

Roxbury Community College Strategic Plan for Student Success 2010-2015

Goal 1: To provide all of our students with a consistently effective learning experience.

RCC will support faculty and student support staff by:

- a) *Investing in broad based, ongoing, focused and targeted professional development and training initiatives with lasting impact.*
 1. Define computer literacy desired in instructors and provide training to get them there.
 2. Support faculty and student support staff use of best practices.
 3. Provide more in house and responsive professional development.
 4. Develop training in response to needs assessments in each department.
- b) *Integrating academic and student support services with classroom instruction.*
 1. Foster systematic communication among faculty, tutors, staff of academic support labs, advisors, and any other student support staff.
 2. Increase the availability of tutoring services.
 3. Implement as appropriate:
 - tutoring connected to classroom activities and curricular design, including section-specific tutoring and/or supplemental instruction.
 - mentoring, academic advising, counseling, early support interventions, and social advocacy (social work) responsive to specific challenges students are having in the classroom.
 4. Provide professional development opportunities for faculty and staff involved to ensure robust development of new models of integration.
 5. Expand information resources in the library that fulfill the needs of the curriculum.
 6. Continuously assess effectiveness of various types of integration for specific students and situations.
- c) *Improving the integration of part time faculty.*
 1. Explore better ways to involve PT faculty in department meetings, governance committees, and curriculum discussion.
 2. Provide opportunities for PT faculty to participate in advising.
 3. Explore ways to make PT faculty office hours possible.
 4. Enhance mechanisms for coordinating, supporting and supervising PT faculty.
- d) *Hiring more FT faculty.*
 1. Increase the percentage of course sections taught by FT faculty by 6 percentage points over the next 5 years.
- e) *Investing in and effectively managing classroom resources, technology and instructional support.*
 1. Ensure the effective functioning of smart classrooms and academic labs (computer, science, CIS, writing, language, math, and health sciences).
 2. Establish, implement and monitor a system to maintain classroom infrastructure that requires coordination among IT, facilities, and academics.

- f) *Consistently assessing instruction and addressing issues identified in the assessments.*
 1. Establish a faculty driven system to assess achievement of learning outcomes.
 2. Use the existing faculty evaluation process for professional growth.
 3. Establish a plan to assess institutional proficiency for RCC graduates.
- g) *Fostering collaboration between non-academic support and classroom instruction.*
 1. Engage employees to maximize their use of time and avoid duplication of efforts.
 2. Encourage employees to present ideas for cost/time saving measures.
 3. Improve opportunity for structured participation in resource allocation process.
 4. Provide universal and reliable access to all appropriate systems and data for faculty, students, and staff.
- h) *Strengthening the information technology department's ability to support teaching and learning.*
 1. Hire, train, and retain IT staff with the skills necessary to plan, implement, and support information and academic technology programs and services.
 2. Tie the goals and objectives of IT directly to the academic goals of the college.
 3. Assess IT needs in different academic areas.

Goal 2: To enhance our linkages and partnerships to facilitate student success and increase meaningful collaborations with the community.

- a) *To develop and implement a college wide comprehensive plan that supports increased marketing, visibility, linkages and partnerships.*
 1. Provide leadership in ongoing collaborations with public schools that focus on readiness and educational opportunities at RCC, and to host a summit as part of that work.
 2. Create/strengthen community advisory boards.
 3. Institutionalize faculty collaborations between RCC and high schools.
 4. Establish a specific person or location that responds to community inquiries both in person and on the phone.
 5. Develop and implement a community engagement plan that includes workforce development.
 6. Raise faculty, staff and administration awareness of the community we serve.
 7. Expand work on articulation agreements.
 8. Broaden collaborations with local educational and training institutions.
 9. Expand recruitment outreach to create new community partnerships.
 10. Provide enrollment services to strengthen community partnerships.
 11. Utilize marketing materials to promote RCC's Student Success resources .

Goal 3: To improve teaching, learning and student support by significantly increasing the number of students, staff and faculty using technology appropriately.

