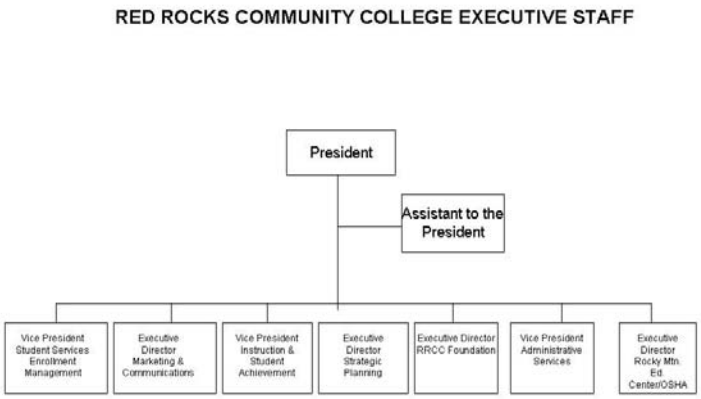
1. Distinctive Features



Each term more than 7,000 students look to Red Rocks Community College (College) to advance their educational goals. Located 10 miles due west of Denver, Colorado, the main Lakewood campus sits adjacent to the foothills; the campus features breathtaking views of the Rocky Mountains. Located approximately 15 miles to the north of the main campus, the Arvada campus is home to several high tech programs that include medical imaging with emphases in radiologic technology, and sonography. In fall 2007, the Industrial Science and Operations (ISOD) moved to the Arvada Campus **(see Overview Q. 6).**

In January 2004, the College launched a major re-engineering of our strategic planning processes. Culminating in October 2004 with participation in the Vital Focus, the College made the collective decision to apply to become an AQIP institution and attended the Strategy Forum in March 2006. To reflect our commitment to a continuous journey of quality improvement, the vision and mission of the College were revised through a participatory process involving faculty and staff. The vision of Red Rocks Community College is to be the college of first choice. The College mission reflects the commitment of Red Rocks' faculty and staff to the primary purpose of student success. The College's mission is to create a passion for learning through our dedication to students, our commitment to excellence, and our own love of learning. The values as published in the mission documents are the guideposts by which the College seeks to achieve its mission: Innovation, Teamwork, Diversity, Communication, and Integrity.

The Colorado Community College System (CCCS) comprises the state's largest system of higher education serving more than 107,000 students annually. Red Rocks Community College (RRCC) is one of five community colleges serving the Denver metropolitan area. A state map with locations of the colleges appears in **Figure OV-2**.

The College Opportunity Fund (COF) has created a "voucher" program for higher education, which has shifted funding for public higher education from formula funding to a stipend paid to the colleges based on individual student enrollments. The COF provides a stipend for new and continuing in-state students going to college in Colorado. To receive the stipend, students must apply for and authorize the use of the stipend at their respective institutions. The stipend replaces traditional direct legislative appropriations to the state's colleges and universities. Without the stipend, a student is responsible for the full amount of tuition which equals in-state tuition plus the stipend amount.

2. Scope of Educational Offerings

Red Rocks Community College offers more than 150 programs and 650 courses leading to two-year degrees or professional certificates. Innovative partnerships with universities have allowed the College to provide co-enrollment options for transfer students, which is an important growth market for the College.

Transfer Students – Of the 1,637 students reporting education goals in Fall 2007, 62 percent are seeking transfer degrees.

Physician Assistant Program – The College is one of only six community colleges in the country to offer a Physician Assistant (PA) Certificate. The PA program is one of only two in the state of Colorado and the only program that prepares PAs for general practice. Students have the option of co-enrolling concurrently in a Master's Degree in Clinical Leadership from Regis University or a Master's Degree in Medical Science through St. Francis University.

Associates to Baccalaureate – The Emergency Services Department has developed baccalaureate options for in-service fire fighting personnel through the Associates-to-Baccalaureate initiative with Regis University.

Students may transfer up to 90 credits from Red Rocks and graduate with a baccalaureate in Public Administration from Regis University within one year of transfer. The College expects to launch a similar program for law enforcement personnel.

Teacher Education – The National Science Foundation estimates that more than 40 percent of classroom teachers begin their post-secondary education in community colleges. Thanks to a grant from the National Science Foundation, the College was part of a statewide initiative to create teacher education programs in Colorado's Community Colleges that, through statewide articulation agreements in early childhood and elementary education, transfer seamlessly to Colorado's public universities.

