



RIO
HONDO
COLLEGE



STATE OF THE COLLEGE

*TED MARTINEZ, JR., Ph.D.,
SUPERINTENDENT/PRESIDENT
FALL 2011*



RIO HONDO COLLEGE

Vision

Rio Hondo College strives to be an exemplary California community college, meeting the learning needs of its changing and growing population and developing a state of the art campus to serve future generations.

Mission

Rio Hondo College is a collaborative center of lifelong learning which provides innovative, challenging, and quality educational offerings for its diverse students and community.

Values

- 1. Quality teaching and learning*
- 2. Student access and success*
- 3. Diversity and equity*
- 4. Fiscal responsibility*
- 5. Integrity and civility*



RIO HONDO COLLEGE STATE OF THE COLLEGE

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**PRESIDENT'S
VALUES & EXPECTATIONS**

PRESIDENT'S VALUES & EXPECTATIONS

1. Value mission of serving students, student learning and the community
2. Value the dignity and worth of each individual
3. Value open communication; an open door philosophy
4. Value clear roles and responsibilities
5. Value teamwork—cooperation
6. Value a positive working relationship based on trust and mutual goals and objectives
7. High expectations regarding accomplishments
8. High expectations regarding quality and follow-through
9. High expectations for continual quality improvement and student service orientation

Overall Success Factors

- Clear goals and objectives
- Student orientation
- Quality programs and services
- Strong fiscal management
- Effective decision-making at all levels
- Cooperative teamwork among all stakeholders
- Creativity and innovation

PRESIDENT'S PRIORITIES

PRESIDENT'S PRIORITIES

1. Help students achieve their full potential
 - Improve the teaching/learning process, student advising, orientation, and peer relationships; develop innovative methods that respond to different learning styles; extensive career planning, placement, and transfer services
2. Serve our community through innovative instruction and community service
 - Improve the quality of programs and services; promote and recognize good teaching and celebrate learning; adequately staff and support learning opportunities and support services
3. Attract, develop, and retain faculty and staff who exemplify our values
 - Through professional staff development, encourage cross-training and personal development; recognize faculty and staff for their achievements; use a team approach to problem solving
4. Expand our marketing strategies
 - Seek alternative ways to attract and keep students; measure retention efforts; develop and market programs that have job placement and promotion futures
5. Improve our facilities and equipment
 - Ensure that student laboratories, equipment, and space are given top priority; keep computer facilities updated with current technologies that support educational and administrative functions; ensure that staff has the technical support, equipment and training to do their jobs
6. Improve our relationship with constituents
 - Motivate our constituents to increase support; recognize and celebrate our constituents' support; create and maintain a clear image that emphasizes quality of service
7. Prepare for the building of new facilities
 - Ensure that human, physical, and fiscal resources are available for the opening of new facilities; involve appropriate faculty, staff, and constituents in the development of new facilities
8. Use our resources wisely and justifiably
 - Ensure that the college maintains a fiscally sound and adequately funded budget

THEMATIC CONCEPTS

RIO HONDO COMMUNITY COLLEGE DISTRICT THEMATIC CONCEPTS

Increase Student Success

Use benchmark indicators to support the whole student and provide exemplary support services

Foster Academic Excellence

Use institutional research and benchmark performance indicators to enhance academic success; increase student retention without a reduction in academic standards; and develop clearly-stated learning outcomes

Increase, Manage, and Retain Enrollment

Develop strategic plans for enrollment management, marketing and recruitment, and strengthen outreach to our service area middle and high schools and our community

Foster Collaboration among Stakeholders

Internally, establish a climate committed to academic excellence and student success based on collegiality, mutual trust and cooperation

Externally, increase collaboration and partnerships with private and public organizations

Sustain Fiscal Accountability

Create a multi-year strategic plan to achieve college's vision, mission, values and institutional goals; develop a budgetary system based on planning objectives; increase grant and other external funding, including the Foundation

Vision for the Future

So much about learning depends upon our environment and our campus being transformed. Therefore, the college will enhance the look of the campus and the learning environment for students

Commitment

Create and facilitate collaboration within the college itself and with the community we serve

