

STRATEGIC PLAN 2022–27: *A College Community in Action*



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It is with optimism and gratitude that I present to you the Community College of Rhode Island **Strategic Plan 2022–27: A College Community in Action**. Our plan provides a framework for the work we will prioritize to support Rhode Islanders achieving their educational and training goals.

This plan was developed through a collaborative process, one that engaged our entire college community to identify and articulate shared values and principles. These values and principles are the foundation for our collective vision to deliver high-quality, transformative education and support services that will lead to strong, equitable student outcomes and foster a truly inclusive community.

We believe education is essential to creating equitable upward socioeconomic mobility for students in our region. CCRI is a community that strives to create an inclusive, diverse, and equitable college for all of our community members.

We are inspired by our students and motivated to eliminate equity gaps. We know that our students possess high potential. We also know that they come to CCRI to learn, gain skills and training, and earn the credential they need to successfully transfer to earn a bachelor's degree and enter the workforce. We also recognize there are systemic barriers impacting many of our students that have made their college journey more difficult and we understand that opportunity is not equitably distributed for all learners.

We work with an intentional focus to increase access and opportunities to empower students from low-income backgrounds and underrepresented populations, including Black, Indigenous, LatinX, and/or other marginalized groups and students.

We believe in the possibility of our students, and we work relentlessly to support them. From our faculty, staff, administrators, boards, and community and workforce partners, to donors and alumni, we work best together as a college community in action.

This plan reflects the focus and commitment of CCRI's faculty, staff, and students who built on the work started in the Strategic Plan 2018–21. I thank you all. I hope everyone sees their work reflected in this plan, and I know that together we will accomplish the ambitious goals this plan lays out.

