

SUNY Excels 2015 Performance Improvement Plan

CAMPUS INFORMATION

Campus Information

Campus: Rockland Community College (RCC)

President: Dr. Cliff L. Wood

Chief Academic Officer: Dr. Susan Deer

Chief Financial Officer: Dr. Nayyer Hussain

Section 1:

Introduction

As the only public higher education institution in Rockland County, RCC has served as an educational resource for the county since 1959, offering small classes, personal attention and caring faculty. As well as the main campus in Suffern, the College operates an additional location in Haverstraw. About 9,600 people are enrolled in credit and non-credit courses.

The College offers 51 programs in the humanities, social sciences, arts, technologies, business, health professions, mathematics and sciences, including 40 associate degrees and 11 one-year certificate programs. Enrollment of approximately 7,500 full-time and part-time students includes over 100 international students and more than 2,000 students aged 25 or older.

The Sam Draper Mentored/Talented Student (M/TS) Honors Program is a nationally acclaimed, rigorous academic program for transfer to premier colleges. Approximately 300 students are currently enrolled in M/TS. The program was awarded a coveted Fund for the Improvement of Post-Secondary Education (FIPSE) grant from the U.S. Department of Education to serve as a model for community college honors programs throughout the country.

Since most RCC graduates transfer to other colleges and universities, the College has established over 50 articulation agreements with private and public four-year colleges.

Through the University Center, there are currently two SUNY colleges that offer bachelors' degrees at RCC on evenings and weekends: SUNY Purchase (Liberal Studies) and SUNY Cobleskill (Business). SUNY Purchase offers a 50 percent scholarship to any RCC graduate with a 3.25 GPA.

More than \$16 million in some form of financial assistance, including grants, loans and work-study programs, is awarded each year to RCC students, including \$800,000 in student support and scholarships distributed through the Rockland Community College Foundation.

Mission/Standing

Our mission states: *Rockland Community College, an open admissions institution, provides an accessible, responsive, student-centered learning environment and a cultural resource for the community. Facilitating the achievement of educational, professional, and personal goals, Rockland Community College offers quality higher education and lifelong learning in an atmosphere that embraces academic excellence, diversity, innovation and global awareness.*

Among our peers, RCC is regarded as a leader in retention, ranking second in its sector.

RCC is also one of the most diverse campuses in the SUNY system. The chart below highlights our diverse student body.

Diversity				
	White	Black	Hispanic	Asian
RCC Students	46%	22%	23%	6%
Rockland County EMSI 2015 Estimates	63%	11%	18%	7%
New York CENSUS 2013 Estimate	57%	18%	18%	8%

RCC distinguishes itself as a strong Liberal Arts Program; a diverse campus; a strong Honors Program; and a member of a Regional Collaboration, the Hudson Valley Educational Consortium (HVEC).

In our community, RCC is regarded as an institution of higher education that is affordable and provides lifelong learning opportunities to all constituents.

Program Mix/Centers/Distinct Programs or Activities

Examples are as follows:

- The Hudson Valley Educational Consortium, a collaboration involving SUNY community colleges in Orange, Rockland, Sullivan, Dutchess, Westchester and Ulster, was created to enable students to take classes and earn degrees in several disciplines offered at member institutions while remaining on their home campuses. Cultivated in 2004, the HVEC has expanded its vision from emergency management and domestic preparedness to include such programs as Green Building Maintenance and Public Health. The Consortium has also embraced regional workforce development needs and collaborates with local industry.

- Over the past five years, the college added eight new associate degrees which include: Human Performance Studies; Environmental Science; Emergency Management; Liberal Arts and Science: Speech/Communication Studies; Engineering Science; International Business; Marketing; Accounting; Corporate and Homeland Security and Green Building Maintenance and Management.
- RCC continues to build its online program. Fifteen degrees have been approved by SUNY and the New York State Education Department for online delivery. In 2013, OPEN SUNY, the online arm of the State University of New York, selected RCC's AAS in Business Administration degree to be included in Wave II.
- RCC is one of 25 SUNY campuses in addition to 17 global partner institutions that are members of the SUNY Center for Collaborative Online International Learning (COIL). RCC's first COIL-enhanced course, History of Pluralism & Diversity in America, was paired with a marketing course at Nanjing Technical University in China in spring 2015. In the spring of 2016, RCC will teach a joint course with South Africa.
- Since fall 2013, the College has received more than \$9 million in grant funding, with an additional \$3 million secured in partnership with other educational agencies. New grants include funding to develop a regional P-TECH High School (Pathways to Early College High School) in partnership with Rockland BOCES that focuses on building students' Science, Technology, Engineering and Math (STEM) capacities that will lead to a STEM-focused degree.
- RCC received a contract to bring the Rockland County One Stop to campus, beginning July 2015. The One Stop, now called the Rockland County Career Center, integrates a variety of programs with local, state, and federal resources to help individuals gain the necessary skills to re-enter the workforce.
- RCC's additional location in Haverstraw has been expanded in 2014 to include the 3D Printing Smart Lab and Business Services Mall in a 9,000+ square feet space on the second floor, offering services free of charge. The 3D lab provides a "proof-of-concept" sandbox environment. The Business Services Mall offers support services to businesses and job seekers. The renovation also included a two-room wet-lab on the first floor for Nursing and science courses.
- One exciting prospect for the College is the construction of residence halls. This will provide an opportunity for growth as we become involved in international student recruitment. The residence hall is projected to open in the fall of 2017.
- RCC is negotiating a new automotive facility, which will enable the College to become a Northeast Regional Training Center for Snap-On Tools and NC3. The National Coalition of Certification Centers (NC3) was established to address the need for strong industry partnerships with educational institutions. RCC is a supporter and member school of NC3 and currently offers 16 credentials as well as six certifications that are nationally

