

River Parishes Community College



Institutional Effectiveness Strategic Plan FY 2015-2020 (Year 2)

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 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 most 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 Comprehensive Unit Planning 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 4,799 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 30 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*

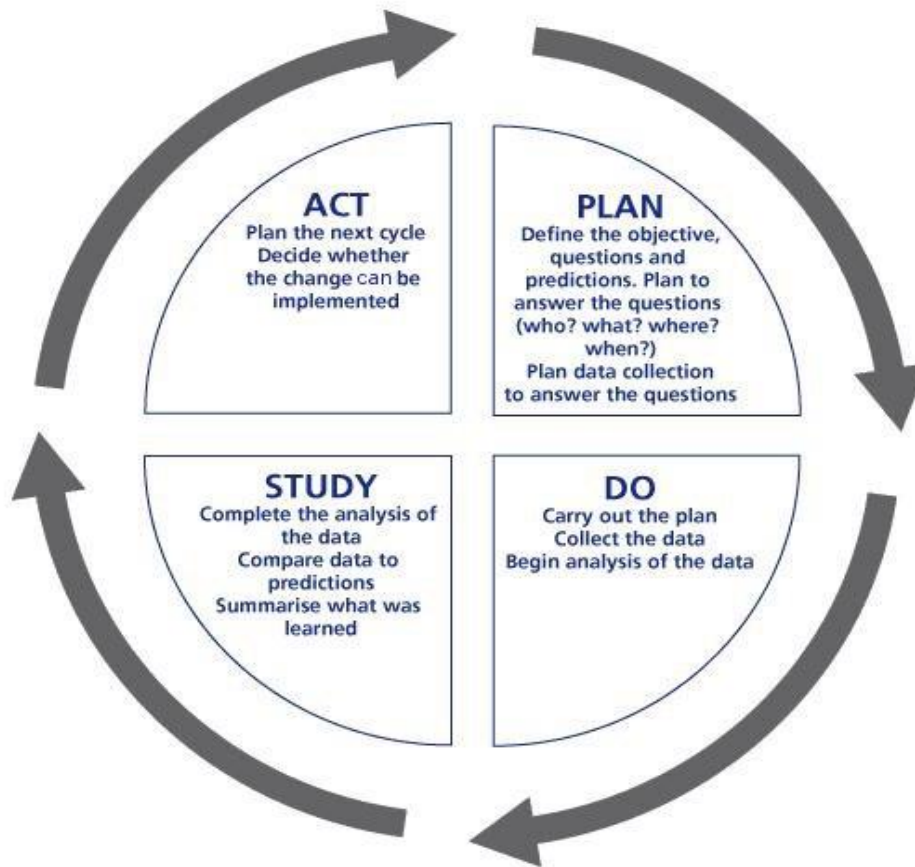
RPCC Five Year Strategic Plan Goals 2015-2020 (2016-17)

| Strategic Plan Goals (Louisiana 2020) | Annual Target | | | | | | |
|--|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| | <u>2014 Baseline</u> | <u>2015 Target</u> | <u>2016 Target</u> | <u>2017 Target</u> | <u>2018 Target</u> | <u>2019 Target</u> | <u>2020 Target</u> |
| <i>KPI (Goal 1): Double the number of graduates to 40,000 annually</i> | 381 | 427 | 521 | 641 | 708 | 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 | 814 | 454 | 815 | 2,188 |
| <i>KPI (Goal 4): Double the number of students served annually</i> | 4,799 | 3,877 | 4,669 | 4,458 | 4,770 | 8,249 | 9,598 |
| | credit: 4,428 | 3,210 | 3,214 | 3,214 | 3,240 | 4,617 | 5,013 |
| | Non-credit NA | 240 | 840 | 624 | 790 | 2,414 | 3,195 |
| | ABE: 371 | 427 | 615 | 620 | 740 | 1,218 | 1,390 |
| <i>KPI (Goal 5): Quadruple partnerships with business and industry to 1,000 annually</i> | 30 | 40 | 40 | 66 | 91 | 100 | 120 |
| <i>KPI (Goal 6): Double foundation assets to \$50 million</i> | \$775,917 | \$875,971 | \$650,500 | \$788,000 | \$788,000 | \$1,326,913 | \$1,552,384 |