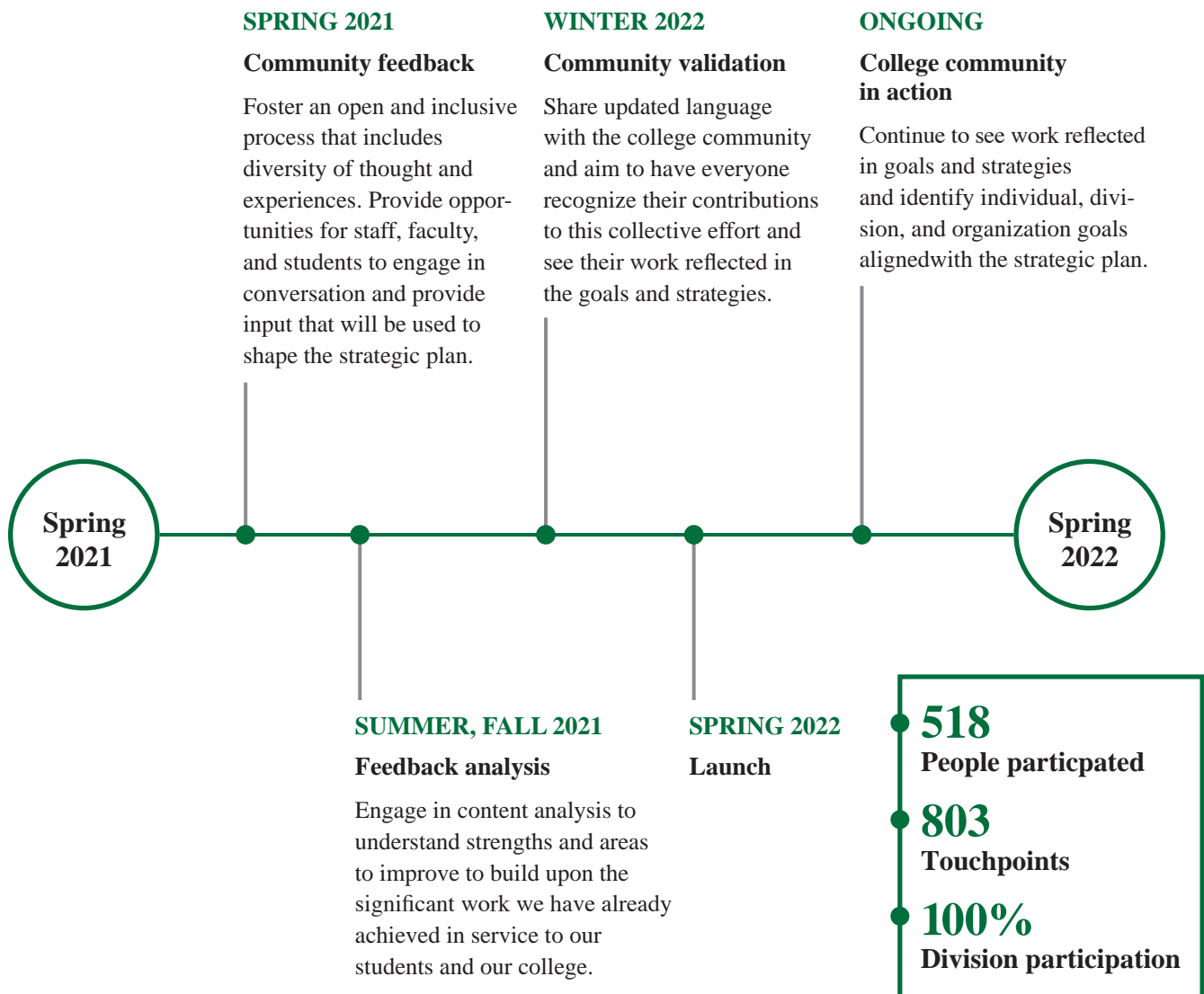
With gratitude,



Meghan Hughes, Ph.D.
President

STRATEGIC PLANNING IN ACTION

VISION: Through strategic planning, we aimed to foster an open and inclusive process that included diversity of thought and experiences. There were opportunities for staff, faculty, and students to engage in conversation and provide input that was used to shape the Strategic Plan 2022–27. We wanted to build upon the significant work we have already achieved in service to our students and our college. The goal was to reach a common vision where everyone can recognize their contributions to this collective effort, and see their work reflected in the goals and strategies.



GOAL 1:

Drive student success, experience, and completion

We will provide our students outstanding support services and educational experiences so they can successfully graduate, transfer, and advance in the workforce. We recognize there are systemic barriers that affect our students and we will work intentionally to deliver solutions for equity in student success.



GOAL 1:

Drive student success, experience, and completion

STRATEGIES

A. Scale effective practices that support college readiness, persistence, and completion and eliminate equity gaps to empower our students from underrepresented populations

- i. Maximize college readiness for high school students through access to dual and concurrent enrollment, academic readiness, the college application process, and FAFSA completion.
- ii. Assess and support college readiness for adult and English language learners in various ways including bootcamps, integration of adult education programs, and credit for prior learning (CPL).
- iii. Continue to improve orientation and onboarding so high school students, recent high school graduates, and new and returning adult learners can successfully begin coursework.
- iv. Build students' momentum through advising, academic placement, multiple measures, corequisite courses, and referral to workforce and adult education programs.
- v. Increase proactive advising, coaching, disability services for students, and targeted interventions to meet academic, personal, and financial student needs.
- vi. Scale caseload advising to ensure that every student has an advocate at the college.

B. Build upon the guided pathways framework

- i. Ensure every student selects an Academic and Career Path through a major or General Studies path choice.
- ii. Expand participation in pathways with K-12 schools, noncredit programs, and postsecondary partners that lead to graduation, transfer, and careers.
- iii. Increase opportunities for student exploration of Academic and Career Paths in application process, first-term courses, work-based learning experiences, and transfer and career planning.
- iv. Drive redesigned General Education program to maximize transfer for (a minimum of) our top five transfer majors to University of Rhode Island and Rhode Island College.