recognized. RCC is currently in the process of raising money for the construction of a state-of-the-art transportation facility with a projected completion date of 2017.

- In an effort toward preparing students to be globally competitive and ready to enter the workforce, SUNY Chancellor Zimpher urges every SUNY campus to provide students with opportunities for experiential learning. Beginning in September 2015, students in the RCC Hospitality program will be involved in a cooperative experience in the campus cafeteria. They will work 15-17 hours per week for a total of 270 hours, earning six credits.
- RCC offers most of our non-credit remedial program in a partnership with Rockland BOCES. The program involves two levels of English Speakers of Other Languages (ESOL), two levels of Test Assessing Secondary Achievement Courses (TASC,) and a new ESOL bridge course. Approximately 700 students enroll each semester. Passing rate on the TASC is about 80% with a statewide average of about 50 percent.

Post Graduation Success

RCC recognizes that SUNY System is negotiating an MOU with the New York State Labor Department so that we will be able to better track the job attainment of our graduates. As a transfer institution, we currently track transfer students, utilize post graduate surveys, and track alumni. Several of our graduates have become local politicians, professional athletes, civic leaders, doctors, actors, broadcasters, lawyers, and police officers, to name a few. RCC has Department of Labor staff at both sites through the Rockland County Career Center.

Strategic Plan/Excels Goals

The College's 2014-2019 Strategic Plan is comprised of four (4) major goals fostering student success, building the organization, improving infrastructure and advancing the College:

- Promote a dynamic learning environment that champions innovation, infuses best practices, incorporates academic technology, and supports students toward goal attainment.
- Formulate organizational systems, structures, policies, and procedures that emphasize collaboration, inclusion, shared responsibility, civility, and diversity.
- Embark on major infrastructure improvements that use sustainable practices to modernize facilities, integrate advanced technologies, improve access and campus safety and create engaged learning spaces.
- Broaden public awareness and support by solidifying RCC's role in the region's educational and cultural development and growth through comprehensive programming, marketing and fundraising strategies.

By 2019 the College has set the following outcomes for each of these strategic goals:

- RCC will expand educational opportunities and energize teaching and learning to sustain the lead in retention among SUNY peers and increase the three (3) year graduation rate to 30 percent.
- RCC will implement a framework for continuous assessment using PACE to achieve a one-level improvement against baseline data in institutional climate, shared responsibility, and esprit de corps.
- RCC will increase enrollment at or above 6,150 FTEs.
- RCC will employ comprehensive advancement strategies in marketing, assessment, research, and resource development to secure \$6 million in grants and capital fundraising.

(Appendix 1: Strategic Plan 2014-2019: Forging a Dynamic Future)

Section 2:

2:1 Full Enrollment Picture

1. Full Enrollment Picture

Despite long-term decreases in projections of graduates from our local high schools, RCC is projecting a modest increase in overall enrollment that will be obtained by increasing our international student population, our dual enrollment programs, our online degree offerings, a new Automotive Technology facility, reaching out to those students who have “stopped out”, and opening a 300 bed residence hall in 2017.

Projected Growth by 2020-2021

RCC has identified seven distinct groups to focus targeted marketing and recruitment strategies to increase future enrollment. RCC expects to see a 20% increase in enrollment with these target markets. The chart below provides the target market, expected percentage increase and the population yield.

