

Red Rocks Community College:

Strategic Enrollment Management Plan



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1: Introduction

Red Rocks Community College

Since 1969, Red Rocks Community College has assisted students in meeting ambitious career and educational goals in an exciting, collaborative environment with multiple pathways to success. We deliver career-enhancing courses, certificate programs and degrees that represent a solid investment in each student's goals and career success. Red Rocks Community College embraces the leadership role of providing education that is firmly rooted in real-world applicability.

Through academic excellence and the breadth of our student population, we provide a pathway that is true to our local, state, national and international communities and support changing trends as they impact the success of our students' career and educational goals. Our high value and academic rigor, combined with dedicated faculty, outstanding student life, and a strong learning support system, make Red Rocks the smart choice for meeting educational goals.

Two distinct but unified campuses in Lakewood and Arvada.

- Courses are delivered in formats from traditional classroom, online, self-paced, and weekend classes.
- **Our faculty** are accessible, highly qualified, and focused on teaching. RRCC is the only community college in Colorado to have an Endowed Teaching Chair Program and has awarded 20 Endowed Teaching Chairs in support of Teaching Excellence.
- RRCC offers **numerous degrees and certificates in today's most in-demand career fields** including Health Careers, Speech-Language Pathology and Audiology, Computer Technology, Fire Science, Law Enforcement, and many more.
- We offer **flexible course schedules** that fit around work or home commitments, including traditional classroom, online, self-paced, and weekend classes.
- RRCC combines **rigorous, high-value education** with tuition that is among the lowest in the state, and we offer many Financial Aid options and scholarships through our Foundation, which has provided over \$4 million in scholarships to nearly 3,000 students and was recognized nationally as the 2014 Scholarship Provider of the Year.
- Our AA/AS General Education Transfer Program is accepted by all of Colorado's state four-year colleges and universities, and RRCC transfers more students into Colorado School of Mines than any other college in the nation.
- RRCC is home to the Rocky Mountain Education Center, which includes an OSHA authorized education center serving the six-state Region VIII.
- We offer Computer Technology, CISCO Academy, and Multimedia programs that are among the most popular and respected in the region.
- RRCC's **support services** include free tutoring, advising, the Child Care center, Accessibility Services, our Recreation Center, the Learning Commons, English as a Second Language resources, Student Life, and Student Employment. Our Office of Inclusion & Diversity creates and supports equity in access, developmental opportunities, and holistic education for all students.

Vision

We envision Red Rocks as a national and international leader in community college education that is recognized for accomplishments 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, our dedication to our students, and the communities we serve.

Values

Red Rocks Community College values *Integrity*. This value is expressed when we:

- Are in compliance with legal and professional standards.
- Exhibit honesty, fairness, and ethical behavior.
- Take responsibility for our work and are accountable to our internal and external stakeholders.
- Are transparent in our goals and methods.
- Care about the quality of our work, and actively pursue innovation and efficiency in what we do.

Red Rocks Community College values *Collaboration*. This value is expressed when we:

- Strive to create a supportive environment for our students, faculty, and staff.
- Work together outside of our immediate unit or division to improve student academic success and development.
- Demonstrate that we value people, especially students and our co-workers, in our working relationships.
- Engage in teamwork that is based on trust, empowerment, and respect.

Red Rocks Community College values *Learning*. This value is expressed when we:

- Demonstrate a passion for life-long learning and develop this in our students and community.
- Create learning opportunities for our current and future students through community involvement and connection with external stakeholders.
- Dedicate ourselves to scholarship and professionalism that creates innovative and creative learning environments for students, community, and ourselves.
- Develop and deliver engaging learning opportunities that promote student growth as a whole person; intellectually, through their career, and through the development of personal abilities such as adaptability and initiative.

