



COMMUNITY COLLEGE  
OF RHODE ISLAND



**Strategic Plan**  
2009 - 2012



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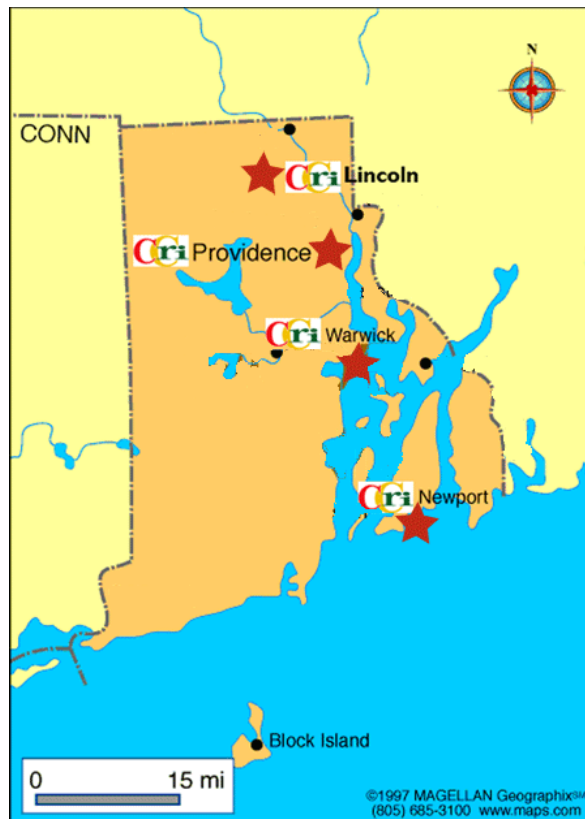


## Mission of the College

The Community College of Rhode Island is the state's only public comprehensive associate degree-granting institution. We provide affordable open access to higher education at locations throughout the state. Our primary mission is to offer recent high school graduates and returning adults the opportunity to acquire the knowledge and skills necessary for intellectual, professional and personal growth through an array of academic, career and lifelong learning programs. We meet the wide-ranging educational needs of our diverse student population, building on our rich tradition of excellence in teaching and our dedication to all students with the ability and motivation to succeed. We set high academic standards necessary for transfer and career success, champion diversity, respond to community needs, and contribute to our state's economic development and the region's workforce.



# COMMUNITY COLLEGE OF RHODE ISLAND



## **Introduction**

The Community College of Rhode Island strategic plan is the culmination of a nearly 18-month process by hundreds of dedicated and hard-working individuals to establish our priorities and goals as the state's only community college and the largest community college in New England. Faculty and staff have given unparalleled attention to creating a realistic and effective plan that focuses on our future success. The plan establishes the framework for the allocation of financial and human resources in a difficult economic environment that will continue throughout the life of this plan.

The objectives of the plan focus on student success and fulfilling our primary mission "to offer recent high school graduates and returning adults the opportunity to acquire the knowledge and skills necessary for intellectual, professional and personal growth through an array of academic, career and lifelong learning programs."

To advance our mission to better serve our internal and external stakeholders, four key questions were raised and committees were asked to evaluate and respond to each of the questions:

- What students will we teach?
- What will our students learn?
- What resources will we need?
- How will we measure success?

Within the framework of these questions, the committees formulated a plan detailing action items, performance indicators and responsibilities. The strategic goals that were created from the initial charges include the following:

- Position the college for the fiscal, political and demographic shifts of the 21st century
- Strengthen the culture of academic excellence and inquiry to prepare students for transfer, employment and career advancement
- Maximize organizational efficiency and resource utilization
- Develop measurement standards and performance indicators to assess the institutional effectiveness of the college

The initial step in the development of the plan was the appointment of the four committee co-chairs, committee members and the executive committee in 2007. Each committee was led by a faculty member, a staff member and senior administrative officer and, over several months, committee and subcommittee meetings were held, numerous drafts were discussed and responses to the four questions were created (see <http://www.ccri.edu/stratplan/>). In December 2008, the executive committee and committee co-chairs conducted a series of open forums at all four campuses for representatives of academic and support units. With that input, a subcommittee completed the process by refining the document and creating a well-conceived set of strategic directions that will help us navigate for the future.