Workforce Education – The energy industries of Colorado which include power generation, oil exploration and production, and the new and expanding manufacturers of renewable technologies have partnered with Red Rocks Community College to develop and expand the Construction Technology and Industrial Science and Operations Programs at the College. New degree programs created as a result include Process Technology, Industrial Maintenance, and Renewable Energy Technology. Suncor USA Community Investment Program awarded a three year $300,000.00 to RRCC January, 2009 to provide resources for scholarships and training for incumbent workers. January 2009 Colorado's Governor presented RRCC with the institutional award of Excellence in Renewable Energy, and April 2009, Lakewood, Colorado's Mayor presented RRCC with the Mayor's Sustainability Award.

Colorado School of Mines – RRCC transfers the highest number of students to the Colorado School of Mines (CSM) of any college or university in the country. CSM is a public research university devoted to engineering and applied science. CSM has the highest admissions standards of any university in Colorado and among the highest of any public university in the U.S. CSM has determined that Red Rocks Community College general education transfer courses are the curricular equivalent of designated CSM courses and can be applied to the undergraduate requirements in the eight engineering degree programs offered by CSM. Students may co-enroll at Red Rocks and CSM and benefit by paying Red Rocks tuition for the required CSM courses of EPIC 151 and EPIC 251.

3. Student Base

FINAL FALL 2008 HEADCOUNT ENROLLMENT: 7604

Part-time: 68% Minority: 18% Female: 49%

2007-2008 DEGREES CONFERRED BY BROAD PROGRAM CATEGORIES:

	Liberal/General Studies	Business & Management	Protective Services	Health Sciences	Other	Total
Certificate- less than 1 year	-	43	43	291	166	543
Certificate- at least 1 but less than 2 years	-	3	49	45	47	144
Associate of Applied Science	-	21	47	45	67	180
Associate Degree (AA or AS)	203	-	-	-	-	203
Associate of General Studies	34	-	-	-	-	34
	237	67	139	381	280	1104

FY 2007-2008 FULL-TIME FACULTY: 69 Ratio of courses taught by Full-Time Faculty – 41.2 percent

Spring 2009** * As of 4/29/09 (not final)***

	FULL-TIME COUNTABLE		PART-TIME COUNTABLE		All Credit Hour Categories COUNTABLE	
	Head Count	FTE(Annual)	Head Count	FTE(Annual)	Head Count	FTE(Annual)
RRCC Arvada Campus	45	20.20	244	39.93	289	60.13
RRCC CCCOnline	91	40.48	440	83.43	531	123.92
RRCC Miscellaneous High School	153	87.25	440	83.43	615	177.85
RRCC Lakewood Campus	1,868	870.37	3,980	798.33	5,848	1,668.70
RRCC Off Campus	96	54.73	220	40.18	316	94.92

	*Spring 2009				* As of 4/29/09 (not final)	
	FULL-TIME COUNTABLE		PART-TIME COUNTABLE		All Credit Hour Categories COUNTABLE	
RRCC Online Campus	139	60.77	655	122.12	794	182.88
RRCC Total	2,437	1,157.17	6,013	1,178.07	8,450	2,335.23

As Red Rocks seeks to increase the enrollment of underserved students, meeting the needs of these students has launched several quality improvement initiatives to improve the access, retention, and graduation rates of these students **(See 3C2).**

4. Collaborations

Red Rocks Community College, Lakewood Campus is part of the Life Long Learning Campus. Jefferson County School District's Warren Technical High School and McClain Community High School are located less than ¼ mile and within easy walking distance from the Red Rocks Campus. Beginning in Fall 2007, RRCC sought approval from the Colorado Community College System to grant degrees and certificates to students completing technical education coursework at Warren Technical High School upon successful completion of the general education course work specified. The newly approved degrees and certificates formalize the process to allow students to earn dual high school and college credit and shorten the time to earn an associate of applied science degree after high school graduation. RRCC added Warren Technical High School as a degree site to our HLC Status of Affiliation.

Based on the needs of the industry partners in our service area and the emerging high growth technical career fields in the energy and related advanced manufacturing industries, the College renovated 5,900 square feet of the existing cafeteria building on the Arvada Campus to create the Industrial Science and Operations facility. The addition includes two laboratories, two classrooms, and a computer simulation control room, bringing the asf of the Arvada Campus to 21,879. The College offers the largest construction technology program in Colorado that requires laboratories and current equipment in its Carpentry, Electrical, HVAC, Fine Woodworking, and Plumbing programs. In Spring 2008, the College launched the Renewable Energy Program with Solar Photovoltaic and Solar Thermal degrees and certificates. The Arvada campus is home to several high tech programs that include radiology and sonography. Industry partners have been instrumental through both equipment and cash donations in assisting and maintaining the currency of the equipment found in the College's career and technical education laboratories.