Red Rocks Community College values *Inclusiveness*. This value is expressed when we:

- Develop procedures and programs that weave diversity throughout the daily work of the college.
- Demonstrate respect for differences among students and within the community in all we do as a college.
- Expect students to share that same respect and communicate that expectation to them often, both in and out of the classroom.
- Develop our students' and our own abilities to recognize and engage with human differences through understanding and inclusion rather than withdrawal and exclusion.

Red Rocks Community College values *Communication*. This value is expressed when we:

- Practice meaningful, considerate communication with our students and with each other.
- Whenever possible seek opportunities for an unconstrained exchange of information and ideas through dialogue that is timely, respectful, and appreciative of others.
- Give appropriate feedback in a way that makes room for others' perspectives and encourages rather than constrains continuing dialogue.
- Purposefully build our ability to communicate effectively as part of working and learning with others.

2: Strategic Enrollment Plan

The Strategic Enrollment Management (SEM) Plan that follows is an accumulation of the work of the RRCC SEM Committee, the Colorado Community College System enrollment analysis performed by Noel Levitz in the Winter of 2018, the various Enrollment Groups that have met throughout the past year to address issues related to enrollment, and research done on best practices that are successful on other campuses across the country. Many voices have contributed to this document and it is important to note that with any plan this is a dynamic document not a static one and as a dynamic document we expect for it to change, grow, move, and adapt to whatever challenges we face throughout the next three and five years. We hope this serves as our roadmap toward enrollment success and more importantly student success.

The SEM Committee Includes:

Co-Chairs

Dean of Instruction / Campus Director-Arvada

Registrar

Members

Vice President of Administrative Services

Director of Marketing and Communications

Director of Institutional Research

Director of Financial Aid

Lead Advisor

Director of TRIO Services

Manager of Career Services

Manager of Recruitment and Outreach

General Education Faculty

Career / Technical Education Faculty

Ex-Officio Members

Vice President of Instruction

Vice President of student Success

What is our healthy and obtainable FTE Goal?

A healthy and obtainable FTE goal for fall and spring semesters has been established at 2500 FTE per semester for Red Rocks Community College. It is important for RRCC to establish this widely shared goal so that collectively the people on campus can work toward this goal and understand the importance of our daily work as it relates to our Enrollment goals.

Defining Enrollment at Red Rocks Community College (RRCC):

The term Enrollment is sometimes confused or used interchangeably with admissions or recruitment but it is important as we continue the good work of the past Strategic Enrollment Management (SEM) Plan and Team that we once again establish the definitions of the terms used within this plan:

Enrollment: The total number of students currently registered in classes during a term at RRCC

Registered: Students that are registered in/for classes/courses

Admitted/Accepted: Students that have completed the Application Process and are now able to progress through the next stages of the Admissions Funnel

Admissions Funnel/Stream: The visual used to describe the journey a student takes to get from prospect to registered student at RRCC

Completion/Completer: A student who has successfully earned the credential they intended to earn or achieved the goal they set for coming to RRCC

Retention: The number of students returning from fall to fall semesters including New, Transfer, Readmit, and Continuing student types. Excluding students that graduated.

Persistence: The number of students returning from fall to spring semester. Excluding students that graduated.

3: Commitment to Inclusive Excellence

Our Commitment to Inclusive Excellence

Red Rocks Community College values inclusiveness and holds to the principle that everyone is welcome here. Through our commitment to offering various Inclusion and Diversity Trainings to the HUB-Center for Engagement and Innovation that is home to our Center for Inclusion and Diversity as well as our newly remodeled LGBTQ Center, Multicultural Center, and International Student Services, RRCC strives to be an educational think tank where students can freely be themselves in order to truly discover the fascinating world of discovering, knowledge, career training, and self-betterment. As a true community college it is our mission to serve those in our community and with the ever changing landscape of Colorado it is an exciting time to work and be a member of a college that embraces the ideals that everyone is in fact-welcome.

4: Establish Measurable objectives and realistic goals

For Goal Alignment documents see the Appendix.