RPCC ADMINSTRATIVE STRATEGIC PLANNING PROCESS:

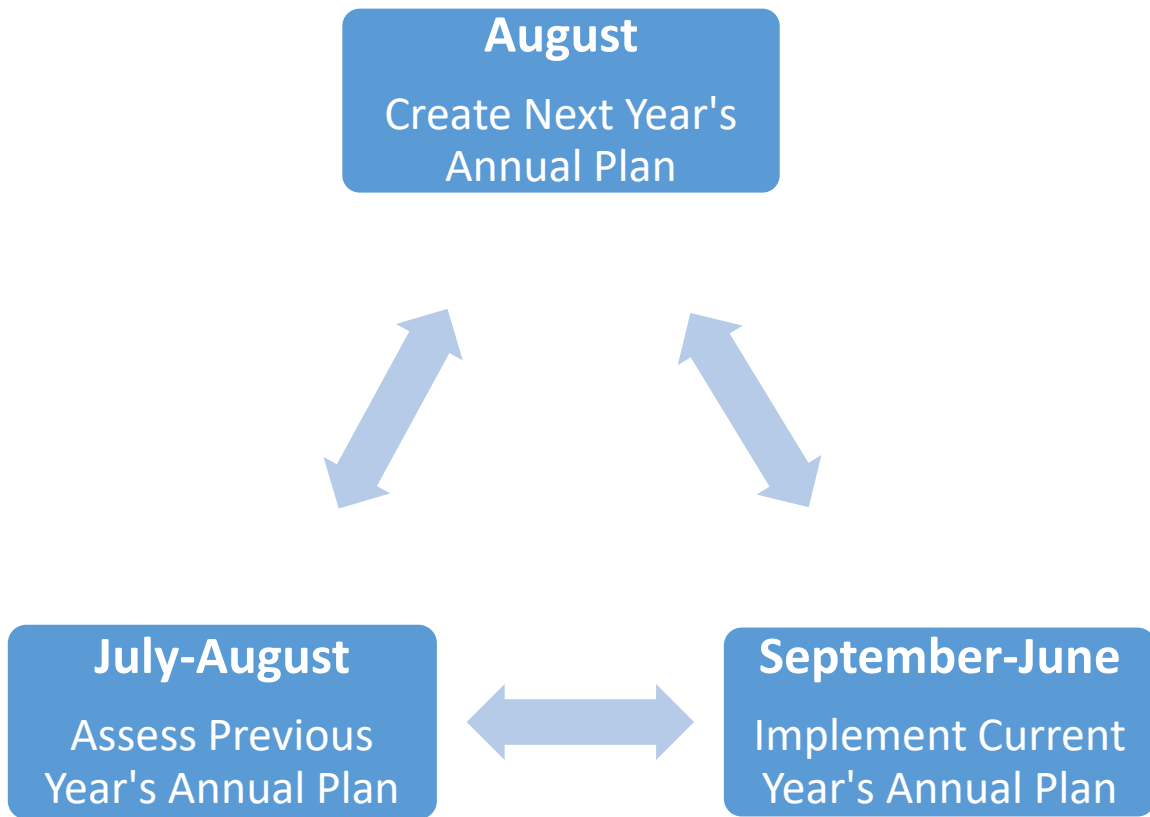
The faculty, staff and administrators are all involved in the strategic planning process. Each department sets annual assessment plans using the LCTCS and RPCC Strategic plans. These annual administrative unit plans are collected and assessed each year, using the Deming Cycle Model for planning and assessment. 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 never-ending cycle of continual improvement (The W. Edwards Deming Institute). www.deming.org/theman/theories/pdsacycle