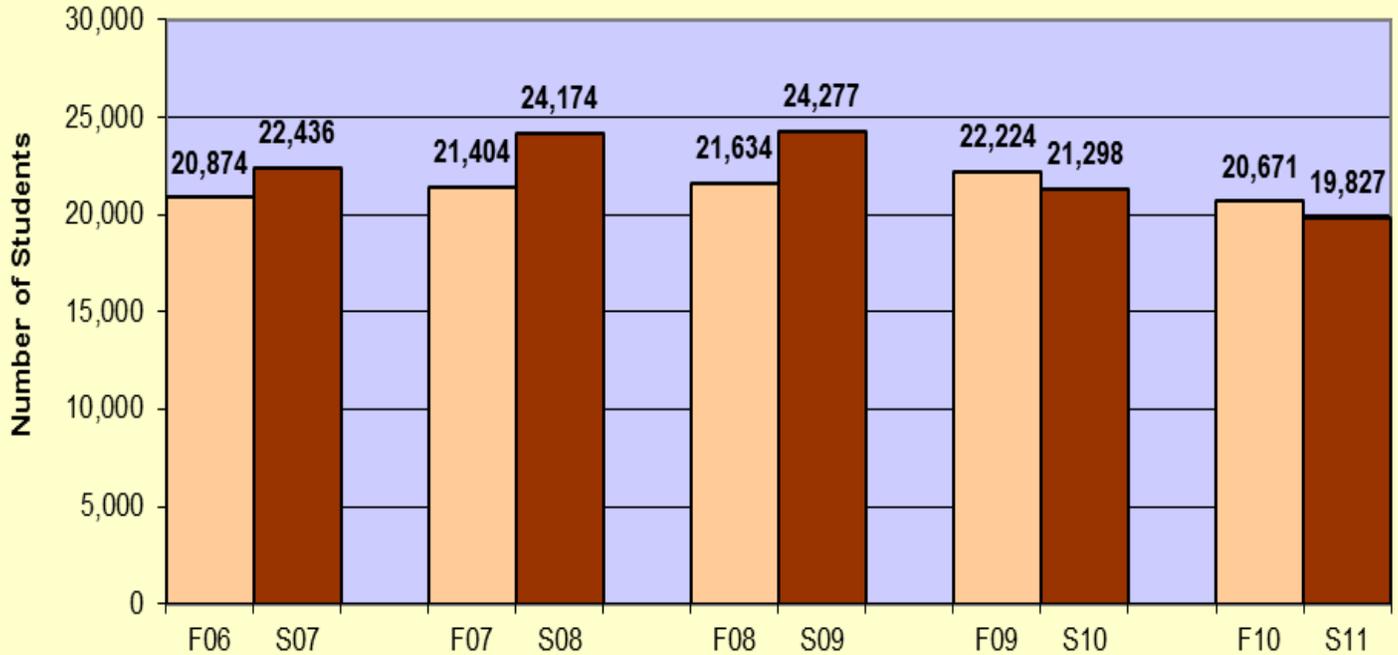
Promote outstanding programs and services; credit and non-credit courses via diverse delivery systems