Communications Group

Communications is an area that needs to align more strategically with enrollment management in order to assure healthy enrollment for future terms. It is essential for the positioning of the College to understand Market Share and our brand messages as well as establish our value propositions to our key market segments.

Objective	Lead	Action Steps	Key Performance Indicators(KPI)	Due Date
Determine Value Propositions for the Various External Market Segments being recruited by Admissions/Recruitment	Marketing, Admissions/Recruitment /Presidents Cabinet	Research Community Perceptions Understand Market Share Identify growth Programs	Increased Identity in high schools and community Increased inquiry pool	
Establish an Internal Marketing Structures	Marketing	Create Proposals to present to leadership Create	Cohesive internal brand message	

separate from that of the external Market Structure		Surveys to measure success of internal marketing awareness		
Support Communication Flow for external marketing functions for Admissions/ Recruitment	Marketing/Admissions/ Recruitment	Research messaging strategies to market segments Determine needs Collect Visuals Write Copy	Increase inquiry pool Increase in yield rate	
Develop outreach materials for key market segments	Marketing/Admissions/ Recruitment	Research messaging strategies to market segments Determine needs Collect Visuals Write Copy	Increase in inquiry pool numbers Production of collateral that can be used for recruitment events and outreach	
Develop and maintain better use of student alumni success stories including International students to create recruitment pieces for International Students	Marketing/ Admissions/ Recruitment/ International Student Services/ Institutional Advancement	Research messaging strategies to market segments Determine needs Collect Visuals Write Copy	Production of collateral that can be used for recruitment events and outreach Increase in inquiry pool	
Refine web-related recruitment strategies	Marketing/Admissions/ Recruitment	Research best practices of other successful college recruitment driven websites Determine functionality of homepage	Perform quarterly audits on admissions and financial aid information on website for consistency and accuracy Solicit feedback from students through formstack surveys on efficiency of website information and navigation	
Identify and utilize key media for advertising campaigns	Marketing/Admissions/ Recruiting	Develop advertising schedule with focus being on	Number of student inquiries produced per media advertisement	

geared specifically to increase enrollment and utilize media placement where tracking is present so that true source code monitoring can be established		prospect and inquiry production		
Establish and Communicate Goal FTE each Year to all Faculty and Staff	Executive Team/ Marketing/ Enrollment Services	Develop Forecasting Trends Determine Budget Needs Determine Market Trends	Goal Met % of Goal Met	

Process/Completion Group

Process/Completion is vital to helping students achieve credentials in a timely and efficient manner. It is our fiduciary responsibility to assess our programs and processes to remove hurdles and obstacles that hinder a student's progress toward completion. Creating an environment of continued assessment and improvement assures that the student remains our focus and we perform our daily tasks with the goal of all student success firmly as our ultimate pursuit.

Objective	Lead	Action Steps	Key Performance Indicators(KPI)	Due Date
Increase credential completion by decreasing time to completion using Guided Pathways	Instructional Services/ Advising	Provide clear guided pathways Provide more guaranteed courses Determine baseline needed for classes to run	Time to completion will decrease by %	
Improve Wait Time through the Application Process to Advisor Ready Process	Admissions/Recruitment	Analyze new Application Process Determine Efficiency Steps	Less than 24 weekday notice to Admit time 24-48-hour phone call	

		Hire more processors		
EAB	Vice President of Student Success			
Create streamlined “next steps and now what” for after a student is registered for classes	Marketing/Retention Committee	Create next steps/NOW WHAT document Publish document Publish Document on website	More students utilizing payment plans Increase in students awareness of services offered	
Recreate On-line Orientation for New Students to create a better student experience	Vice President of Student Success/Enrollment Services	Work with Student Lingo to set-up shell Establish connection with website Establish quicker release of hold	20% increase in students completing orientation	
Hold more in-person New Student Orientations to create a better student experience	Admissions/Recruiting/Enrollment Services	Work with constituency groups on campus to hold more orientations	20% increase in student attendance over Fall 2018 attendance and increasing by 10% every year after	
Reach out to students that are potentially close to degree requirements	Academic Advising	Pull list of students after census each semester with 45 or more credits. Encourage students to meet with Pathway Advisor to plan and complete degree requirements		
Implement the use of Quick Polls through Navigate	EAB Mass Communication Committee	Create standard quick polls		

