Performance Report for 2013-14 Annual College Goals

August 26, 2014

Accomplishment of goals for 2013-14 by goal

1. Increase the number of undergraduate credentials issued by 5% as measured by a three-year rolling average.   Strategies include (a) continue and expand efforts to lower student debt load and financial aid default rates, and (b) increase opportunities for student career planning.

   Accomplishments
   - RRCC had the highest Colorado community college increase in undergraduate credentials in the metropolitan area at 54.1%.
   - An independent study found RRCC graduates had the highest starting salary for community college graduates in Colorado and third highest in the state, following the Colorado School of Mines and Regis University.
   - We continued to develop student career exploration options through creation of a comprehensive Career Services website: http://www.rrcc.edu/careerservices/.
   - Financial Aid has processed and disbursed $27,221,960 in financial aid and scholarships to eligible students at the college for the 1314 academic year
   - In 2013-14 RRCC certified $2,405,612 in unsubsidized loans (the "additional" loan amount that independent students can take out beyond the base loan). This was a 59% reduction from the $5,855,984 in unsubsidized loans certified in 2012-13, a very significant intervention to lower student loan debt.
   - We also delivered four Financial Literacy Workshops, five sessions of group counseling and individual counseling for students entering repayment, and intervention counseling for students in different stages of delinquency.
   - The graduation rate of 71% for Denver Scholarship Foundation recipients at RRCC since 2000 was the highest for all community colleges in Colorado.

2. Increase the transfer out rate to public and private institutions of degree seeking students both in total and for those with at least twelve credit hours by 2% as measured by the three-year rolling average. Strategies include (a) increase student enrollment through alternative delivery modes and (b) identify and meet the needs of students.

   Accomplishments
   - RRCC met the goal with an annual percent increase of 2.0%.
   - The College created a comprehensive Transfer website: http://www.rrcc.edu/pathways/.
   - Phi Theta Kappa chapter won six Regional awards and eight International awards, including Top Ten ranking (7th runner-up to Most Distinguished Chapter) among 1,300 chapters worldwide.
   - RRCC founded a chapter of National Society of Leadership and Success.

- Supported 406 RRCC students with disabilities, developed and distributed an ODS Faculty Handbook, and contributed to the Colorado Community College System Presidents' Procedure for Web Accessibility Procedure.
- RRCC developed a First Year Experience (FYE) program, to be taught as a one credit COM 175 course this coming fall term.

3. Increase the retention rate across all levels of full and part time students from fall to fall by 2% as measured by the three-year rolling average. Strategies include (a) required and intentional orientation and academic advising and (b) by tracking and advising students as they reach critical academic progress thresholds

Accomplishments
- RRCC did not meet the goal with an annual percent increase of 0.5%.
- Worked collaboratively with Financial Aid and RRCC advisors to create a 'Total Withdrawal' procedure.
- Initiated Express Registration in April, encouraging students to register early for summer and fall classes.
- RRCC successfully conducted a "Connect 24" collaborative pilot project with Financial Aid and RRCC advisors to reach out to students who have attempted 24 to 26 credits.
- RRCC advisors piloted a 45+ initiative, sending communication to students who have earned 45 or more RRCC credits and inviting students to come to Advising for degree audits.
- RRCC continued working with the Ad Astra Strategic Checkup resulting in a re-designed schedule matrix, and modification of class offerings according to study findings. RRCC also spearheaded CCCS efforts to acquire scheduling software for system colleges.

4. Improve remedial course completion rates by 1% through progress toward implementation of the CCCS remedial task force recommendations. Strategies include: (a) implement new courses and curricula with (b) "soft landing" referral for those students assessed as not ready for college.

Accomplishments
- RRCC met the goal with an annual percent increase of success of 1.2% after Redesign implementation.
  - The developmental English redesign was implemented with the first College Composition and Reading courses offered in the spring.
  - The developmental Mathematics redesign was implemented with the first courses offered in the spring.
  - The College Prep Zone (tutoring) successfully delivered Math tutoring to align with Development Education course curriculum serving approximately 340 students.
  - RRCC completed the first year of our MOU collaboration with The Learning Source. This partnership is paving the way for students who are not college-ready and who need remedial education. Planning has resulted in identifying two 'soft landing' navigators (RRCC Staff), establishing RRCC classroom space for summer '14 and fall '14 for The Learning Source classes, and hosting a GED celebration at RRCC in January '14.
  - Developmental Math - We are putting in as many supports for our students and instructors as possible:
    1. Common syllabus/schedule/exams.
    2. Test review sessions and timely workshops.
    3. Video Lectures.