Target Market	Percentage Increase	Yield by 2020
International Students	150%	200
Dual Enrollment	25%	175
Stopped Out Students	5%	150
Online Students	20%	465
Auto Tech	25%	100
Weekends	25%	250
Haverstraw	20%	160

The number of international students enrolled at Rockland Community College in fall 2014 was approximately half the number enrolled in fall 2009. Accordingly, the College is focusing on increasing the enrollment of international students. The College recently:

- hired an administrator who will concentrate solely on international student recruitment and retention, and

- created a resource list of bilingual College employees that will be available to translate for students or prospective students with English language comprehension issues.

Additionally, the College plans to build a 300-bed residence hall by fall 2017. The addition of on-campus housing will make the College more attractive to international students who have experienced difficulty locating affordable housing in the county.

Offering the only degree-granting training program in Automotive Technology in the region, RCC is uniquely positioned to fuel this growth by serving as a primary source for well-trained, highly qualified workers. In order to meet this demand, RCC is securing a larger, state-of-the-art facility, which will establish RCC as a national model in education and training. This facility will aid in continuing our success as increased capacity will enable RCC's Automotive Technology program to serve many distinct populations such as traditional students, high school and BOCES students, veterans, returning adults seeking a new career, and local automotive technicians who need to upgrade their skill sets.

The College has established a Marketing and Enrollment Management Committee in order to update the current Enrollment Management Plan and to establish a College-wide Marketing Plan.

2. NYS Residents Served by SUNY

Ninety-seven percent of RCC students are New York residents, while only 19% of those reside outside of Rockland County. Our efforts will be concentrated on increasing the NYS student population outside of our local community. Recruitment efforts will be expanded beyond a 100-mile radius to include many high schools located in the boroughs of NYC. Residence halls will provide necessary housing for those students, as well as our International Students.

Rockland county demographics includes a large diverse Jewish population. The number of students attending private high schools continues to grow. It is estimated that 60% of high school students in the near future will be attending private high schools, many of them yeshivas. RCC has started plans to develop recruiting efforts in meeting the needs of this population.

3. Diversity

Between fall 2009 and fall 2013, the College has experienced modest increases in the percentages of underrepresented minorities (URM, including Black, Hispanic, Native American/Alaskan, and Two or More Races) and minority (URM plus Asian) enrollment of 12.2% and 7.0%, respectively. According to the June 2015 Data Brief: Diversity, Equity & Inclusion prepared by the SUNY Diversity Task Force, the number of Hispanic graduates from public high school is expected to increase by the 2019-20 academic year and, as suggested by the Data Brief, the College has begun planning to respond to the increase in URM enrollment and related student support services needed, particularly for Hispanic students.

The College's efforts to increase and retain underrepresented students include:

- Liberty Partnership
- TRIO and
- Multicultural & First Generation Student Program
- P-Tech High School

The College strengthens the cultural competency of its students with academic courses in the discipline of Multicultural Studies (MCS). MCS courses provide students with an understanding of the commonalities and diversity of their community and the world. The College views providing students with an understanding of the many cultures within our society so important that many degree programs offered at the College require students to complete a three-credit course in multicultural studies.

Additionally, the College embraces the diversity of campus constituents with year-round celebratory and educational events for Hispanic Heritage Month, Italian Heritage Month, Veterans' Day, Coming Out Day, Native American Heritage Month, International Education Week, African American History Month, Women's History Month, Irish Heritage Month, Jewish Heritage Month, Haitian Month, Asian/Pacific Islander Month, and Disabilities Month. The College is also in the process of hiring a new student activities administrator. The job responsibilities for this position were recently modified to include intercultural programming.

Between fall 2009 and fall 2013, the College experienced a 27.3% increase in the number of full-time faculty who self-identify as URM, and a 5.1% increase in the number of URM full-time staff. According to the June 2015 Data Brief: Diversity, Equity & Inclusion prepared by the SUNY Diversity Task Force, the College's total minority workforce (including URM and Asians) as of fall 2013 was 29.4%, which was second only to Westchester in a comparison among SUNY community colleges and exceeded the system-wide aggregate of 22.4%.

Beginning in fall 2014, the College implemented certain changes to its employee recruitment procedures. Search committees are required to:

- seek prior approval of any selection rubric to be used by the committees to select applicants for initial interviews and interview questions to be used by the committees,
- provide non-selection rationales for failing to offer qualified applicants an initial interview, and
- provide written explanations for initial interview outcomes (i.e., forwarding to hiring manager for further consideration or non-selection).

In order to further strengthen the diversity of the College's faculty and staff, the College recently commenced diversity training for all employees and plans to:

- further expand recruitment sources, including social media, to advertise position vacancies,
- design recruitment literature to emphasize the importance of diversity to the College's mission,
- seek referrals for position vacancies from regional and national colleges and universities, and local professional groups,
- strengthen mentoring and other faculty development and retention initiatives, and develop and implement a mentoring program for administrators.

