120 by the fall of 2020</i>	
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Coordinate the use and rental of multi-purpose rooms, classrooms, and lab areas</li> <li>2. Implement outreach within Strategic plan to assess existing business partnerships and create new ones</li> <li>3. Create active media release and public relations mechanism</li> <li>4. Implement a “Corporate College Business Model” with processes designed to create opportunities to partner with business and industry</li> <li>5. Document Employer satisfaction with job performance of RPCC graduates via tracking system</li> </ol>
<b>Success Measures (KPI #5)</b>	<ol style="list-style-type: none"> <li>1.1: Approved facility usage policy and procedure book</li> <li>1.2: Increase number of new business partnerships by 10</li> <li>1.3: Implementation of a public relation cross functional team</li> <li>1.4: Increased number of qualified business &amp; industry partnerships</li> <li>1.5: Implementation of Employer Satisfaction Survey</li> </ol>
<b>Core College Initiatives</b>	<ol style="list-style-type: none"> <li>1.1: Resources (CCI #7)</li> <li>1.2: Partnerships (CCT #5)</li> <li>1.3: Partnerships (CCI #5)</li> <li>1.4: Partnerships (CCI #5)</li> <li>1.5: Workforce Development (CCI #8)</li> </ol>
<b>Departments</b>	<p><i>Business Office</i>  <i>Institutional Advancement (Foundation)/Public relations</i>  <i>Workforce Development</i>  <i>Academic Affairs</i></p>

## Annual Plan 2015 -2016

<b>KPI (Goal 6): Double Foundation Assets</b>	
<i>The college will double the Foundation assets from the fall 2014baseline level</i>	
<b>Strategies</b>	1. Create 5-year strategic plan with RPCC Foundation that includes market research, goals, tactics/procedures, measures, evaluation.
	2. Increase annual donations and large gifts.
<b>Success Measures (KPI #6)</b>	1.1: Implementation of market research, goals, tactics within RPCC Foundation Strategic plan.
	1.2: Increased number and amount of business partner donations; raising at least \$50,000 in new Foundation Assets in 2015-16
<b>Core College Initiatives</b>	1.1: Fundraising (CCI #6)
	1.2: Fundraising (CCI #6)
<b>Departments</b>	<i>Institutional Advancement (Foundation) /Public Relations</i>