While no one can predict what's going to happen in the future, or the economic changes ahead, the strategies presented are based on research, thoughtful and intense discussion and a willingness to modify or create credit and non-credit programs to meet the critical needs of our Rhode Island community. Enthusiasm and spirited and collegial engagement were the hallmarks that distinguished all who were engaged in the formulation of this plan, and I look forward to continued support from the college community as we move forward in implementing our strategic plan.

Sincerely,

Ray Di Pasquale  
President

## Strategic Goal 1

**Position the college for the fiscal, political, economic and demographic shifts of the 21st century.**

**Action Item 1.1: Integrate the college's open admission policy with assessment and testing to match students with appropriate educational directions.**

Actions:

- Establish an "ability to benefit" standard
- Collect high school transcripts, GED certificates and other documents to assist in placing students in courses consistent with his/her abilities
- Monitor students in developmental education courses to support progress toward college-level work
- Expand articulation agreements for transfer students
- Continually assess the impact of political, economic, occupational and demographic trends on the college and its future students

Progress Indicators:

- Ability to benefit standard approved by President's Council
- Increased percentage of matriculated students with imaged high school transcripts/GED certificates
- Increased success rates in developmental courses
- Expanded the number of articulation agreements with four-year colleges

Responsibility:

Associate Vice President for Student Services

**Action Item 1.2: Strengthen our connection to Rhode Island's high schools.**

Actions:

- Establish criteria for enrolling high school students and apply the criteria consistently across programs
- Refine existing articulation agreements
- Expand partnerships with high schools

Progress Indicators:

- Increased number of on-site ACCUPLACER testing sessions
- Increased number of dual enrollment students
- Expanded number of high school visits

Responsibility:

Associate Vice President for Student Services

**Action Item 1.3: Expand services and support for students age 25 and older.**

Actions:

- Establish specific testing/admissions protocols for the adult learner
- Improve scheduling and support services for non-traditional populations
- Create a marketing plan for the adult learner
- Analyze course patterns for adult learners
- Identify night and weekend program options
- Roll out adult education awareness program with NETworkRI one-stop centers

Progress Indicators:

- Revised recruitment strategies that target adult learners
- New acceptance process for adult learners



Responsibility:

Associate Vice President for Student Services

**Action Item 1.4: Establish comprehensive marketing and recruitment strategies that promote academic programs and target specific demographic groups.**

Actions:

- Target underrepresented populations, including veterans, Hispanics and the un/underemployed
- Market specific programs, i.e. Honors, 2+2 and others

Progress Indicators:

- Formed Marketing/Admissions/Advising task force
- Developed marketing plan for underrepresented populations
- Increased number of 2 + 2 programs with four-year colleges

Responsibility:

Associate Vice President for Student Services

**Action Item 1.5: Expand strategies for retaining students and enriching the student experience.**

Actions:

- Use data to inform retention strategies
- Target retention strategies for the “at-risk” student
- Promote an inter-departmental approach to student retention
- Develop a vibrant and diverse student life program that engages students socially, recreationally, intellectually and artistically

Progress Indicators:

- Implemented Early Warning System
- Increased percentage of students who persist
- Created system-wide retention committee with campus-based intervention groups
- Increased number of students actively participating in student life events and activities
- Coordinated student support efforts to reflect future demographic trends in Rhode Island, i.e. Hispanic immigrants, returning veterans and underprepared populations

Responsibility:

Associate Vice President for Student Services

**STRATEGIC GOAL 1**

**CORE INDICATORS OF EFFECTIVENESS**

- **High school graduates enrollment yield rate**
- **Fall to Spring and Fall to Fall student retention rates**
- **Underrepresented groups enrollment yield**
- **Developmental education course success rates and retention rates**
- **Increased number of transfer articulation agreements**
- **Student satisfaction and engagement ratings**

