

River Parishes Community College



Institutional Effectiveness Strategic Plan FY 2015-2020 (Year 3)

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*

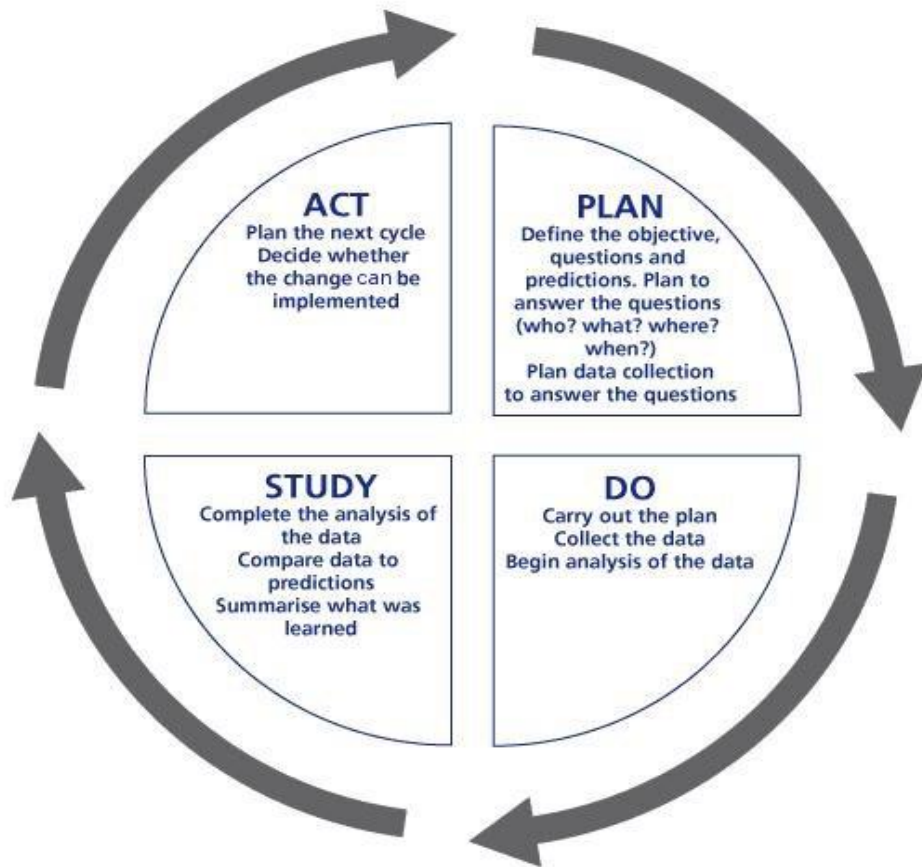
RPCC Five Year Strategic Plan Goals 2015-2020 (2017-18)

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:

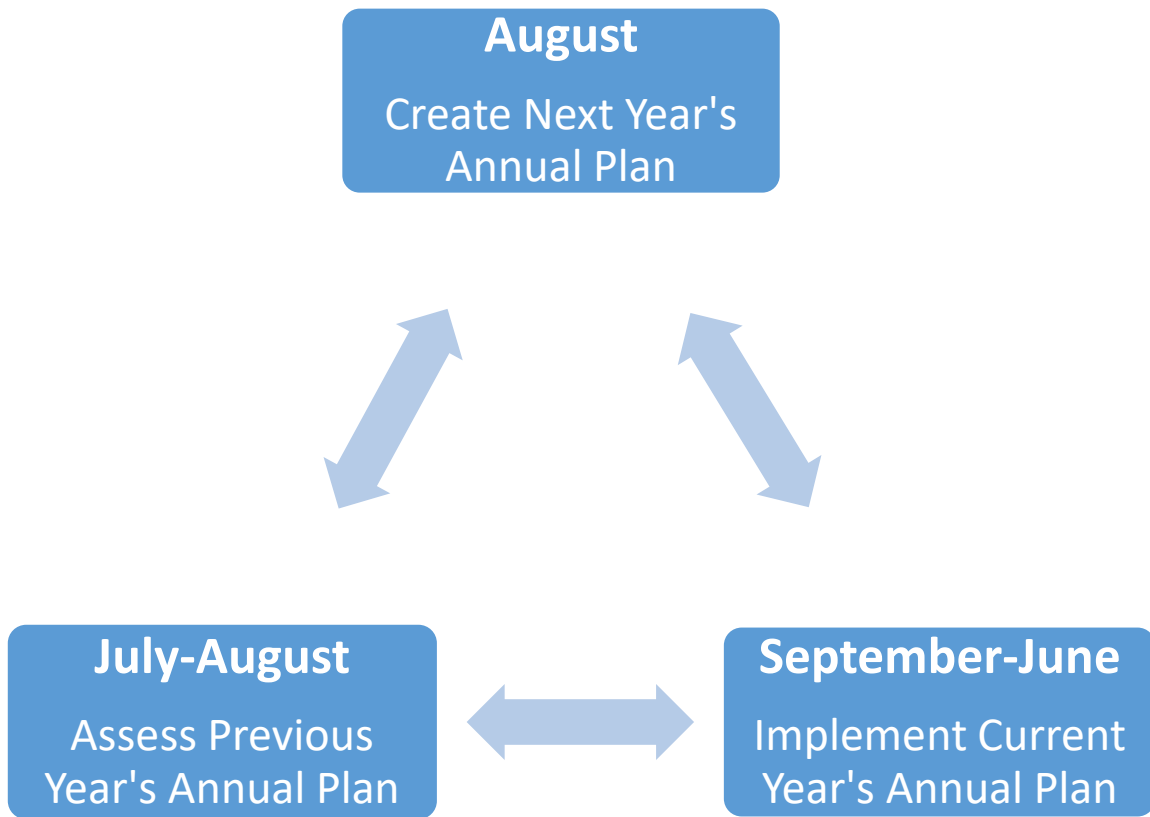
The faculty, staff and administrators are all involved in the strategic planning process. Each department sets annual assessment plans using the LCTCS and RPCC Strategic plans. These annual administrative unit plans are collected and assessed each year, using the Deming Cycle Model for planning and assessment. 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 2017-2018