Recruitment / Pipeline Group

With the increase threats to our market share of students it is extremely important for RRCC to solidify our current recruitment pipeline and work to grow our pipeline with new schools and community groups. In order to maintain flat and hopefully increase enrollments healthy pipelines are a necessity and we must make sure we have sound strategies in place to cultivate relationships and establish our reputation as an outstanding academic choice for our service area.

Objective	Lead	Action Steps	Key Performance Indicators (KPI)	Due Date
Improve Yield Rate	Admissions/ Recruitment	Create baseline data benchmarks	Meeting those Yield Rate Goals	
Establish Individual Territory Registration Goals for Fall, Spring, and Summer Enrollment	Admissions/ Recruitment	Research feeder high school matriculation rates and determine territory goals	Establish goals by individual territory for the 1 st and 15 th of each month in categories of applications	
Strategically plan recruitment travel and event attendance	Admissions/ Recruitment	Strategically review college fairs and high school visit Evaluate feeder schools and retention rates	Year-end reports will provide a territorial assessment	
Create Individual, family, and group personalized visits to provide outstanding and engaging prospective student experience	Admissions/Recruitment	Set Schedule for Entire year centered around Tour Schedule Hold various Special Prospective Student Events/Open Houses to attract new students Admissions Counselors will follow-up with campus visit attendees and each attendee will become part of	Create baseline data 2018-2019 year Increase visit goals by 4%* following year Establish baseline Matriculation Rate of Campus Visit Participants Increase Matriculation Rate of Campus Visit Participants by 4%* following year Monitor Campus visit numbers each month to remain on track for yearly goals	

		the case load of the counselor		
Identify strategic and “sender” high school counselors, teachers, high school principals, and community members to create student recruitment pipelines	Admissions/ Recruitment	Build the recruit system and communication plan	After benchmark data year, increase numbers by 5% each year after	
Create and implement recruitment strategies that support our commitment to diversity and inclusion and reflect our commitment to providing access and success to our changing service area demographics	Admissions/ Recruitment	Build relationships with guidance counselors during high school visits and invite key counselors to campus	Increase recruitment by 2% each year	
Develop recruitment strategies for key market segments	Admissions/Recruitment	First Determine our key market segments Create distinct strategies for each segments	Increased enrollment in each segment by 2%	
Create Summer Bridge Work Program to Serve the needs of our most at-risk of Summer “Melt” Students	Enrollment Services/ Financial Aid/ Advising	Research Funding Possibilities Design Program Market Program to Area High Schools Determine Risk Factors	80% Fall Matriculation 80% Fall to Fall Retention 80% Timely Completion	

Reimagine Jefferson County Workforce / Action Center	Advising/Recruitment/Admissions / Institutional Advancement	Determine Needs	Increase in Matriculation from Jefferson County Workforce	
Provide Education USA Seminars educating people who want to study in the US to inform prospective students on how to study in US	International Student Services and Programs	Create baseline Inquiry Data Pool	Increase in International Student Inquiries by 2%* Increase Inquiry to Application Conversion Rate by 2%*	
Establishing Short-term English Language Workshops in second tier city high schools in China, Indonesia, Costa Rica, Columbia, and Peru to get students from these high schools interested and connected to Red Rocks Community College	International Student Services	Create baseline Inquiry Data Pool	Increase in International Student Inquiries by 2% Increase Inquiry to Application Conversion Rate by 2%*	
Create a Referral Program to work in conjunction with Admissions/Recruitment to reach out to community members, other prospective students, family members, secondary language learners, and	International Student Services	Develop Referral Database Develop a communication flow	Increase in International Student Inquiries by 2% Increase Inquiry to Application Conversion Rate by 2%*	