RCC is designated a U.S. Department of Education Minority Serving Institution.

4. Capacity

In an effort to provide access to a broader audience beyond Rockland County, RCC has received approval from the New York State Education Department to offer 15 degree programs online in a variety of disciplines.

According to our Institutional Readiness Assessment for Open SUNY, RCC plans to sustain, grow, and continuously improve our online course offerings. There are currently 118 faculty trained to teach online courses as RCC offers 158 fully online and 43 hybrid courses.

2.2 Completion

5. Completion

In stride with RCC's strategic plan, and to increase retention and graduation rates, the College has and will continue to implement new initiatives in the area of student retention. A five-year Title III grant provided the institution with the ability to: reinvent its new student orientation, offer an FYS (First Year Seminar) course to its remedial students, offer faculty course re-design training in 22 gateway courses where retention was seventy-five or less; offer an Academic Success Center that would meet the needs of all RCC students and provide a digital system for students to sign up for academic help that was "user friendly". The target goals for the Title III grant were to increase student retention by 10% and graduation rates by 8%. At the end of the grant, retention rates increased from 65% to 68.1% and graduation rates increased from **18% to 28.3%**.

Accelerated Learning Program (ALP) Curricular Revisions in English

The College currently uses Accuplacer in order to assess students' mathematics, reading, and writing literacies. Approximately 45% of incoming FT students place into remedial English courses each fall. There were four layers of remedial English courses and students were not persisting in college. A new model was investigated and in the fall of 2013, Community College of Baltimore County's "accelerated learning program" model was adopted, thereby allowing developmental students to be mainstreamed into College Writing (ENG 101). Each pilot section of the course opened fourteen seats to students who had placed or passed into English 101, and ten seats to students who had placed into English 092—the highest level of developmental English. Those ten students were obligated to take English 098, a 2 credit-equivalent support module. RCC students showed a 64% pass rate in ENG 101 + 098, compared to 66% pass rate in ENG 101, (19 class sections) and saved at least a semester in time to degree.

Quantway - Curricular Revisions in Mathematics

A major obstacle faced by many students when persisting to complete their degree is finishing the mathematics requirement. In looking for a solution to this major problem, the College has partnered with the Carnegie Foundation for the Advancement of Teaching and implemented Quantway as an alternative pathway to the traditional algebra sequence. Quantway has been shown to not only have a 20% higher success rate as compared to students taking a traditional developmental algebra course, but students taking Quantway have more than triple the success in the subsequent course than students who take a traditional pathway. Our Mathematics Department began its implementation of the Quantway Pathway in the fall 2013 semester. With

completion, student achievement, graduation rates and time to degree completion in mind, we are hopeful that with the scale-up of Quantway, more students will complete their degree in less time.

SOAR – New Student Orientation

Student orientation, advisement and registration (SOAR) was implemented for the fall 2015 class to impact student engagement as well as student success and graduation rates. All new students were required to attend a SOAR event. The College was prepared for 100 students at each event. 1,178 new students signed up for SOAR over the summer of 2015, and 1,007 attended (85%) as opposed to 780 students attending orientation sessions during the summer of 2014.

Other Initiatives

- Assessment of current Early Alert System in order to find better ways of meeting the needs of our students.
- Development and implementation of a 211/Student Crisis Center. Over 50% of the students who withdraw from a class later in the semester do so as the result of something that is going on in “life”.
- Graduate Survey Report 2013 – 2014 and CCSSE have been utilized in discovering what the College can do better in meeting the needs of students. The College is taking the data from these surveys and looking into ways of increasing student/faculty engagement, incorporating better uses of technology, and designing more successful pedagogical delivery in our classrooms.

6. Student Achievement

The Office of Institutional Research currently utilizes IPEDS data but is hopeful to be able to draw from SAM in the future.

7. Graduation Rates

RCC believes that the initiatives implemented to increase student enrollment, as well as retention rates, will also increase graduation rates. In addition, the College participates in the following:

- **Open SUNY** – RCC is participating in Wave II of Open SUNY with its AS Degree in Business Administration. The College has also just submitted its Institutional Readiness Report to SUNY and is ready to increase online offerings to students.
- **PTECH** – A joint venture between secondary educators, higher education (RCC), and business partners, the PTECH High School/College program aims to have students complete both high school and an associates degree in six (6) years and places students first in line for job interviews with the business partners. The program is in its second year and has twenty 9th grade students and thirteen 10th grade students.
- **Seamless Transfer** – RCC is in compliance with the SUNY Board of Trustees’ seamless transfer policy.