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	1. Enhance student success and completion through the effective alignment of programs and curricula across a new 3-campus RPCC institutional organizational structure.
	2. Complete and submit the SACSCOC Ten Year Reaffirmation Certification, in collaboration with the RPCC Leadership Team and SACSCOC Steering Committee.
	3. Develop the RPCC Quality Enhancement Plan (QEP in collaboration with the QEP Committee/Co-Chairs.
	4. Develop an inclusive faculty assessment process that includes measures of effectiveness and improvement opportunities for adjunct, online and dual enrollment faculty.
	5. Credential 75% of Workforce students served with an LCTCS IBC
	6. Register 60% of continuing students for the Spring 2018 term by December 15, 2017 and 60% of continuing students by the fall 2018 by June 30, 2017.
	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)	1.1: An effective college and curriculum merger that enhances transferability and workforce readiness including campus faculty, staff and student awareness of academic and student services resources.
	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: Development of comprehensive faculty evaluation process inclusive of adjunct, online, and dual enrollment faculty by requested deadline.
	1.5: Number of students who completed IBC credentials.
	1.6: Percentage of students enrolled for Spring 2018 by December 15, 2017 and Percentage of students enrolled for Fall 2018 by June 30, 2017.
Core College Initiatives	1.1: Student Success (CCI #2)
	1.2: Teaching Excellence (CCI #3)
	1.3: Student Success (CCI #2)
	1.4: Teaching Excellence (CCI #3)
	1.5: Workforce Development (CCI #2)

	1.6: Student Success (CCI #2)
Departments	<i>Academic Affairs</i> <i>Student Services</i> <i>Workforce Development</i>

Annual Plan 2017-2018

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 2017-2018

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. Increase the number of students by 400 in tutoring services offered on campus via TRIO and Adult Education.
Success Measures (KPI #1)	1.1: Number of students served in TRIO and Adult Education tutoring services.
Core College Initiatives	1.1: Teaching Excellence (CCI #3)
Departments	<i>Student Services</i>

Annual Plan 2017-2018

KPI (Goal 4): Double the Number of Students Served	
<i>The College will double the number of students served annually from the fall baseline level of 4,799 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 aiding high school leadership with predictive analytics for student retention. 2. Expand Dual Enrollment partnerships and MOUs with Ascension, St. James and St. John the Baptist and University View Academy by increasing course options. 3. Continue implementation of college wide employee and student satisfaction surveys as a measure of effectiveness. 4. Increase workforce students served by 1000 each year resulting in 3,200 served in fiscal year 2020. 5. Increase the number of adult students enrolled in certificate, diploma and degree programs by 3% of 2016 – 2017 enrollment numbers. 6. Create and implement purchasing and travel training for college faculty and staff. 7. Decrease the time to close faculty tickets. 8. Determine adequate ticket closure time for IT tickets based on the realignment of the Westside and Reserve campuses and the increase in IT personnel.
Success Measures (KPI #4)	<ol style="list-style-type: none"> 1.1: Increase retention of students enrolled in Ascension Parish Schools Early College Option 1.2: RPCC approval of newly completed and signed MOUs 1.3: RPCC surveys completed: Employee Satisfaction Survey, Alumni survey, Graduate Survey, CCSSE, SENSE, Great Colleges to Work For, Faculty/Course Evaluations. 1.4: Number of workforce development students served via courses and events. 1.5: Increased number of Adult Ed students enrolled by 3%. 1.6: Completed purchasing and traveling training session and written procedures for reference. 1.7: Completion of tickets by 70% closed in 3 days or less, 15% closed in 4 to 7 days, 10% closed in 8 to 28 days and 5% closed in over 28 days. 1.8: Established timeframe for closing of IT tickets defined and communicated to IT personnel. 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	<ol style="list-style-type: none"> 1.1: Innovative Academic and Technical Education Programs (CCI #4) 1.2: Innovative Academic and Technical Education Programs (CCI #4) 1.3: Student Success (CCI #2) 1.4: Workforce Development (CCI#8) 1.5: Access (CCI#1) 1.6: Resources (CCI #7) 1.7: Resources (CCI #7)

	1.8: Resources (CCI #7)
Departments	<i>Academic Affairs</i> <i>Business Office</i> <i>Student Services</i> <i>Workforce Development</i>

Annual Plan 2017-2018

KPI (Goal 5): Quadruple Partnerships with Business and Industry	
<i>The College will quadruple partnerships with business and industry from the fall 2015 baseline level of 30 to 120 by the fall of 2020.</i>	
Strategies	1. Grow PET business/partner client portfolio by 20% with college product or workforce development services
Success Measures (KPI #1)	1.1: Increased number of number of meetings, partners, contacts, and new contacts to assist with the PET build project.
Core College Initiatives	1.1. Partnerships (CCI #5)
Departments	<i>Institutional Advancement/Public Relations</i>

Annual Plan 2017-2018

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 upon completion of the build.
Success Measures (KPI #1)	1.1: RPCC Cash Campaign Plan completed including number of contracts to vendors, existing partners and potential partners.
Core College Initiatives	1.1. Fundraising (CCI #6)
Departments	<i>Institutional Advancement/Public Relations</i>