potential US citizens to create a new pipeline of potential students.				
Explore Options to attract more International Students to add to the inclusive excellence of RRCC	International Student Services	Research High School to College International pipeline program (see Green River Program)	Increase interest in RRCC by 1%	
Define Matriculation as it relates to Concurrent Enrollment	Administration/ Institutional Research	Meet with key constituency groups to determine baseline data and determine definition Create easily obtainable matriculation reports	Once baseline data is determined, determine enrollment number needed to sustain or grow program	
Supporting Secondary Partners with HB 18-1005 requiring notification to parents/students regarding financial, academic and career benefits of each concurrent enrollment course offered	Marketing, Concurrent Enrollment team	Create marketing RRCC branded marketing materials	Increased enrollment in CE courses	
Specifically Recruit Concurrent Enrollment Students to RRCC	Concurrent Enrollment team and Admissions/Recruitment	Develop a communication plan specific to CE students with unique features highlighted. Pull a list of the graduating high school seniors at each concurrent enrollment school.	2% increase in Concurrent Enrollment matriculation into general student population	

		<p>Set up Pathway Advising appointments at the high school with the seniors</p> <p>If the student's intention is to transfer to a 4-year school, discuss reverse transfer and returning to RRCC as a guest student to transfer credit</p>		
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Data Group

It is important that this Strategic Enrollment Plan be one that is data informed and data driven. Throughout each section it should be evident that data and institutional research plays a large role in action steps and assessment of the objective. We believe data informed enrollment decisions must be widely shared and understood by the college community.

Objective	Lead	Action Steps	Key Performance Indicators(KPI)	Due Date
Encourage data-awareness and data-driven college culture	Institutional Research	Individualized Cognos orientation for new users Develop additional recorded Cognos demonstrations Identify Key Cognos users for additional training and support	More faculty and staff utilizing data to inform decisions	
Provide Faculty with usable disaggregated data to perform outreach to unenrolled returning students	Institutional Research/ Instructional Services/ Marketing	Consistent use of Contact List by Program Provide scripts for faculty Organize system approach on how to reach out to students Provide Faculty with Marketing careers material	3% reengagement of those students	
Provide Faculty with usable disaggregated data to perform outreach to new students welcoming them to their courses/programs	Institutional Research/ Instructional Services/ Marketing	Provide scripts for faculty Organize system approach on how to reach students	10% less attrition between July and August and January	

Provide Real-Time Drop Data to Key “Drop” Advocates	Institutional Research/ Admissions/Recruitment/ Financial Aid	Create Script Gain Banner Access Create Workflow	3% of students will reenroll in classes	
Establish reports that should be run at specific times of the year to inform SEM decisions	Institutional Research/SEM	Decide what information SEM should be looking at during key points during the year		

Retention Group

RRCC has done well retaining students and helping students persist. RRCC continues to be a leader among the CCCS Metro Schools in Graduating and Transferring-Out Students. We do see areas though where improvements can be made and student groups that are more likely to leave RRCC before completing their college goal. It is our intention to identify strategies and student groups to help lessen student attrition and increase retention and completion.

Objective	Lead	Action Steps	Key Performance Indicators(KPI)	Due Date
Implement FYE program for First-Time Full-Time Traditional Age Students	Instructional Services / Student Success	Create FYE Structure Communicate with Key Faculty and Staff to create buy-in and scalability Commit resources and change mandate of course	Increased first-time full-time student retention rate by % Increased sense of belonging among first-time full-time students Increased persistence rates among cohorts of students	
Collect Data Through Navigate software	Enrollment Services	Disseminate Surveys to New Students Collect and Analyze Survey Data	100% of students asking for services or help will receive personalized attention Data collected and monitored to help inform predictive model	
Monitor Pass/Fail Rates of Remedial Education Courses and	Institutional Research/Instructional Services	Create Surveys Collect Data	Early detection of struggling students	

