



**TRAILBLAZING
FUTURES:
THE 2013-2018
RED ROCKS
COMMUNITY
COLLEGE STRATEGIC PLAN**

EXECUTIVE SUMMARY

June 18, 2014



trail•blaz•ing (trāl'blā'zĭng) adj.

Suggestive of one that blazes a trail; setting out in a promising new direction; pioneering or innovative: trailblazing research; a trailblazing new technique.

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In many times and places, human beings have marked new pathways by indicating a direction on a tree or another natural object. These markings, known in English as blazes, were sometimes based on paths opened by animals or other people who had gone before. Sometimes these blazed trails grew into roads or even superhighways. But all marked directions for a person or a group that would become a coherent pathway to their destinations, and sometimes even their dreams. It is our hope that this strategic plan will provide such directions for the trailblazers of Red Rocks Community College, our students, faculty, and staff. It is to them this plan is dedicated.



ACKNOWLEDGEMENTS

Document prepared by Tim Griffin, *Executive Director Planning, Research and Effectiveness*

Many individuals contributed information, time and their insights in the development of the Red Rocks Community College Strategic Plan for 2013-18. The author extends special thanks to:

Michele Haney, *President*
Lisa Fowler, *Vice President of Student Success*
Colleen Jorgensen, *Vice President of Workforce and Community Development*
Peggy Morgan, *Vice President of Administrative Services*
Bob Rizzuto, *Interim Vice President for Instructional Services*
Bill Dial, *Executive Director of Human Resources*
Ron Slinger, *Executive Director of the RRCC Foundation and Development*
Kim Rein, *Director of Marketing and Communication*
Charles Duell, *Director of Institutional Research*

The students, faculty, and staff members of the RRCC Collaboration Council

Amy Braziller, *Faculty Senate President*
Candace Garrod, *State Faculty Advisory Council*
Deborah Houser, *AdminProTech Council Vice Chair*
Karla LeComte, *Classified Forum Vice President*
Ed Miller, *Student Government President*
Yvonne Pepping, *Classified Forum President*
Kathy Schissler, *Executive Assistant to the President*
Janet Steinkamp, *Associate Vice President for the Arvada Campus*
Rebecca Winters, *Phi Theta Kappa Vice President*

The 2013 AQIP Strategy Forum Team

Wendy Bird, *Business and Real Estate Faculty*
Amy Braziller, *English Faculty*
Kathy Kaoudis, *Comptroller*
Bill McGreevy, *Dean*
Delia Ochoa, *Engineering Graphics Faculty*
Aimee Marcelo, *Web & Internet Marketing Manager*
Berndt Savig, *Art Faculty*

And to all the many other faculty, staff and students who contributed valuable input and assistance in the process.



MISSION, VISION, AND VALUES

Red Rocks Community College (RRCC) is a mission-driven, two-year public community college. The College service area includes the western Denver metropolitan area centered in Jefferson County, and the adjacent mountain counties of Clear Creek, Gilpin, and Park. Our programs also draw students from the entire metropolitan area, the State of Colorado, and the world. As one of thirteen community colleges governed by the Colorado Community College System (CCCS) our college brings the vision and mission established in the CCCS Strategic Plan to the local community through our programs and services.

Vision

We envision Red Rocks as a national and international leader in community college education recognized for accomplishment of our students' goals, engagement with our community, empowerment in our workplace, and commitment to our values.

Mission

Our mission is to provide students with opportunities for growth and development that set the foundation for self-directed learning, academic achievement, and career accomplishment. We do this through high quality, innovative educational programs that convey our passion for learning, our commitment to excellence, and our dedication to our students and the communities we serve.

Values

- Integrity: honest, fair, ethical, and accountable.
- Collaboration: teamwork, trust, empowerment, and respect.
- Learning: professionalism, growth, engagement, and achievement.
- Inclusiveness: diversity, respect, community, and understanding.
- Communication: dialogue, appreciation, feedback, connection.