Build cutting-edge facilities all with one purpose in mind—Student Success

STUDENT PROFILE

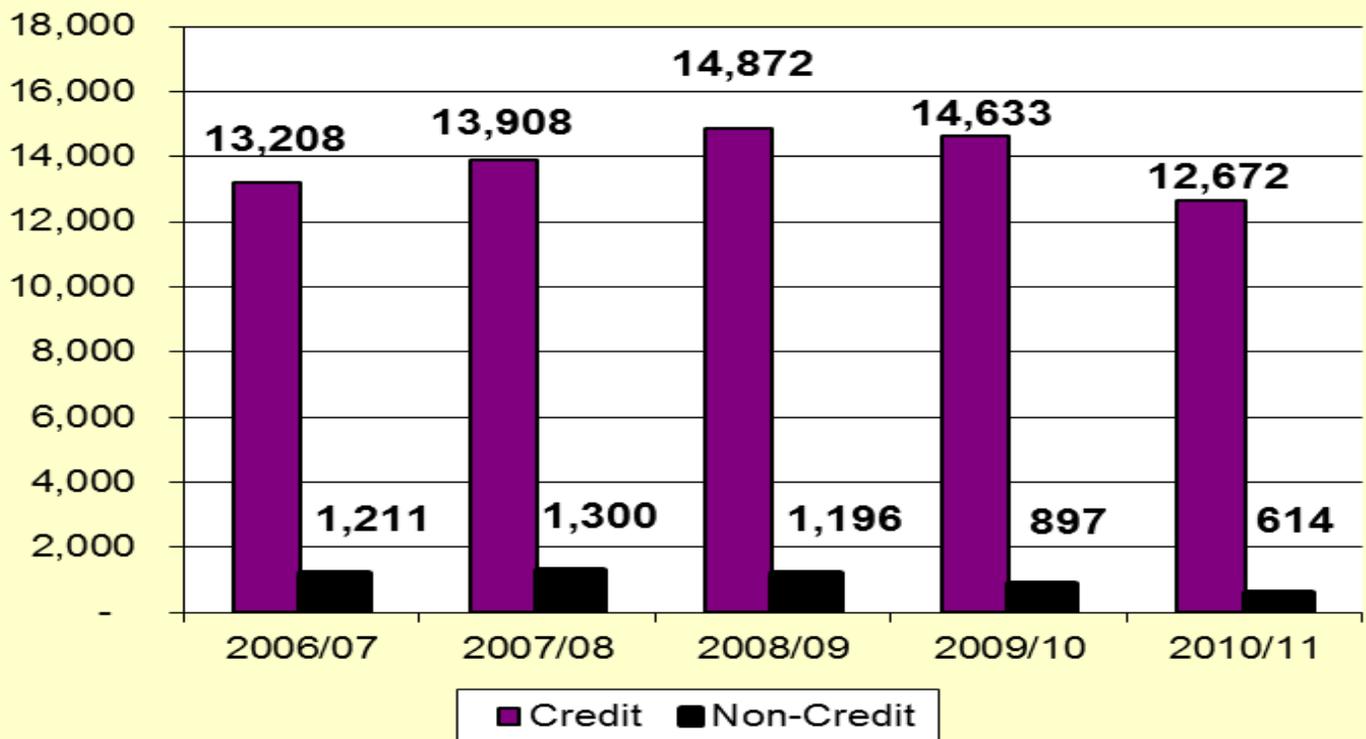
RHC Student Headcount

Fall 2006 through Spring 2011



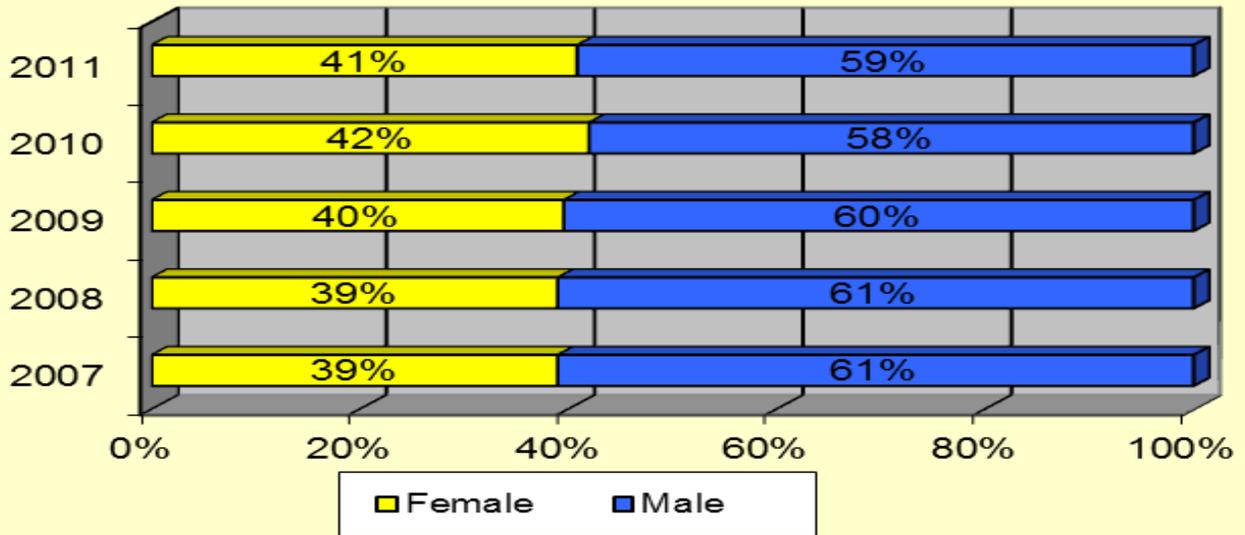
Source: CCCCO Data Mart

Full-Time Equivalent Students (FTES)