4. Pilot an AAA Study Skills co-requisite for a few MAT 050 sections.
5. Pre-semester math prep.
- Developmental English and Reading
  1. Spring 2013 (Planning) - Proposed and piloted different models for pairing Developmental Education courses, scheduling, and institutional support
  2. Summer 2013 (Professional Development) - 40 hours of professional development for instructors and faculty on redesign and future directions, followed by two days of follow-up on objectives, assignments, and delivery.
  3. Fall 2013 (Pre-Pilot) - 60 course offerings which combine existing courses into learning communities with two six-hour follow-up trainings for teachers
  4. Spring 2014 (Pilot Semester) - There will be a 100 percent transition to CCR 092 and 094 courses with two delivery methods for CCR 094: ALP/Mainstream and Fast Track. There will also be additional instructor training on resources, assessment, and alignment of curricula.

5. Reduce disparity in transfer and completion between resident underserved and resident non-underserved students by 2% as measured by the three-year rolling average. Strategies include (a) establish a new Center for Inclusion and Diversity.

   Accomplishments
   - RRCC met the goal with an annual percent reduction of 4.5%. Our combined graduation and transfer annual percent growth rate for non-underrepresented students was +8.3%, compared to +12.8% for underrepresented students.
   - Underrepresented resident student headcount at RRCC has increased from 2,778 to 2,886 over the past three years. This is an annual percent growth increase of 3.9%. In comparison, annual percent growth for total resident student headcount was -1.8%.
   - Completed a comprehensive strategic diversity plan for Red Rocks Community College in December 2013. The plan was approved by Cabinet on January 21, 2014. Sixteen new programs and workshops regarding diversity and inclusion have been developed for students and faculty. The new Center also delivered 8 training sessions that emphasized building positive and safe college climate and learning environments for students.

6. Keep enrollment for the college at the same level as the 2013-14 academic year. Strategies include (a) grow the Concurrent Enrollment program, and (b) implement the RRCC Enrollment Management Plan.

   Accomplishments
   - RRCC did not meet this goal with a decline in resident FTE from 6,546 to 6,186 (-5.5%) from 2012-13 to 2013-14. Resident headcount enrollment declined from 14,376 to 13,580 (-5.2%) in the same period.
   - Concurrent FTE enrollment for the college did grow by 42%, from 336.5 to 476.7 FTE.
   - The College held a New Student Welcome Night and two Welcome Days, drawing 1,000-1,700 participants at each event.
   - The Future Student Webpage went live the end of December. The webpage received 619 page views in Febuary and 583 page views in March. The webpage generated 40 requests for information in the month of March alone.
   - The College developed and implemented an applicant calling campaign for spring 2014, summer 2014 and fall 2014.   The applied to enrolled ratio increased from 52.4% in 2013 to 61.0% in 2014.

7. Goals specific to the RRCC strategic plan and initiatives. These goals include (a) conduct program planning for the Arvada and Lakewood campuses and (b) expand the appropriate use of instructional technology.