5. Faculty and Staff Base

TYPE	Bachelors	Masters	Professional or PhD	Minority	FEMALE	MALE	TOTAL
ADMINISTRATION	6	13	2	1.00%	16	8	24
FULL-TIME FACULTY	11	37	9	1.00%	37	25	62
PART TIME-FACULTY				12.07%	170	269	439
TECHNICAL PROFESSIONAL	31	16	1	14.71%	75	27	102
CLASSIFIED	8	2	0	31.03%	54	33	87
TOTAL	56	68	12		352	362	714

6. Facilities, Equipment, Technologies

Colorado ranks 48th in funding for higher education

Exhibit 1-9: States' Ranking in Higher Education Funding

States	FY05 State and local support for higher education per $1,000 in personal income	Rank	FY05 State and local support for higher education per capita	Rank
Wyoming	$17.24	1	$586.28	1
New Mexico	$15.43	2	$398.23	2
U.S. Average	$7.42		$243.23	
Rhode Island	$4.90	46	$168.24	46
Colorado	$3.86	48	$137.45	48
Vermont	$3.45	49	$109.32	49
New Hampshire	$2.42	50	$88.07	50

Source: National Center for Higher Education Management Systems

Fig. OV-1

Regulatory Environment -
In 2005, the Colorado Community College System entered into a Performance Contract with the Colorado Department of Higher Education. The Performance Contract stipulates the services to be funded from state support in addition to the student stipend voucher program, the Colorado Opportunity Fund. Community colleges are expected to provide general education courses approved as guaranteed transfer courses **(see 1C1)** as well as basic skills courses, high school dual enrollment options, education services in rural areas, and services to increase economic development opportunities. The Performance Contract states specific benchmarks that are to be reached in promoting student "access and success" measured by retention and graduation rates **(see 3C2)**. Funding for capital construction has been most challenging for higher education in Colorado because of the lack of public funding available for higher education **(see Figure OV-1)**. With the passage of Referendum C in 2005, the state has begun the process of restoring funds lost through the significant reductions in General Fund appropriations that community colleges experienced. After falling from $3,565 per resident FTE in FY 2001-02 to a low of $2,306 in FY 2004-05, funding for community colleges improved because of Referendum C. In FY 2005-06, the per-resident FTE General Fund appropriation increased to $2,756, including fee-for-service and unfunded enrollment moneys. The College submitted a program plan requesting a new trades and technology building in 2002. That plan has been on hold pending state funding. The plan will be revised to reduce the costs using a phased approach beginning with a proposed major remodel of the existing construction technology building in August 2008.

Facilities - Red Rocks Community College is located on two main sites, Lakewood and Arvada, Colorado. The main campus is in Lakewood and all administrative operations and management decision are delivered from this location. All academic programs offered at both locations are centrally determined, coordinated, and managed from the Lakewood Campus. The campus sizes are as follows:

Campus	Buildings	asf	gsf
Lakewood Campus, 13300 West 6th Avenue	2	228,219	349,200
Arvada Campus, 5200 Miller Street	2	21,879	25,900

The total gross area of the permanent facilities on the Lakewood Campus is approximately **349,200** gsf. Of this amount, approximately **213,200 gsf** is in excellent condition and **136,000 gsf** is in good condition but will likely require renovation before 2013. During the last 20 years, the Lakewood Campus has received minimal funding for capital construction. The exceptions have been $9,000,000 for the Learning Resource Center and $3,200,000 for student facilities space. The additions have been a considerable improvement to the facility, and it is believed they have been a factor in continued high enrollments. The Lakewood Campus is one primary building, which is long, low (one to three stories), and designed to be sympathetic to the site. Programs are linearly arranged along a major corridor, which acts as a

pedestrian street. The composition of the Lakewood Campus is not without its challenges. When all programs are located in the same building, the growth of one program typically infringes upon adjacent programs. Generally, each time a program grows, adjacent program space must be modified or relocated.