- **SUNY Complete** – In collaboration with the Hudson Valley Educational Consortium, RCC, with five (5) other community college partners in the lower Hudson Valley, will be reaching out to students who have opted to “stop out” of college. RCC alone has targeted over 3,000 students who have some college credits, are in good academic standing, but have elected not to complete a degree.

8. Time to Degree

RCC is committed to improving on-time degree completion and offers several initiatives that will facilitate students completing their degree in two (2) years. First, the Advisement Center has been revamped to not only provide more efficient advisement but to work with students to declare a degree plan as quickly as possible and to encourage students to enroll in the minimum 15 credits per semester required for students to complete in two (2) years. Secondly, the College is exploring a two-year class schedule designed on the degree sheets four-semester sequence to insure that students have the opportunity to take classes when need.

2.3 Success

9. SUNY Advantage

RCC is represented on the Provost’s Advisory Task Force on Applied Learning and has an existing applied learning program.

Career Services is continually engaged in developing linkages with the local and regional business communities through its job placement and Internship Program activities. The Internship Program geared towards providing students with educational, mentored work experiences, currently has 1,444 companies on its roster, with an average of 127 new companies offering internships to students every year. During the 2014-15 academic year, 693 students benefited from an internship experience. RCC also participates in **StartUp NY** which is intended to afford more applied learning experiences for our students. The institution has joined and expanded its course offerings through **COIL** and is encouraging more participation by faculty and students in the current academic travel program.

RCC, through Student Involvement, offers 40 clubs with participation this fall of over 4,000 students. Our athletic program is a member of the NJCAA, and Region XV, offering six sports teams for men and five for women.

10. Financial Literacy

Financial Aid promotes conservative borrowing in its day-to-day practices and procedures. RCC students must actively request federal student loan funds; loans are not automatically packaged along with federal grants. Because of the College’s low cost, many federal and state grant recipients do not need additional loan funding to pay for tuition and fees. In fact, only 13% of the total student body borrowed federal loans in the fall 2013 semester. This balanced approach has helped keep RCC’s federal student loan portfolio and cohort default rates at conservative, acceptable levels. Financial Aid also oversees the federally mandated entrance and exit counseling for student loan borrowers. Financial Literacy is a part of the syllabus of the First-Year Seminar course.

RCC also instituted a drop for non-payment process in the fall of 2014 to reduce the College's outstanding account receivables and to reduce the number of students who end up in collections. The drop for non-payment process yielded a 55% reduction in bad debt for the College and for students.

RCC offers a special financial literacy program/initiative focused on veterans and their families.

2.4 Inquiry

11. Total Sponsored Activity (In this section, RCC highlights grants, faculty hires, and increasing industry sponsored activity) RCC's Administration is committed to increasing sponsored activity through the development and submission of applications to a diverse range of funding sources. RCC's Grant Development Office works with the administration to identify funding sources within high priority areas aligned with its strategic plan.

Grants

Elizabeth Kendall was hired as the Director of Grants Development in August 2013. Between August 2013 and September 30, 2015, Ms. Kendall has submitted 70 proposals, of which 24 have been funded and 20 are still pending. Ms. Kendall chairs the Grants Committee that seeks to engage the campus community in grant development efforts. Further, RCC has a Resource Development Committee that is charged with the identification of new resources aligned with RCC's priorities and plans.

The Hudson Valley Educational Consortium member colleges have collaborated on a CFA grant, an NSF grant in STEM with SUNY Purchase, and a SUNY 2020 grant.

Plans for continued sponsored activity are aligned with RCC's Strategic Plan to employ comprehensive advancement strategies in resource development to secure \$6 million in grants. (See appendix 1).

Full-time Faculty Hires

RCC has hired 34 full-time faculty over the past 5 years in response to the goals of the Academic Master Plan.

Increasing Industry Sponsored Activity

RCC has a vibrant and expanding relationship with the business and not-for-profit communities. The Small Business Development Center (SBDC) and Senior Core of Retired Executives (SCORE) have offices on our Suffern and Haverstraw campuses, and Retired and Senior Volunteer Program (RSVP) has its office on our Suffern campus. RCC is an active member of the Rockland Business Association and several of their sub-committees hold their monthly meetings at the Business Innovation Mall.

The Haverstraw Center hosts the RCC Business Innovation Mall where organizations have access to free business consulting, services, and information from Community Capital of NY, iCAN, the Women's Enterprise Development Center, Rockland BOCES, RCC Career Services,

RCC Start-Up NY, RCC Continuing Education, and the Rockland County Career Center (Rockland County's One-Stop).

The Haverstraw Center is the home to the RCC 3D Printing Smart Lab, a manufacturing sandbox/proof of concept center equipped with high-end 3D printing devices and CAD workstations. RCC Continuing Education is primarily focused on professional development and workforce training. Businesses have access to a Regional Manufacturing Sector Training Inventory and an Entrepreneur Directory.