C. Enhance teaching and learning

- i. Prioritize academic program review to ensure quality, rigor, parity of outcomes, and continuous academic improvement.
- ii. Conduct annual assessment of student learning and use results to improve courses and programs.
- iii. Provide faculty-supported professional development focused on closing equity gaps.
- iv. Deliver high-impact teaching through various modalities that is responsive to the needs of our students.
- v. Foster inclusive teaching and learning environments that contain culturally responsive curriculum and pedagogy.

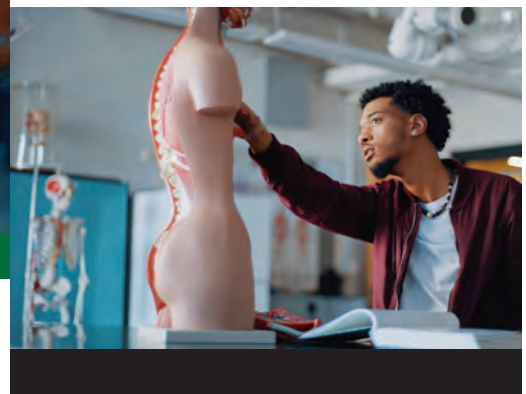
SUCCESS MEASURES

College retention | Student completion | Transfer and post-CCRI readiness | Total awards

GOAL 2:

Expand partnerships and programs

We will prepare our students for sustainable, living-wage careers and opportunities for upward socioeconomic mobility through partnerships and support services focused on closing equity gaps.



GOAL 2: Expand partnerships and programs

STRATEGIES

A. Design academic and workforce programs that are responsive to the needs of our students, employers, and the State of Rhode Island

- i. Empower students to identify personal, career, and economic goals.
- ii. Facilitate connection to employers and programs and increase access to employment opportunities especially for students from underrepresented backgrounds.
- iii. Utilize labor market data to forecast demand, build relevant academic and workforce programming, and communicate insight with students, faculty, staff, and external audiences.
- iv. Review and strengthen curriculum by engaging college departments, advisory boards, adult education, employer partners, economic development agencies, and community organizations.
- v. Increase alignment between Divisions of Academic Affairs and Workforce Partnerships to build stackable credentials that lead to program completion, advancement, and transfer.
- vi. Align master schedules and curricular offerings with student and employment demands.
- vii. Deliver demand-informed programs that continue to position CCRI as the leading workforce provider in the state.

B. Build partnerships that leverage internal and external resources to ready students with skills and experiences to attain personal, economic, and career success

- i. Expand student services and community partnerships to remove barriers to student success by supporting financial, housing, food, childcare, transportation, mental health, and college access needs.
- ii. Empower families to enroll in college by delivering programs and services that champion educational and employment pursuits for high school students, recent high school graduates, and new and returning adult learners.
- iii. Provide equitable opportunities for work-based learning, internships, and professional skills development.
- iv. Strategically engage stakeholders to promote CCRI and its value through our community and external relations programs.
- v. Grow philanthropic resources by advancing the Foundation's fundraising and engagement efforts to support students, alumni, faculty, staff, campuses, and college innovation.

SUCCESS MEASURES

Total awards | New programs | New partnerships | Early college | Institutional advancement

GOAL 3:

Strengthen institutional effectiveness

We will create an inclusive campus culture that invests in organizational development and innovation so we can best support our students, faculty, staff, and community.



GOAL 3:

Strengthen institutional effectiveness

STRATEGIES

A. Advance a culture that promotes our mission, guiding principles, and commitment to diversity, equity, and inclusion (DEI)

- i. Provide a welcoming and inclusive environment where students, faculty, and staff can be authentic and openly learn, work, and engage.
- ii. Develop campus communities and physical spaces that enhance student experiences and promote high-quality work.
- iii. Provide robust channels of communication to share and receive information across the college community.
- iv. Advance communication, collaboration, and decision-making through shared governance.
- v. Strengthen strategies to increase the pipeline, recruitment, and retention of diverse faculty and staff.