The Arvada Campus was established in 1990 with nine general purpose classrooms, a computer classroom, and a Learning Resource Center. In January 2000, the College opened a new $4,400,000 facility funded with State Capital Construction money. It has approximately 20,000 gsf and 15,979 asf. The State Board of Land Commissioners deeded 15 acres of land and a cafeteria building (built in 1962 and renovated in 1988) to the College, establishing the Arvada Campus.

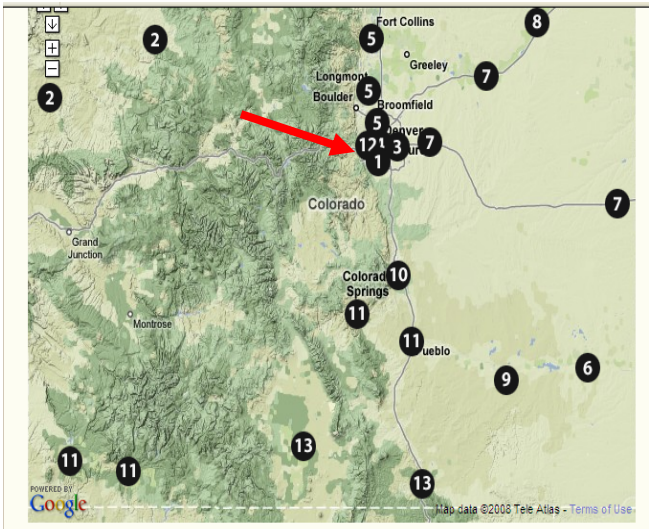
Equipment/IT – The College maintains laboratory space and computer labs with the goal of recreating the technologies found in the 21st century workplace. Funding to maintain currency continues to be challenging. Due to year-end budget surplus, more than $500,000 will be invested in IT infrastructure refresh of computer systems in labs and classrooms prior to Fall 2008. In 2004, the General Assembly passed legislation recommending that the state system of community colleges install a centralized, standardized, integrated, information technology system solution for the colleges. Accordingly, on February 16, 2005, CCCS and SunGard entered a contract to license Banner software to CCCS and to procure SunGard's consulting services to implement the system. In July 2008, Human Resources, Payroll, and Finance modules will go live in addition to the Student Information System module that has been operational since Fall 2006. The implementation has not been without its challenges. The Colorado Community College System is the first application of SCT Banner requiring virtual private databases (VPD) installation because of the 13 colleges that make up the System. The VPD installation has complicated timelines of end user tools, requiring process adaptations at each of the colleges. However, with all of its challenges, the SCT Banner is progressing to be a robust platform with the potential to offer leveraged efficiencies through its centralized application. Category Six in the portfolio provides a detailed analysis of the IT infrastructure and supportive services available across the College.

Program Accreditations --

1. PA Program – Accreditation Review Commission on Education for the Physician Assistant (ARC-PA)
2. Radiology – Joint Review Committee on Education in Radiologic Technology
3. Medical Assisting – Curriculum Review Board of the American Association of Medical Assistants Endowment (CRB-AAMAE), a Committee on Accreditation of Allied Health Education Programs (CAAHEP)
4. Emergency Management Services – Emergency Medical and Trauma Services of the Health Facilities Division of the Colorado Department of Public Health to offer Primary and Continuing Education for EMT-Basics.
5. Law Enforcement Academy – POST Certified

Service Area - Shown as 12 in **Figure OV-2** on a map of the Colorado Community College System, Red Rocks Community College serves the Colorado counties of Jefferson, Clear Creek, Gilpin, and Park which comprise a total population of 540,000. Jefferson County is the fourth most populous county in Colorado and home to the largest school district in the state.

Colorado Community College System ***Fig. OV-2***



Key -

1. Arapahoe Community College
2. Colorado Northwestern Community College
3. Community College of Aurora
4. Community College of Denver
5. Front Range Community College
6. Lamar Community College
7. Morgan Community College
8. Northeastern Junior College
9. Otero Junior College
10. Pikes Peak Community College
11. Pueblo Community College
12. Red Rocks Community College
13. Trinidad State Junior College

Statewide -

Colorado Community College Online

Financial – A summary of policies and regulations governing the accounting structures of the College include the following:

- Federal laws and regulations such as Department of Education (EDGAR) regs
- Federal Acquisition Regulations-applicable to some grants
- OMB Circulars A133, A21, and some portions of A87
- Colorado Revised Statutes
- Colorado state fiscal and purchasing regulations
- Generally accepted accounting principles as detailed by the FASB and GASB
- Colorado Commission on Higher Education regulations
- Colorado Higher Education Institutions Financial Advisory Committee policies and procedures
- System-wide accounting policies
- Internal RRCC accounting and other policies and procedures

Grantor requirements are monitored and evaluated by the Assistant Controller with supervision from the Controller and Vice President of Administrative Services. Files are maintained for each grant and are reviewed with monthly billings prepared by the Assistant Controller and reviewed and approved by the Controller. Billing and reporting deadlines are in the process of being consolidated into a departmental calendar.