**Strategic Goal 2**  
**Strengthen the culture of academic excellence and inquiry to prepare students for transfer, employment and career advancement.**

**Action item 2.1: Systematically monitor and assess CCRI's academic offerings as they relate to Rhode Island's population and economic environment.**

Actions:

- Review economic, educational and occupational trends to anticipate the needs of future students
- Assess each academic program's relevance and value to the community, cost to the institution and impact on the institutional environment
- Establish advisory boards for each degree program

Progress indicators:

- Revised Academic Program Review process that utilizes research in the field/data to document the value and relevancy of each academic department
- Documented program and course outcomes in each department that meet the current and future needs of the 21st century work force and/or prepare students for lifelong learning
- Each academic department will have an advisory board that meets routinely and provides direction for the program

Responsibility:

Vice President for Academic Affairs

**Action Item 2.2: Create institutional strategies that match students with the appropriate learning environment.**

Actions:

- Establish pathways for different levels of learning, including:
  - Develop "tracks" within General Studies that allow for targeted services and support
  - Create multiple learning formats for students seeking to improve their math, reading and writing skills
  - Revise curricula for developmental course offerings that accommodates multiple learning styles
  - Cultivate "learning communities"/cohort models that integrate skill-strengthening with college-level course work
  - Provide continued support for traditional students
  - Promote a comprehensive Honors Program that will attract college-ready students
- Pilot a revised First-Year Experience course for at-risk students
- Ensure that the master schedule accommodates students' needs while making more effective and efficient use of faculty and facilities

Progress Indicators:

- Prerequisites established for all developmental courses
- "Learning Communities" offered Spring 2010
- "Honors" track created within General Studies or Liberal Arts
- Revised First Year Experience course offered Fall 2010
- Revised master schedule completed by Spring 2011

Responsibility:

Vice President for Academic Affairs

**Action Item 2.3: Strengthen student learning through enhanced academic programs, effective pedagogy and ongoing assessment that informs and improves instruction.**

Actions:

- Incorporate student learning outcomes into each academic department's curriculum
- Include results of Academic Program Review reports to strengthen and improve academic departments
- Promote the use of a variety of student assessment strategies, including portfolios and group and capstone projects
- Incorporate CCRI's "Four Abilities of an Educated Person" into the curriculum

Progress Indicators:

- Student learning outcomes published for each course listed in the catalog
- Assessment methodologies/processes established that measure student learning outcomes for each academic department/program
- Matrix/map that demonstrates how each degree program's curriculum delivers the Four Abilities
- Implementation of the assessment recommendations from the Academic Program Review process

Responsibility:

Vice President for Academic Affairs

**Action Item 2.4: Expand the use of technology to support learning, including distance learning, provide degree options and deliver online support services.**

Actions:

- Determine appropriate programs or degrees to be offered completely online
- Identify strategies for providing support services for distance learners
- Create a marketing plan targeting distance learners
- Provide support for revising curriculum design in the online environment
- Utilize existing technology within classroom settings to address multiple learning styles

Progress Indicators:

- Increased number of distance learning courses offered each academic year
- Increased number of fully online degree programs
- Increased number of "technology – assisted" courses offered each year
- Expanded distance learning faculty support system within IT Department

Responsibility:

Vice President for Academic Affairs

**Action item 2.5: Provide professional development opportunities that support faculty in their goals to enhance their teaching effectiveness.**

Actions:

- Use the faculty evaluation process to improve teaching
- Establish a faculty-driven Innovative Teaching Center that will :
  - Promote teaching styles that address the varied learning styles of our student population
  - Create "communities of practice" among the faculty to increase effectiveness in helping students succeed
- Actively support distance learning/online teaching initiatives through professional development opportunities



Progress Indicators:

- Established Innovative Teaching Center (ITC) at the Knight Campus academic year 2009-10, expanded to Flanagan Campus academic year 2010-11
- Published schedule of professional development opportunities and programs made available to all faculty by the end of academic year 2010-11
- Developed Web site to provide readings and links to innovative teaching strategies created by Fall 2010
- Created formative faculty evaluation process that includes a feedback loop to professional development opportunities

Responsibility:

Vice President for Academic Affairs

**STRATEGIC GOAL 2**

**CORE INDICATORS OF EFFECTIVENESS**

- **Job placement and transfer rates of graduates**
- **Student performance after transfer out**
- **Demonstration of general education competencies**
- **Enrollment and completion rates in distance learning (on-line)**
- **Growth in faculty participation in professional development**
- **Licensure and certificate exam pass rates**



**Strategic Goal 3**  
**Maximize organizational efficiency and resource utilization.**

**Action Item 3.1: Maximize the capacity of the four campuses and off-site locations to support academic efficiencies, student success and program growth.**

Actions:

- Evaluate the institutional impact of distance education models
- Align physical plant projects, technology and telecommunications initiatives with the strategic direction of the institution

Progress Indicators:

- 
- Implemented standardized metrics from College Net X25 capacity utilization system
- Evaluated load ratios
- Tracked deferred maintenance costs/backlogs/asset protection spending
- Established optimum number of students per section
- Evaluated number/type/location of courses/sections

Responsibility:

Vice President for Business Affairs

**Action Item 3.2: Optimize the efficiency of human resources utilization and allocation at the college.**

Actions:

- Ensure staffing patterns are consistent with student needs
- Develop a transparent process for human resources allocation
- Promote cross-training and equitable use of staff to accommodate various departments/tasks
- Review faculty compensation trends and market demands for academic programs
- Review the organizational structure of the institution to ensure efficacy for a multi-campus, public higher educational environment

Progress Indicators:

- Faculty-to-staff ratios established
- Comparative salary study completed
- Peer review of salary structure completed
- Peer review of organizational structure completed
- Quality benchmarks established

Responsibility:

President

Vice President for Business Affairs

**Action Item 3.3: Identify opportunities for generating additional revenues and resources.**

Actions:

- Expand corporate partnerships and grant opportunities that are aligned with the college's mission and strategic plan
- Review all new grant initiatives to assure that they adequately cover overhead costs and are sustainable
- Compare tuition rates, policies and collection procedures with neighboring/peer institutions
- Establish facilities use policies and pricing structures that cover actual costs to the institution

Progress Indicators:

- Revised expansion plan
- Increased number and amount of grants
- Evaluated Foundation investment performance; net asset growth
- Evaluated federally-approved indirect cost rate
- Increased annual giving

Responsibility:

Associate Vice President for the Center for Workforce and Community Education

**STRATEGIC GOAL 3**

**CORE INDICATORS OF EFFECTIVENESS**

- **Operating expenses and FTE student compared to peers**
- **Instructional expenses and FTE student compared to peers**
- **Student services expenses and FTE student compared to peers**
- **Cost per student credit hour and FTE compared to peers**
- **Faculty-to-staff ratios compared to peers**



**Strategic Goal 4**  
**Develop measurement standards and performance indicators to assess the institutional effectiveness of the college.**

**Action Item 4.1: Implement a structured, comprehensive, flexible measurement process to support ongoing strategic planning initiatives and evaluation.**

Actions:

- Identify ongoing measurement processes to gauge performance against the strategic plan
- Create benchmarking comparisons to peer and aspirational institutions
- Implement a Measurement Process (MP) design guideline

Progress Indicators:

- Identified academic core indicators
- Identified organizational efficiency core indicators
- Organizational performance indicators created
- Implemented macro organizational performance indicators
- Measured impact of CCRI performance on RI economy

Responsibility:

Director of Institutional Research and Planning

**Action Item 4.2: Develop a data-driven budget process that conforms to the college’s mission and strategic priorities.**

Actions:

- Develop systematic data benchmarks that inform budget allocation, program sustainability, new initiatives and institutional priorities
- Promote greater accountability at divisional departmental levels for all expenditures

Progress Indicators:

- Created benchmarks for:
  - Operating expense/student FTE
  - Instruction expense/student FTE
  - Student Services expense/student FTE
  - Cost per student credit hour
- Evaluated number of departments submitting completed budget requests on time
- Determined number of departments spending within budget allocations

Responsibility:

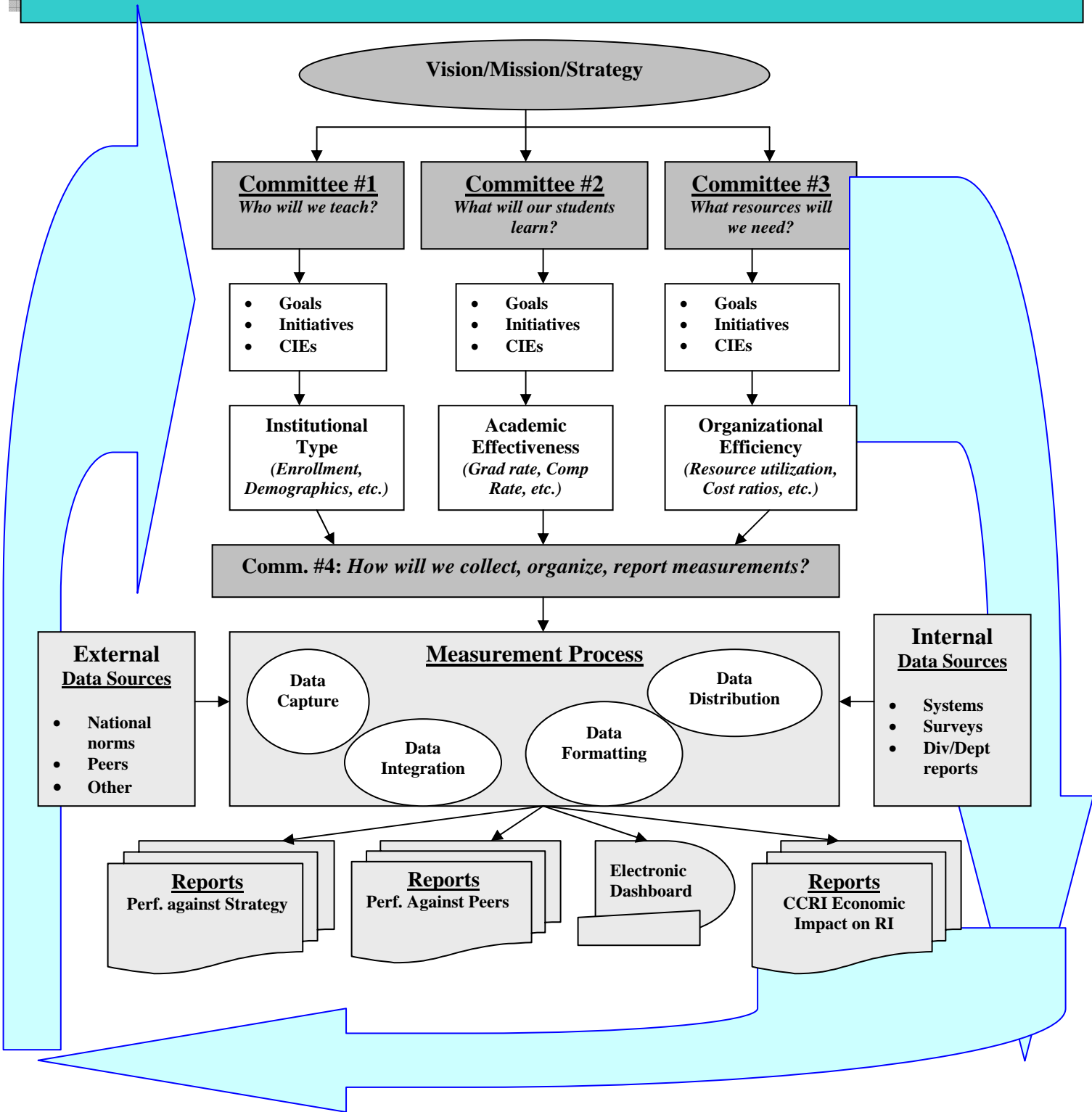
Vice President for Business Affairs

**STRATEGIC GOAL 4**

**CORE INDICATORS OF EFFECTIVENESS**

- **Student “enrollment and progress” institutional indicators of effectiveness**
- **Student “attainment results” institutional indicators of effectiveness**
- **Organizational “efficiency” institutional indicators of effectiveness**

**CCRI Strategic Planning Committee #4**  
**Measurement Process/Schematic**  
*(CIEs = Core Indicators of Effectiveness)*





## Strategic Planning Committee Members

### Committee #1

Deb Aiken  
Marisa Albini  
Bruce Barrett  
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Robert Cipolla  
Michael Cunningham  
Suzanne D'Onofrio  
Jerry Doran  
Naglaa Gaafar  
Rob Giovino  
Dusty Haller  
Ray Kilduff  
Alicia Lyon  
Anne Marie Marge  
Deborah Notarianni-  
Girard  
Mary Parrillo  
Larry Shumate  
Ron Schertz  
Peter Woodberry

### Committee #2

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Dale Boyle  
Kim Crealey-Rouillier  
Jerry Hatfield  
Sharon Hoffman  
Kay Johnson  
Alicia Lyon  
Paula Marcello  
Maureen McGarry  
Lela Morgan  
Carol Panaccione  
Carol Patnaude  
Robin Smith  
Denise Turgeon

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Ruth Barrington  