- a) *To invest in on-going technology training and responsive support for students, faculty and staff.*
 - 1. Establish competencies in computer literacy and provide ongoing training for every administrator, staff and faculty whose job requires them to use a computer.
 - 2. Provide robust and ongoing professional development activities that help faculty incorporate technology into the curriculum and guide students to use technology effectively.
- b) *To articulate and assess technological core competencies (21st Century technology skills) for RCC graduates.*
 - 1. Establish 21st Century technology skills and competencies for RCC graduates.
 - 2. Develop and establish a system to assess students' technological skills and competencies.
- c) *To invest in and develop interactive online marketing and recruitment tools that attract potential students to all of our learning opportunities.*
 - 1. To provide state of the art online marketing tools necessary to remain competitive and support enrollment at RCC.
 - 2. To integrate online marketing tools into the Strategic Enrollment Plan.
- d) *To develop and make effective use of web technologies that extend access to prospective students, including individuals with disabilities, older persons, people for whom English is a second language, and those using outdated hardware and software.*
 - 1. To apply universal design principles to the RCC website.
 - 2. To establish an interdepartmental team responsible for website content and usability.
 - 3. To continuously improve the RCC website based on usability tests and the needs of internal and external stakeholders.

Goal 4: To systematically and proactively support students in identifying, formulating, and accomplishing their learning, career, and personal goals.

- a) *To develop an early assessment system for students' educational and career needs.*
 - 1. Integrate College Experience curriculum with academic and career services.
- b) *To help students meet their learning and career goals by communicating, directing, and brokering the services available at RCC.*
 - 1. Provide a robust orientation for all new students.
 - 2. Provide training to faculty, staff and administration on directing and brokering student services.
 - 3. Clearly communicate to degree/certificate seeking students that The College Experience is a first semester course.
- c) *To continually find new ways to integrate curricular, career, and student support services.*
 - 1. Revisit the core curriculum to ensure that it serves all majors of the college.
 - 2. Connect curriculum with careers.
 - 3. Provide more opportunities for faculty and staff to collaborate and develop concrete integrated action plans.
 - 4. Support delivery of The College Experience.

- d) *To provide an environment that actively engages our students in academic and co-curricular activities throughout their time at RCC and encourages them to make education a priority.*
 - 1. Develop a mentoring program for RCC students.
 - 2. Increase the number of learning communities.
 - 3. Foster group learning and peer to peer support.
 - 4. Enhance student life and student engagement programs.
 - 5. Increase faculty and staff support of student activities.
 - 6. Increase active participation in the classroom.
 - 7. Encourage faculty to offer service learning opportunities to their students.
 - 8. Explore the efficacy of having a co-curricular transcript.
 - 9. Promote student membership at the RLTAAC.
 - 10. Expand intramural athletic programs.

Goal 5: To foster an institutional culture that encourages reflective practice, innovation, and efficiencies, and that fully supports the efforts of faculty and staff, individually and collectively, to help students succeed.

- a) *Regularly review and validate departmental missions, strategies, and work plans to reinforce the connection of each faculty and staff member to the overall institutional mission. Ensure the alignment of institutional, departmental, and individual missions.*
 - 1. Annually review departmental missions for responsiveness to, and consistency with, the college mission.
 - 2. Ensure broad awareness of strategic plan objectives and performance benchmarks, including broad participation in the reporting-out process.
 - 3. Continue to improve the link between strategic objectives, assessment, and the budgeting process.
 - 4. Provide professional development for managers to enable them to engage their staff in the delivery of departmental objectives.
- b) *Supplement existing management structures with formal and informal groups and practices that improve communication, data gathering and analysis, decision-making, and interdepartmental teamwork.*
 - 1. Create interdepartmental problem-solving and quality assurance and improvement teams of workable size, with clear but limited charges.
 - 2. Empower those closest to the delivery of services to have greater input into decision-making.
- c) *Routinely and systematically evaluate the impact of institutional policies and practices, particularly resource allocation and personnel decisions, through improved information collection, analysis, and reflection on findings.*
 - 1. Improve assessment models for instruction, academic support, and student services; disseminate results from those assessments widely, and use the results for advancement.
 - 2. Require employee performance reviews consider the contribution of each person to departmental and college-wide goals, and have employees articulate their individual connection to those goals.
 - 3. Establish a system of documentation of academic and administrative policies, procedures and decision making in each department to be preserved in the RCC archives.