Financial reporting is completed quarterly and submitted to the System Office and the State Board for Community Colleges and Occupational Education as well as to the Office of the State Controller. Compliance is reviewed on a continual basis internally but is also evaluated as part of the annual external Financial and Compliance Audit performed by KPMG under contract from the Office of the State Auditor. This report is provided to grantors or other external parties on an as needed basis.

Health and Safety Requirements –The Red Rocks Community College Campus Police Dept. is responsible for law enforcement, security, and emergency response at Red Rocks Community College. The primary office of the RRCC Campus Police is located at the Red Rocks Community College Lakewood campus, room 1453, and is open 7 a.m. through 11 p.m. Monday through Friday, 8 a.m. through 10 p.m. on Saturday, and 8 a.m. through 6 p.m. on Sunday. The Arvada Campus is patrolled 7 p.m. to 10 p.m. Monday through Thursday and Friday when weekend classes are in session. Graduates of the College Law Enforcement Academy are recruited to work as interns. The Police Internship Program has developed a strong reputation among local police departments as many of the interns field multiple employment offers. The RRCC Campus Police have a close working relationship with the Lakewood Police and West Metro Fire Protection District. Table Top Exercises are conducted regularly to ensure coordination of communication in a multi-department response to any emergency situation on the RRCC campuses. As a proactive measure in response to the escalating campus violence across the country, RRCC administrative staff are in the process of developing a comprehensive emergency response in conjunction with the RRCC Campus Police. March 2009 the college launched a reverse 911 that alerts all students and staff through email and phone in the event of emergencies and or campus closure.

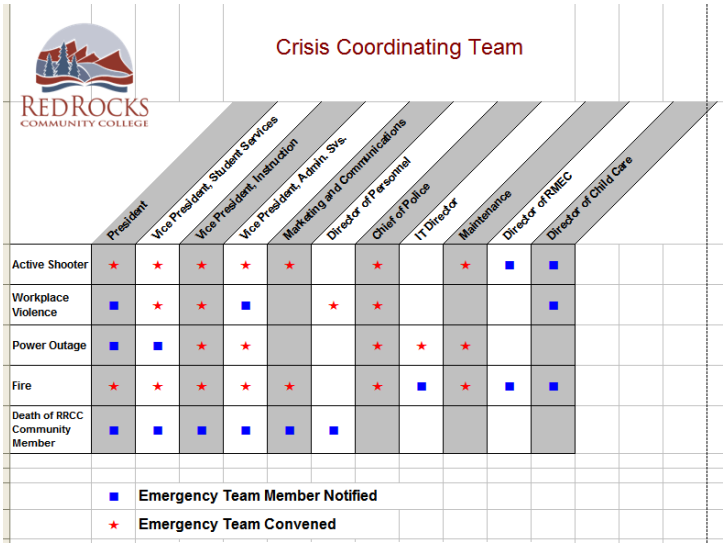


Figure OV-3

An organizational chart of the *Crisis Coordinating Team* can be found in **Figure OV-3.**
It is the philosophy of Red Rocks Community College to plan proactively for the prevention of crimes. A primary vehicle for accomplishing this goal is the college's comprehensive crime prevention program, a copy of which is located on the RRCC Web site.

Updated May 2009

The Red Rocks Community College Fitness Center provides wellness options for faculty, staff, and students that include a wide variety of cardiovascular, weight training, and functional training equipment. The Center's layout and equipment selection is fully compliant with the Americans with Disabilities Act (ADA). An upper body ergo meter and an adjustable dual cable make it easy for wheelchair-bound students to perform a variety of exercises. Two cobblestone walkways are available for students who wish to provide a reflexology-like walk treatment for their feet. A court area provides space for stretching and yoga positions. Functional training equipment includes balance boards, fit balls, BOSU balance trainers, and a foam roller for deep tissue activation. A massage therapist is available on Wednesdays, and the Center maintains a library of fitness and wellness-related publications.