**Institutional Effectiveness
Administrative Units
Annual Assessment Timeline**



Annual Plan 2016-2017

| KPI (Goal 1): Double the Number of Graduates | |
|---|---|
| <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> | |
| Strategies | <ol style="list-style-type: none"> 1. Improve student success through implementation of the SACSCOC approved CTS, Electrical Helper, Pipefitter and Millwright Apprentice programs. 2. Work with RPCC SACSCOC Leadership team to completed and submit Ten Year Reaffirmation Certification 3. Develop the RPCC Quality Enhancement Plan (QEP in collaboration with the QEP Committee/Co-Chairs. 4. Complete and submit National Community College Benchmarking project (NCCBP) data workbook.. 5. Target potential completers who have not applied for graduation. 6. Complete Curriculum, Advising and Program Planning (CAPP) Banner functions for all credit programs. 7. Obtain NCCER ICTP training to serve as point of contact for RPCC and LCTCS. 8. Increase number of programs that align with approved Industry Based Credentials (IBCs). 9. Disburse student refunds within 10 days of the student receiving a financial student aid credit balance on his/her account. |
| Success Measures (KPI #1) | <ol style="list-style-type: none"> 1.1: Students enrolled in CTS, Electrical Helper, January 2017, Pipefitter and Millwright Apprentice Program 1.2: Submission of SACSCOC ten-year compliance certification documents by the commission deadline. 1.3: QEP document submitted by the commission deadline. 1.4: Collect, and analyze annual reporting peer comparison available via NCCBP. 1.5: Increased number of scheduled graduation appointments with students completing 36+ hours and completed degree audits 1.6: Evaluate program effectiveness via CAPP functionality. 1.7: Completion of NCCER ICTP certification 1.8: Approval of 5 new Welding IBCs, Offer new IBC programs on LCTCS & develop and establish 1 new IBC with industry partners. |

| | |
|---|--|
| | 1.9: Disburse student refunds within 10 days of the student receiving a financial student aid credit balance on his/her account. |
| Core College Initiatives | 1.1: Innovative Academic and Technical Education Programs (CCI #4) |
| | 1.2: Teaching Excellence (CCI #3) |
| | 1.3: Student Success (CCI #2) |
| | 1.4: Student Success (CCI #2) |
| | 1.5: Access (CCI #1) |
| | 1.6: Student Success (CCI #2) |
| | 1.7: Student Success (CCI #2) |
| | 1.8: Workforce Development (CCI #2) |
| | 1.9: Student Success (CCI #2) |
| Departments | <p style="text-align: center;"><i>Academic Affairs Business Office Student Services Workforce Development</i></p> |

Annual Plan 2016-2017

| KPI (Goal 2): Double the Annual Earnings of our Graduates | |
|---|---|
| <i>The College will double the number the annual earnings of graduates from the fall 2014 baseline level of \$15,000,000 to \$30,000, 000 by the fall 2020.</i> | |
| Strategies | 1. Focus workforce development training classes on high wage, entry level, and enhanced earnings of currently employed clients. |
| Success Measures (KPI #1) | 1.1: Increased number of programs and contracts created, promotions and completer earnings. |
| Core College Initiatives | 1.1: Workforce Development (CCI #8) |
| Departments | <i>Workforce Development</i> |

Annual Plan 2016-2017

| KPI (Goal 3): Quadruple Student Transfers to Four-Year Universities | |
|---|--|
| <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> | |
| Strategies | 1. Identify and target students enrolled in one of the four transfer programs. |
| Success Measures (KPI #1) | 1.1: Increased number of student attendance/participation in the Transfer Day event. |
| Core College Initiatives | 1.1: Partnerships (CCI #5) |
| Departments | <i>Student Services</i> |

Annual Plan 2016-2017

| KPI (Goal 4): Double the Number of Students Served | |
|---|--|
| <i>The College will double the number of students served from the fall 2014 baseline level of 4,791 to 9,598 by the fall of 2020.</i> | |
| Strategies | <ol style="list-style-type: none"> 1. Continue partnership with Ascension Parish Schools for Early College Option and initiate an early college technical program option (hybrid). 2. Expand Dual Enrollment partnerships and MOUs with Ascension, St. James and St. John the Baptist. 3. Work with Lafourche Parish Schools Career Magnet Center for Process Technology courses (submit letter to SACSCOC with new K-12 location) 4. Implement college wide student and employee satisfaction surveys 5. Decrease time to close Help Desk tickets. 6. Create and implement purchasing and travel training for college faculty and staff. 7. Create and implement a Facilities plan for both buildings on campus. 8. Create a comprehensive new employee packet in both electronic and hard copy formats. 9. Increase awareness of RPCC program offerings. 10. Increase the number of admission applications received by 2% 11. Increase the number of email communications to applicants 12. Improve the awareness of Disability Accommodations available for students. 13. Improve financial aid information available to students. 14. Implement Banner email function to notify students of FASFA receipt. 15. Host National College Goal Sunday Event. 16. Register all student/clients served in workforce training events and Work Read U program. 17. Increase online/virtual training delivery options in workforce training, Work Ready U and Technical training programs. 18. Increase partnerships with training providers to expand RPCC's capabilities to deliver workforce training services in high demand, high wage occupations. |
| Success Measures (KPI #4) | <ol style="list-style-type: none"> 1.1: Increase students enrolled in Ascension Parish Schools Early College Option (regular and technical and completers 1.2: Approval of new completed MOUs 1.3: Approval of substantive change proposal requests for K-12 location and completion of new MOUs. 1.4: Completion of student and employee satisfaction surveys 1.5: Meet the goals for timely completion of tickets as follows: 1. 75% of tickets closed in 3 days or less; 2. 15% of tickets closed in 4 -7 days; 3. 10% of tickets closed in 8 – 28 days, and 4. 0% of tickets closed in more than 28 days. 1.6: Decrease errors on purchasing and travel reimbursements. 1.7: Review/Evaluate the maintenance plan and log of maintenance work performed. 1.8: Confirm the availability of the new employee packet on the RPCC website |