12. Student hands-on research, entrepreneurship, etc.

The Beacon Conference was established in 1993 to recognize, celebrate and showcase the academic achievements of outstanding student at community colleges in the mid-Atlantic region. The conference is held each June and it encompasses a wide range of disciplines. Students work with faculty mentors from their respective colleges to prepare and submit research papers that demonstrate outstanding scholarship and originality. RCC hosted the most recent Beacon conference in June 2015.

13. Scholarship, Discovery and Innovation

Scholarship, discovery and innovation are self-reported by RCC constituents. This is done throughout the academic year with CETL (Center for Excellence in Teaching & Learning), the Communications Department, and/or through the RTP (Retention, Tenure, and Promotion) process.

2.5 Engagement

14. StartUp New York and beyond

Through the Career Services Office, job placement activities provide career-building job opportunities to students and alumni. With an online job board, "JobNet," available to students 24/7, RCC students and alumni can post their resumes and look for employment opportunities either on their own or with the assistance of Career Services' staff. During 2014-15, the Career Services' staff personally contacted 326 companies who posted their job opportunities online in order to strengthen the relationships between industry partners and the College.

RCC's first StartUp NY company will be York Analytical, an environmental testing firm. RCC's next StartUp NY company will be at the Garnerville Arts Center where Industrial Arts Brewing Company, a new company, will be located. Applied learning experiences and internships will be provided by both companies to RCC students.

The HVEC is comprised of the community colleges in the seven counties in the Mid-Hudson region. The programming offered by HVEC colleges, particularly in Continuing Education and workforce training aligns with the regional sector priorities: manufacturing, allied health, tourism, and hospitality.

15. Alumni/Philanthropic Support

The Alumni Association of RCC currently has over 30,000 members with the distinct mission to promote and increase the fellowship of students and alumni, provide services to all Association members, and maintain and promote the interests of RCC. Alumni contribute to RCC's campus through financial support, in-kind donations of goods and services, and as active participants in RCC events to promote the school and students. Most recently, the Alumni Association sponsored a campus beautification project with illuminated signage and landscaping for the two entryways into the college. Plans to increase the level of alumni support and donorship are aligned with RCC's plans to broaden its fundraising efforts and capacity through its proposed new Office of the Vice President for Resource Development. This office will be responsible for developing an annual campaign starting in the fall of 2016 to support key college initiatives that will include an **annual campaign** to provide financing for special initiatives (the President's Student Support Fund, faculty professional development, veterans services, and others); a **capital campaign** to support capital improvement projects that are included in the College's Facilities Master Plan and; **diversified fundraising for projects** through additional grant writing efforts. All initiatives are driven by the 2014-2019 Strategic Plan and Facilities Master Plan where the need for increased and broadened fundraising stem from reduced financial support from the County and long periods of deferred infrastructure and capital improvements. These initiatives will also build on ten years of giving history from a major donor, Herb Kurz and his family, who have already donated \$1 million to the college and have committed to an annual donation of \$100,000 to support the campus and students.

The RCC Foundation has been instrumental in providing scholarships to some of RCC's most gifted and financially needy students. An endowment of \$5 million and some fundraising efforts have allowed the Foundation to commit up to \$800,000 to annual scholarships. The RCC Foundation and its board will continue in its capacity to support RCC's students in this way.

16. Civic Engagement

Over 200,000 people visit the campus each year for cultural, recreational and commercial events. At least 300 community and commercial groups use the campus facilities each year, including the Fieldhouse's two-acre indoor arena, sports facilities and the 500-seat Cultural Arts Center.

17. Economic Impact

RCC works with the Department of Labor, Rockland Economic Development Council, Council of Industry for the Hudson Valley, the Hudson Valley Educational Consortium and many local community and business organizations. Each project that is completed includes an economic impact review of training objectives and outcomes. These include those served, employment rates, business outcomes, productivity, reduction in waste, process improvement, etc.

Section 3:

Conclusion and Expected Impact on RCC

At RCC we have developed a five-year strategic plan that parallels the SUNY Excels goals and provides a pathway for improvement. We have focused on **Access** with a concentration on

enrollment, especially diverse populations and the potential for a residence hall; we continue to implement strategies for better **Completion** rates, with a strong focus on retention initiatives that best facilitate an increase in graduation rates. We believe that **Success is** best achieved with strong support services for our students. As a community college, **Engagement** is important to our mission as we work with regional community colleges in providing workforce needs as well as applied learning experiences and potential jobs for our students. Through **Inquiry** our students in all academic divisions have the opportunity to experience research and discovery.