B. Strengthen professional development at the individual and organizational levels

- i. Build a comprehensive onboarding process that focuses on essential skills and college culture so faculty and staff can successfully begin work and serve students.
- ii. Provide education and training that promote shared language, behavioral norms, and concepts centered on building an inclusive and equitable culture.
- iii. Deliver professional development, trainings, and programs to meet the needs of faculty and staff.
- iv. Commit to providing and receiving valuable feedback, professional development, cross-sharing information, and annual performance reviews.
- v. Develop individual, division, and institutional goals that are aligned to the strategic plan.

C. Utilize technology to support our strategic plan and promote continuous improvement

- i. Use analytics to understand student needs and eliminate institutional barriers to student success.
- ii. Regularly review organizational operations and leverage technology to ensure institutional efficiency and effectiveness.
- iii. Develop a technology structure that is cost-effective, secure, scalable, and responsive to the evolving needs of the organization.
- iv. Build an annual budget and sustainable financial model that supports students and aligns with strategic goals.
- v. Apply data to performance metrics and regularly communicate progress towards goals.

SUCCESS MEASURES

Hiring and retention | Professional development | Capital projects | Individual and division measures

SUCCESS MEASURES

To accomplish these goals, we must measure what matters and increase student outcomes. We will have intentional focus on eliminating equity gaps and empowering our students from underrepresented populations, including students from low-income backgrounds and/or students that identify as Black, Indigenous, Latinx, and/or other marginalized groups. We will disaggregate data on our success measures to prioritize where we need to improve.

GOAL 1: Drive student success, experience, and completion

COLLEGE RETENTION

- Entering first-time cohort completing Gateway English in first year, including both summers (“C” or better)
- Entering first-time cohort completing Gateway Math in first year, including both summers (“C” or better)
- First-time, part-time students earning 12 credits in first year, including prior and following summers
- Sustained enrollment from term 1 to term 2 (multiple terms)
- Retention from fall to fall
- College-level course completion

STUDENT COMPLETION

- First-time, full-time students graduating in two years
- First-time, full-time students graduating in three years
- Number of awards per academic year

TRANSFER AND POST-CCRI READINESS

- Students in JAA
- Work-based learning or internship participation
- CCRI transfer-out students who earn a degree before transfer
- Transfers to University of Rhode Island and Rhode Island College

TOTAL AWARDS

(shared with goal 2)

- Number of certificates granted
- Number of degrees granted

SUCCESS MEASURES

GOAL 2: Expand partnerships and programs

NEW PROGRAMS

- Programs in high-demand, high-wage fields
- Stackable-credential programs

NEW PARTNERSHIPS

- Employer partners
- Community-based partners
- State and local government partners
- Education and training partners

EARLY COLLEGE

- Number of school districts
- Number of students
- Number of pathways
- Number of Career and Technical Education partnerships
- Number of credits awarded

INSTITUTIONAL ADVANCEMENT

- Philanthropic investments
- New donors
- New volunteers

SUCCESS MEASURES

GOAL 3: Strengthen institutional effectiveness

HIRING AND RETENTION

- Affirmative Action Program (AAP) goal attainment
- Recruitment
- Onboarding/orientation participation and completion
- Engagement and improved retention
- Staff, faculty, and student satisfaction

PROFESSIONAL DEVELOPMENT

- Professional development offerings
- Staff and faculty participation
- Center for Teaching Excellence (CTE) event participation and Knights certificates
- Center for Teaching Excellence (CTE) implementation plans

CAPITAL PROJECTS

- Projects completed on time and on budget

INDIVIDUAL AND DIVISION MEASURES

- Annual employee goal setting
- Divisional actions aligned with Strategic Plan



COMMUNITY COLLEGE

OF RHODE ISLAND

ccri.edu/stratplan