STRATEGIC GOALS, DIRECTIONS, AND INDICATORS

Strategic Goal 1 – Student Success

The focal point of all we do is student success. Key strategic directions are:

- Annually increase remedial course completion rates;
- Improve retention and goal completion for all students;
- Develop innovative academic programming that supports economic and workforce development;
- Develop ongoing program review procedures for all programs;
- Expand the innovative use of instructional technology;
- Increase retention and reduce time to completion, through “smart scheduling” to help students obtain the classes they need when they need them.

Strategic Goal 2 – Community Engagement

RRCC will respond to the changing demographics of the communities we serve, and to workforce and economic development needs. Key strategic directions are:

- Address the changing demographics of the service area, especially the aging segments of the population;
- Reduce disparities in persistence, completion, and transfer rates for underrepresented students;
- Expand efforts to lower student debt load and financial aid default rates;
- Collaborate with community organizations and employers to strategically expand programs and services that benefit the community;
- Develop resources and partnerships to meet enrollment management goals, such as K-12 partnerships and outreach to older populations in the service area;
- Grow and enhance international education and international educational experiences for students;
- Define business and industry needs and the higher education market in the west metro region to position RRCC as a competitive option for education and training needs.

Strategic Goal 3 – Institutional Renewal

To serve our students and communities, we must continuously examine and renew ourselves as individuals and as a college. Key strategic directions are:

- Digitize student information for advising and scheduling purposes and make this information accessible to both general and academic advisors;
- Develop the RRCC technological infrastructure, and use it to enhance and develop alternative program and delivery methods;
- Elevate all aspects of the learning environment through instructor professional development, with a special focus on adjunct faculty;
- Encourage hiring practices that will result in a faculty and staff that is more reflective of the RRCC student profile and the service area;
- Develop health and wellness programming, integrating these efforts with common learning and co-curricular student outcomes;
- Expand and articulate professional development opportunities for faculty and staff with stakeholder needs;
- Implement the recommendations from Process Improvement Teams and the Enrollment Management Task Force to increase enrollment growth.

Strategic Goal 4 – A Culture of Inquiry and Evidence

We will develop a culture of inquiry and evidence based on systematic and comprehensive data-informed decisions. Key strategic directions are:

- Develop and assess Common Student Learning Outcomes and fully integrate them into the RRCC curriculum and program student learning outcomes;
- Align student organizations with co-curricular learning goals, and use these to guide student club and other learning environment activities;
- Refine our understanding of student goals and the student experience and use this information to establish a clear path to goal completion;
- Establish new instructional delivery and support centers to help students explore career options, plan educational pathways, and provide life-long learning;

- Develop an academic master plan with campus-wide goals to provide guidance for instructional programs and identify co-curricular support;
- Link co-curricular student learning outcomes with student engagement in work-study, internships, and experiential education throughout their academic career;
- Continuously improve programs and services through systemic and ongoing data collection and dissemination to align strategic planning and assessment.



PERFORMANCE MEASUREMENT AND ALIGNMENT

The Goals, Strategic Directions, and Performance Indicators in the RRCC Strategic Plan are inextricably linked to the CDHE and CCCS master plans. Performance measurement and metrics in this plan center on two important indicator arrays: (1) the performance contract between the Colorado Department of Higher Education and the Colorado Community College System and (2) the Colorado Department of Higher Education indicators and metrics for performance funding. These performance measures all point to the delineation of clear, coherent educational pathways for students that promote student achievement and goal completion.

There are four key areas for accomplishing the goals in this plan:

1. A clear and steady commitment to professional development across the institution, focused relentlessly on student success and completion;
2. Attention to the relationship between the learning environment and facilities;
3. Acquisition and deployment of state-of-the-art technologies ;
4. Reduction of “silos” within the college and expanded support for faculty and staff.

We hope that by academic year 2018-19 the end result of this plan will be a more nimble and resilient organization, and an exceptional workplace environment that makes RRCC the employer of choice” for a diverse workforce engaged in continuous quality improvement of our learning environment. We hope you join us on our journey. It promises to be an exciting one!