Summary of Goals

RCC will increase enrollment by 17% with a concentration on the recruitment of more non-traditional students, expanding dual enrollment offerings, supporting an off-site facility for the Automotive Technology program, offering more courses and programs through Open SUNY and upgrading technology.

RCC will better meet the needs of the community with the expansion of workforce development initiatives and regionally through the HVEC in providing job training opportunities, applied learning experiences, partnering with BOCES in bridge programs, and StartUp New York

RCC will facilitate success empowered by increased retention (to 75%), not only by continuing current retention initiatives, but also by the incorporation of a 211 Student Crisis Center for many of RCC students who withdraw from class(es) due to *life issues*.

Graduation rates will be increased (30% or greater) through continued efforts in ALP English implementation, Quantway in Math, accessibility services, increased online opportunities, and continued student support services.

100% of RCC students will have the opportunity for applied learning through research and/or discovery, internships/cooperative learning, extracurricular activities, clinical placement, co-curricular activities, and/or course work.

Through the development and implementation of a Diversity Plan, RCC will close the achievement gap between under-represented (URM) and non-URM populations, and will strive harder in diversifying the faculty and staff in order to parallel the student population as well as the community.

Projected Outcomes

In meeting the goals established by RCC in this SUNY Excels Performance Improvement Plan, the College will:

- Meet the mission of the College
- Lead in retention by being top among peers in graduation rates
- Increase student engagement and strengthen the educational experience
- Reverse the trend of declining enrollment through an aggressive multi-prong approach

As we move forward, Rockland Community College will continue to adopt and adapt the Power of SUNY framework and its goals and initiatives. We strive to continue to develop and institutionalize the practices that best support Rockland County's growing diversity, build its economy, and educate individuals so that we are prepared to meet the needs of tomorrow's workforce. RCC is achieving its goals in supporting some of our most needy students while simultaneously maintaining the highest of standards for post-secondary education; increasing retention and graduation growth through technology and innovative instructional practices; supporting faculty and staff through access to professional development; expanding continuing education and workforce development services; sharing resources through a true consortium model; building resources and improving infrastructure and facilities, and securing additional partnerships for Start-Up NY. Together, these initiatives advance RCC and SUNY's mission, vision, and values.

APPENDIX I

Rockland Community College Strategic Plan 2014-2019: *Forging a Dynamic Future*

Fostering Student Success	Building the Organization	Improving Infrastructure	Advancing the College
<u>Strategic Goal #1</u>	<u>Strategic Goal #2</u>	<u>Strategic Goal #3</u>	<u>Strategic Goal #4</u>
Promote a dynamic learning environment that champions innovation, infuses best practices, incorporates academic technology, and supports students toward goal attainment.	Formulate organizational systems, structures, policies, and procedures that emphasize collaboration, inclusion, shared responsibility, civility, and diversity.	Embark on major infrastructure improvements that use sustainable practices to modernize facilities, integrate advanced technologies, improve access and campus safety and create engaged learning spaces.	Broaden public awareness and support by solidifying RCC's role in the region's educational and cultural development and growth through comprehensive programming, marketing and fundraising strategies.
<u>Key Strategies</u>	<u>Key Strategies</u>	<u>Key Strategies</u>	<u>Key Strategies</u>
<ul style="list-style-type: none"> a) Expand and diversify enrollment by intensifying public relations, expanding community partnerships, and strengthening linkages with schools, employers, and transfer institutions. b) Develop a technology-enhanced mentoring/coaching system to improve advising, persistence, and retention. c) Establish innovative, global, flexible curriculums, and programmatic pathways, accelerated degrees, and credit for prior learning to increase degree attainment through RCC and SUNY initiatives. d) Develop and assess credit programs, noncredit programs and workforce training for viability and the responsiveness to the changing needs and demographics of the region in collaboration with community partners. e) Provide professional development opportunities for faculty to develop their learning and curriculum development. 	<ul style="list-style-type: none"> a) Assess organizational structures and recommend modifications that increase collaboration, communication, and effectiveness. b) Provide systematic professional development and leadership training for the college community to support strategic initiatives. c) Evaluate and modify governance systems in order to improve shared responsibility, inclusion, and cooperation. d) Deploy a model of continuous assessment to measure effectiveness and institutional climate. e) Devise a succession planning process providing a framework for recruiting and retaining faculty and staff who reflect the diversity of the community. f) Improve inter-office and intra-office procedures to streamline enrollment processes 	<ul style="list-style-type: none"> a) Implement annual tactical plans, with timeline and budget allocation, addressing deferred maintenance, renovation, and new construction based on the Facilities Master Plan. b) Appoint a cross-component task force to investigate residential housing and prepare a long-range plan based on best practice and experience at other community colleges. c) Develop and implement a Master Technology Plan for integrated technological systems for academics, enrollment management, administration, institutional research, and finance. d) Expand space to support recreational, social, and community programming, strengthening campus engagement and ties with agencies and organizations. 	<ul style="list-style-type: none"> a) Develop a multi-media marketing and branding campaign through multiple communication and delivery channels. b) Employ predictive analytics resulting in data-driven decision-making to improve institutional performance and create efficiencies. c) Implement a capital campaign to widen community involvement in supporting strategic initiatives in carrying out RCC's mission. d) Intensify the grants initiative to increase support for innovation, create opportunities for professional development, expand learning options, and strengthen programs. e) Expand the alumni development program, increasing engagement across the community and in the marketing effort.
<u>Strategic Outcome</u>	<u>Strategic Outcome</u>	<u>Strategic Outcome</u>	<u>Strategic Outcome</u>
By 2019, RCC will expand educational opportunities and energize teaching and learning to sustain the lead in retention among SUNY peers and increase the 3-year graduation to 30 percent.	By 2019, RCC will implement a framework for continuous assessment using PACE to achieve a one-level improvement against baseline data in institutional climate, shared responsibility, and esprit d'corps.	By the end of the 2015-16 AY, RCC will continue implementation of projected campus revitalization, which will stabilize enrollment at or above 6,000 FTE and by 2019, we will increase enrollment at or above 6,150 FTE.	By 2019, RCC will employ comprehensive advancement strategies in marketing, assessment, research, and resource development to secure \$6M in grants and capital fundraising.