    Accomplishments
    - Implemented *Intelliresponse* (IR) Virtual Agent software to serve as a single source clearinghouse for students, staff, and faculty.
    - Began work with the Higher Learning Commission to update RRCC accreditation in support of a Master's Degree in the Physician Assistant program.
    - The new Water Quality Management facility (the Environmental Training Center Building) was opened this year. The WQM program also began operation of a Mobile Learning Lab that serves cities and counties throughout the state. The program also created hybrid and online formats for all courses.
    - The new VoIP phone system was successfully brought on-line during 2013-14.
    - RRCC successfully submitted a capital construction request of $10 million for the Arvada Campus Health Professions and Sciences Building.
    - The Student Government successfully led an effort to build student recreation center.
    - RRCC successfully developed a new Strategic Plan with participation from all parts of the College and external stakeholders.
    - Continue to build out the EIC labs to accommodate new program offerings that align with emerging energy sector jobs.
    - RRCC secured accreditation from the Interstate Renewable Energy Council for the Solar Energy Program.
    - The College developed new virtual computer labs for the CCSS vCloud initiative, a private cloud used for CIS labs where students learn/perform things that we would not want taking place on the CCCS network
    - RRCC also participated with other CCCS colleges in the Trade Assistance Act funded program development grant, contributing programs in energy, health, and advanced manufacturing.
    - RRCC continued to promote participation of women in the HVAC and EIC fields with the help of Perkins funding in the form of workforce gender balance grants;
    - A 5-year, NSF-funded grant in the amount of $590,000 was awarded in our Computer Technology program to fund 12 scholarships per year for cyber-security students.
    - RRCC was awarded a CCAMPIS grant for $117,945, most of which will go to assist students with child-care expenses.
    - Three Immersive and Game-Based Learning Grants totaling almost $300,000 were awarded in the division, including a $100,000 grant in partnership with CCD, ACC and CCA.
    - Study abroad trips went to Ireland, India, Brazil, Tanzania, and China
    - RRCC hosted a variety of international guests interested in RRCC international programs and community college systems. Guests included Education Minister from Uganda, 25 higher education leaders from 25 countries, and a Brazilian education delegation.
    - The International Student Office co-wrote a successful grant application with The Learning Source, developed curriculum for, and supported running of ELCivics- a grant funded community outreach ESL program designed to bridge community ESL student to college preparatory ESL.
    - The RRCC Student Health Clinic served 1,847 students.
    - The Rocky Mountain Education Center (RMEC) delivered oil and gas safety training to over 2,700 incumbent workers throughout the region. The RMEC also delivered training internationally to the oil and gas industry in Jordan and Saudi Arabia. In partnership with the Jefferson County Workforce Development Center, RMEC developed and delivered on-line training for youth and veterans in HVAC maintenance and engineering.

- The RRCC Foundation exceeded fundraising goals. The Foundation also created two new endowment funds and launched a Legacy Society program for planned gifts.
- A faculty and staff team attended the Higher Learning Commission Strategy Forum and launched a major, college-wide initiative to re-invigorate and assess Common Student learning Outcomes.

Goals for 2014-15

1. Increase the number of undergraduate credentials issued by 4%. Strategies include (a) the improvement of advising through "smart scheduling" and (b) the development of the new Bachelor of Applied Science in Water Quality Management.

2. Increase the transfer out rate to public and private institutions of degree seeking students both in total and for those with at least twelve credit hours by 1%. Strategies include (a) continuing articulation with four-year partners and (b) program review development for transfer programs.

3. Increase the retention rate across all levels of full and part time students from fall to fall by 1%. Strategies include (a) expansion of instructional delivery options, such as continued growth in hybrid offerings, and (b) targeted interventions for at-risk students.

4. Improve remedial course completion rates by 1% through progress toward implementation of the CCCS remedial task force recommendations. Strategies include (a) the implementation of new courses and curricula with (b) a "soft landing" referral for those students assessed as not ready for college.

5. Reduce disparity in transfer and completion between resident underserved and resident non-underserved students by increasing minority student transfer and completion by 5%. Strategies include (a) continuing identification of student needs and (b) advising interventions at critical loss and momentum points.

6. Maintain enrollment levels for the college to meet RRCC budget goals for 2014-15 while increasing minority enrollment by 2%. Strategies include (a) infrastructure improvement and (b) building programs and services that benefit students and the community, such as concurrent enrollment.

7. Goals specific to RRCC strategic plan and initiatives.
   a. Begin building the new Arvada campus
   b. Expand the innovative use of instructional technology through:
      i. Tech gap analysis and resources for students;
      ii. Instructional Design Center and other support for faculty;
      iii. Consistency in application, content management, and resource sharing.
   c. Continue work with the Higher Learning Commission to update RRCC accreditation in support of a Master's Degree in the Physician Assistant program.
   d. Continue to expand professional development opportunities, exploring possibilities such as a Leadership Academy, instructional coaching, and development for adjuncts.
   e. Continue Foundation fund raising efforts.
   f. Continue to build college reserve level and reserve percentage of operating expense.