Hours for the Fitness Center are as follows:

Monday through Thursday	7:00 a.m. - 7:00 p.m.
Friday	7:00 a.m. - 5:00 p.m.
Saturday	9:00 a.m. - 1:00 p.m. (No Saturday hours during semester breaks)

7. Key competitors

As part of the Colorado Community College System strategic planning, the McREL Group facilitated Envisioning Scenario Planning with leadership participants from all 13 Colorado community colleges in Summer 2007. The planning resulted in four scenarios that identified competitors among the private sector, led by consumer demand for flexible "just in time" education aligned with workforce demand. The planning resulted in action steps grounded in the strengths of community colleges in continuing the growth of strong industry partnerships and workforce development.

8. SWOT Analysis

Internal Factors / External Factors	Strengths (S) *Current and Future* 1. Community partnerships Co-location of services aids recruitment 2. Committed Foundation members 3. Instructional Excellence at a competitive price 4. Committed Employer Partners 5. Learning Environment 6. Culture Committed to Customer Service 7. GT Pathways University Transfer Agreements 8. Arvada Campus – Potential new space for growing programs	Weaknesses (W) *Current and Future* 1. Consistent Process for Data Driven Decision-Making 2. Strategic Planning Technology Marketing 3. 60% adjunct instruction 4. Faculty salaries below median for similar size schools 5. Comprehensive services that keep pace with underserved student needs
Opportunities (O) *Current and Future* 1. College options for high school students 2. Increasing demand for technical workforce 3. Renewable Energy Industry Expansion 4. ERP – Implementation of Banner 5. Governor's Agenda prioritizing higher education 6. Funder Focus on STEM education	Strategies Based on Analysis of Strengths and Opportunities 1. Student Welcome Center – Physically centralize enrollment services. Completed 2. Expand outreach and improve college transitions as goal of 4 Community Learning Centers located throughout service area. Centers Open enrollment increases documented. 3. Based on employer demand and support, create Renewable Energy Solar PV and Thermal degrees and certificates. Expand medical imaging. Completed 4. Work with CCCS colleges and universities to develop engineering 2+2 statewide articulation. In process for Engineering 5. Monthly showcase "Programs of Excellence" through hallway campaigns and Web site that detail successful student learning assessment strategies. Academic Excellence Action Project	Strategies Based on Analysis of Weaknesses and Opportunities 1. Fill Director of Marketing position. Completed 2. 1 FTE Network Specialist/Assistant IT Director hired 07 – Standardize infrastructure/IT Strategic Planning 08-09. 3. Analyze FT/PT instruction ratios to determine priorities for new faculty hires. 4. Pursue grant funding for transition services of new students relative to Energy STEM careers. 2008-9 : GEO, DOLA, NSF Pending 5. Use new fee revenue 08-09 from ENG and MAT to expand tutoring services and admin support in Learning and Resource Center. In process 6. NEW Re-organize Collaboration Council with responsibility for data review and setting of college strategic directions/priorities. 7. NEW Updated Data Book based on data needs identified by Collaboration Council
Threats (T) *Competitors, vulnerabilities* 1. ERP – Implementation of Banner 2. Resource Limits for Capital Improvements 3. Space to accommodate program growth 4. Student expectation of learning engagement 5. K-12 environments that are better equipped technologically 6. Five-year state funding moratorium on capital construction on campuses	Strategies Based on Analysis of Strengths and Threats 1. Using reserves for 07-08, complete first phase of library remodel that includes wireless connectivity. * Hold 2. Pursue additional space for FIW off campus. *Hold 3. Add dedicated staff to enrollment services to improve ERP Colorado Opportunity Fund tracking and reporting. Completed 4. Expand staffing of AV resource area to improve technology support in classroom. Completed 5. Analyze aging infrastructure and safety issues in construction and FIW labs to develop priority refurbish schedule. *Hold 6. Identify the niche for Arvada Campus. Complete remodel using reserve funds to refurbish space in ISOD lab building. Pending	Strategies Based on Analysis of Threats and Weaknesses 1. Use funding allocation increase from legislature 08-09 to increase faculty salary base and add 5 new FT faculty positions. Completed. Salary freeze for 09-10. 2. Add intern position to IR office to improve data report generation and analysis to keep pace with new data availability as a result of ERP implementation. Completed six month temporary 3. Complete IT refresh according to priority schedule in all classrooms. Completed