*Associate VP of Enrollment Management

*Associate VP of Instruction

*Associate VP of Academic & Community Partnerships

*Associate VP of Finance

* Responsible for specific Strategic Goal, Strategies and Outcome

APPENDIX II

Appendix 2: Grants Received and/or Pending

Below is a sample of grants that have been received and pending in the areas targeted to increase sponsored activity.

	Amount (total award)/ Time Period	Industry Sponsored Activity*	High-Priority Areas **	Investment in Faculty/Staff hires	New Programs
US DOE Title III	\$1,827,227 5 years (ending 10.2015)		✓	✓	✓
DOL TAACCCT	\$60,909 3 years	✓		✓	✓
CCAMPIS	\$338,892 4 years	✓			✓
NYSED- P-TECH	\$2,800,000 7 years		✓		✓
NYSERDA-PTECH	\$200,000 1 year		✓		✓
SUNY Workforce Development	\$96,742 1 year	✓			
NYS DOH- Health Workforce Retraining Initiative	\$79,850 2 years	✓	✓		✓
NYS DOL- Unemployed Workers Training Program	\$100,000 1 year	✓			✓
NYS DOL- Dislocated Workers Training Program	\$50,000 1 year	✓			✓
NYSED Liberty Partnership Program	\$672,000 3 years		✓	✓	✓
Perkins	\$206,472 1 year		✓	✓	
Workforce Innovation and Opportunity Act (WIOA- One Stop Center at Rockland Community College)	\$3,000,000 2 years	✓	✓	✓	✓
SUNY IITG	\$24,200 1 year		✓	✓	
US DOE TRIO Student Support Services	\$1,100,000 5 years		✓	✓	✓
Orange and Rockland	\$15,000 1 year		✓		
SUNY Workforce Development	\$63,049 1 year	✓			
SUNY High Needs	\$75,000		✓	✓	
First Niagara	\$7,500		✓		✓
Industries for the Disabled	\$10,000		✓		
NYS DHSES	\$900,000		✓		

	Amount (total award)/ Time Period	Industry Sponsored Activity*	High-Priority Areas **	Investment in Faculty/Staff hires	New Programs
	pending				
State and Municipal Facilities Program	\$450,000 pending		✓		
Empire State Development (Regional workforce/education- training gap analysis)	\$77,989 pending	✓	✓		✓
Empire State Development (Technology Business Incubator)	\$375,000 pending	✓	✓	✓	✓
National Endowment for the Humanities	\$100,000 pending		✓	✓	✓
SUNY 2020	\$3,000,000 pending		✓	✓	✓
National Science Foundation	\$1,700,000 pending		✓	✓	✓
NYSED TASC	\$7,500 pending				✓
Workforce Development Initiative	\$25,000 pending	✓	✓		✓

* Including workforce development

** Support for Innovation, Student Support, Retention and Completion, Capital Projects (including technology upgrades), Professional Development

Total secured funding as of 10.13.2015=\$10,727,041

Total pending as of 10.13.2015=\$6,635,489

Total secured and pending for initiatives included in RCC's Performance Improvement Plan=\$17,362,530