Survey Student Confidence Levels		Assess Student Learning Outcomes	Higher Pass Rates in both remedial course and next placed course Intervention workshops Help for new faculty Increase retention of students in these courses by 2%	
The College will research and develop strategies to seek, identify and support students from historically-underrepresented populations		Conduct Research Implement Strategies Hiring equity in staff / faculty	Yet-to-be-determined retention goal percentage Apply strategies to increase success of students from historically-underrepresented populations. Increase retention by 2%	
Make more explicit connections for students the role of college and completion and the career for which they are planning	Career Services/Instructional Services/Marketing	Using best practice and data, reinforce and internally market the value of an RRCC education to the students enrolled at RRCC Create pre and Post surveys	Higher completion rates Greater satisfaction of program Increase in retention and persistence of all students by 2%	
Identify characteristics of high-risk students we lose to attrition	Institutional Research/Enrollment Services	Secure necessary data needed to create meaningful data sets	Conduct research and implement strategies	
All students classified as New will meet with a Pathway Advisor before registering for second semester	Academic Advising	Place Advising hold on New student accounts after census that have not met with a Pathway Advisor Communicate with students		

		through Navigate to schedule appointment in Navigate		
Contact students with a decline in GPA by 1.25 from term to term.	Institutional Research/Academic Advising	Create report to identify students with the 1.25 decline in GPA. Academic Advising and Faculty outreach to students		

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Appendix

GOAL ALIGNMENT

2019 – 2020

COLORADO COMMISSION ON HIGHER EDUCATION

Mission Statement:

We advocate, develop policies and support students to maximize higher education opportunities for all.

Strategic Goals:

1. STRATEGIC GOAL #1 INCREASE CREDENTIAL COMPLETION

- a. This first strategic goal reiterates the importance of increasing credentials to meet workforce needs. It presents the challenge to the public system of higher education to issue approximately 73,500 degrees and certificates above current trends over an eight-year period to meet the 2025 goal. This goal also recognizes the need to anchor credential production to high-demand areas. Currently, Colorado has a higher demand for STEM-educated workers than the national average and a growing shortage of educators. We must increase the number of credentials in both areas.

2. STRATEGIC GOAL #2 ERASE EQUITY GAPS

- a. The second strategic goal addresses the fact that Colorado's largest and fastest-growing ethnic group, Hispanic/Latino, has the lowest average educational attainment and the lowest college enrollment rate of any ethnic group in the state. Success in meeting the statewide goal of increasing the credential attainment rate to 66 percent hinges on improving all students' completion in colleges and universities in the state. That means erasing the state's current equity gaps.

3. STRATEGIC GOAL #3 IMPROVE STUDENT SUCCESS

- a. Too few of Colorado's students are completing their education in a timely manner, if at all. Many are not prepared for college-level work when they arrive; and the longer they take to acquire the required credit hours, the less likely it is that they will complete. The third strategic goal encompasses innovative approaches to improve students' timely completion.

4. STRATEGIC GOAL #4 INVEST IN AFFORDABILITY AND INNOVATION

- a. Finally, the CCHE notes that all other goals are achievable only with increased investment in affordability and innovation. This fourth strategic goal assumes a model of shared responsibility among the state, the institutions, and students and their families. While Colorado institutions have focused on maintaining quality in the face of constrained budgets, and students and families having shouldered a larger portion of the cost of education over the past two decades, the citizens must recognize that it is in Colorado's interest to maintain affordability through increased state investment in postsecondary education.

COLORADO COMMUNITY COLLEGE SYSTEM

Mission Statement:

Our mission is to provide an accessible, responsive learning environment where our students can achieve their educational, professional and personal goals in an atmosphere that embraces academic excellence, diversity and innovation.