Anthony Basilico  
Margaret Clifton  
Robyn Greene  
Edward Madonna  
AnnMarie McMahon  
Jean Potvin  
David Rawlinson  
John Renza, Jr.  
Cecile Roberti  
Bob Shea  
Ruth Sullivan

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Pranab Banerjee  
Marjorie Briody  
Lee Chartier  
Bill Ferland  
Joanne Galliano  
Jane King  
Bill LeBlanc  
Jeanne Mullaney  
Jaime Nash  
Michelle O'Brien  
Holly Susi

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Bob Cipolla  
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Ray Di Pasquale  
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Ray Kilduff  
Susan LaPanne  
Bill LeBlanc  
Cathy Livingston  
Dennis Moore  
Lela Morgan  
Jeanne P. Mullaney  
Tom Pitts  
John S. Renza, Jr.  
Ron Schertz  
Bob Shea  
Robin Smith  
Ruth Sullivan  
Peter Woodberry



## Rhode Island Board of Governors for Higher Education

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Michael F. Ryan, *Vice Chair*  
Kenneth Aurecchia, *Secretary*  
Kathrin Belliveau  
Brandon F. Brown  
Dr. Brenda Dann-Messier  
Robert Flanders, Jr.  
Joseph Hagan  
Pierre LaPerriere  
Thomas Rockett  
Daniel Ryan  
Solomon A. Solomon  
Jack R. Warner, *Commissioner of Higher Education*



## CCRI Campuses

### Flanagan Campus

1762 Louisquisset Pike  
Lincoln, RI 02865-4585  
Telephone: (401) 333-7000



### Knight Campus

400 East Avenue  
Warwick, RI 02886-1807  
Telephone: (401) 825-1000



### Liston Campus

One Hilton Street  
Providence, RI 02905-2304  
Telephone: (401) 455-6000



### Newport County Campus

One John H. Chafee Boulevard  
Newport, RI 02840  
Telephone: (401) 851-1600



## CCRI Satellite Campuses

CCRI DOWNCITY  
80 Washington Street  
Providence, RI 02903

Westerly Middle School  
10 Sandy Hill Road  
Westerly, RI 02891