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|---|--|
| | 1.9: Documentation of recruiting events attendance via the RPCC recruiting calendar. |
| | 1.10: Implement Banner Recruiter Module |
| | 1.11: Increased number of applicants fully admitted |
| | 1.12: Updated disability website page and faculty training on updates. |
| | 1.13: Updated financial and website page and increased printable materials to provide to students |
| | 1.14: Confirmed functionality of Banner email communication to students |
| | 1.15: Documentation of LOSFA Event Participation during 2016-2017 |
| | 1.16: Increased number of courses, events, and services created in Xenegrade |
| | 1.17: Increased number of students served with online/virtual instructional delivery programs |
| | 1.18: Increased number of partnerships created to deliver workforce training and workforce solution services |
| Core College Initiatives | 1.1: Innovative Academic and Technical Education Programs (CCI #4) |
| | 1.2: Innovative Academic and Technical Education Programs (CCI #4) |
| | 1.3: Innovative Academic and Technical Education Programs (CCI #4) |
| | 1.4: Student Success (CCI #2) |
| | 1.5: Resources (CCI #7) |
| | 1.6: Resources (CCI #7) |
| | 1.7: Resources (CCI #7) |
| | 1.8: Resources (CCI #7) |
| | 1.9: Access (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) |
| | 1.14: Workforce Development (CCI #8) |
| | 1.15: Innovative Academic and Technical Education Programs (CCI #4) |
| | 1.16: Workforce Development (CCI #8) |
| | 1.17: Workforce Development (CCI #8) |
| 1.18: Workforce Development (CCI #8) | |
| Departments | <i>Academic Affairs Business Office Student Services Workforce Development</i> |

Annual Plan 2016-2017

| KPI (Goal 5): Quadruple Partnerships with Business and Industry | |
|---|---|
| <i>The College will quadruple partnerships with business and industry from the fall 2014 baseline level of 30 to 120 by the fall of 2020.</i> | |
| Strategies | 1. Turn the donation of the components of an operating PET unit into opportunity for area business and industry partners to help build PET. |
| Success Measures (KPI #1) | 1.1: Number of commitments of individuals and corporations committing to completion of PET and funding to support the initiative. |
| Core College Initiatives | 1.1. Partnerships (CCI #5) |
| Departments | <i>Institutional Advancement/Public Relations</i> |

Annual Plan 2016-2017

| KPI (Goal 6): Double Foundation Assets | |
|--|--|
| <i>The College will double the Foundation assets from the fall 2014 baseline level of \$775,917 to 1,552,384 by fall 2020.</i> | |
| Strategies | 1. Leverage the success and the functioning partners in the PET build to kick start major cash campaign immediately following completion of the build. |
| | 2. Execute Customized Workforce Solutions |
| Success Measures (KPI #1) | 1.1: List of individuals and/or corporations committing to support the PET project. |
| | 1.2: Increased customized workforce solutions for business and industry created. |
| Core College Initiatives | 1.1. Fundraising (CCI #6) |
| | 1.2. Workforce Development (CCI #8) |
| Departments | <i>Institutional Advancement/Public Relations Workforce Development</i> |