Strategic Goals:

1. **STRATEGIC GOAL #1 TRANSFORM THE STUDENT EXPERIENCE**
 - a. Design rigorous educational experiences that combine the delivery of practical knowledge with the development of student creativity and innovation.
 - b. Implement and scale-up proven student support mechanisms that partner with students to confront and overcome educational barriers.
 - c. Create an innovation fund to foster student success through the utilization of best practices, such as technology-enhanced, immersive simulation and predictive analytics.
2. **STRATEGIC GOAL #2 TRANSFORM OUR OWN WORKFORCE EXPERIENCE**
 - a. Develop a workforce that reflects student diversity.
 - b. Reward teamwork, innovation, and measurable outcomes through employee recognition programs and compensation.
 - c. Develop technology-based, best practice repositories as employee resources.
 - d. Support learning through professional development.
 - e. Develop future leaders for our institutions.
3. **STRATEGIC GOAL #3 CREATE EDUCATION WITHOUT BARRIERS THROUGH TRANSFORMATIONAL PARTNERSHIPS**
 - a. Develop additional partnerships with businesses, K-12, community organizations, policy-makers, and other higher educational institutions.
 - b. Devise technology-supported and hybrid educational delivery solutions that transcend time and place barriers, maintain high quality, and foster student success.
 - c. Develop competency-based criteria to grant credit for prior experiences in order to widen educational pathways while reducing time to credential completion.
 - d. Design experiential learning opportunities in all programs.
4. **STRATEGIC GOAL #4 REDEFINE OUR VALUE PROPOSITION THROUGH ACCESSIBILITY, AFFORDABILITY, QUALITY, ACCOUNTABILITY, RESOURCE DEVELOPMENT, AND OPERATIONAL EXCELLENCE**
 - a. Develop system-wide capacity in institutional research and data analytics to support a culture of inquiry, evidentiary decision making, and student success.

- b. Increase external resource development capacity to allow investment in student scholarships, and in appropriate physical and technological resources that support high quality learning experiences.
- c. Promote the value of community colleges and of our successful student outcomes to prospective students, policy-makers, and taxpayers.

RED ROCKS COMMUNITY COLLEGE

Mission Statement:

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, our dedication to our students, and the communities we serve.

Strategic Goals:

Goal 1: Engage students through high quality, impactful, educational programs

Regardless of mode of delivery, type of program or degree, whether students are starting, extending or supplementing their lifelong path of learning and personal enrichment, RRCC is committed to student engagement. RRCC is committed to developing and supporting diverse and flexible pathways which lead to student success.

Goal 2: Commit to Equity across all levels of the institution

The RRCC service area is changing, and we are becoming more racially and ethnically diverse. If we are to fulfill our mission of providing opportunities for growth and development, we must ensure that our delivery and supports are also responsive to the changing needs of our student body. We recognize that institutions of higher education were initially designed for a very specific subset of the population, and while access for other identities has expanded, curriculum and service delivery has not to the extent that it allows all students to be successful. Therefore, we will employ the following strategies to close equity gaps and ensure that we are responsive to the needs of all learners in our community.

Goal 3: Develop and support partnerships within our community

RRCC is committed to developing and maintaining partnerships with transfer institutions, concurrent enrollment partners, employers and community organizations. Developing a highly-skilled workforce is critical to the economic development and competitive vitality of the region. Collaborating with business and industry, the College must be responsive and flexible in its curriculum delivery to meet evolving workforce and employer needs. Partnerships and collaborations contribute to the overall economic health of the region and enrichment of the academic experience.

Goal 4: Proactively address challenges and opportunities to ensure institutional effectiveness

RRCC values responsible citizenship and stewardship. Students and the community are best served through consistent communication, responsiveness and agility in the provision of education and services, and by taking a long-term view in the use of its resources. Sustainable practices at every level of the institution will result in a consistently high level of service to students and the community, regardless of budget fluctuations.

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