Source: CCCCO Data Mart

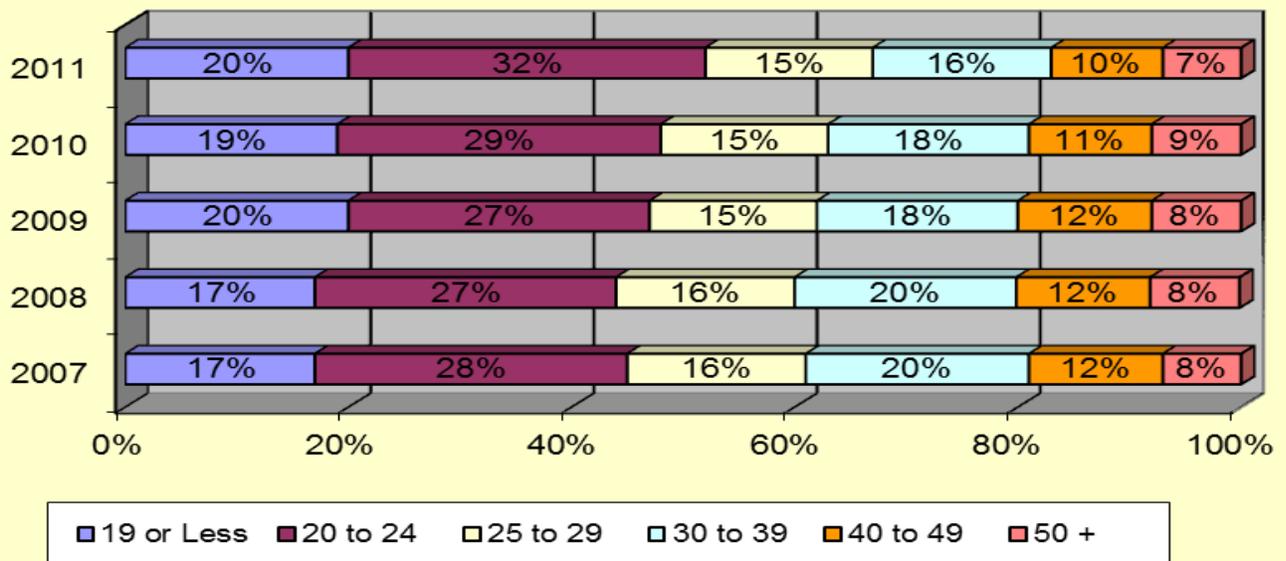
RHC Student Gender Spring Semesters



Percentages of students reporting gender.

Source: CCCCO Data Mart

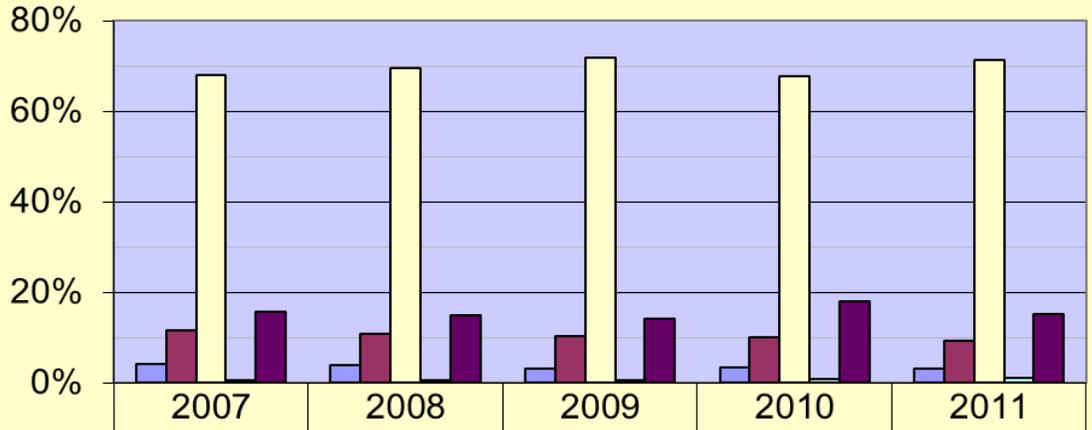
RHC Student Age Spring Semesters



Percentages of students reporting age.

Source: CCCCO Data Mart

RHC Reported Student Ethnicity Spring Semesters

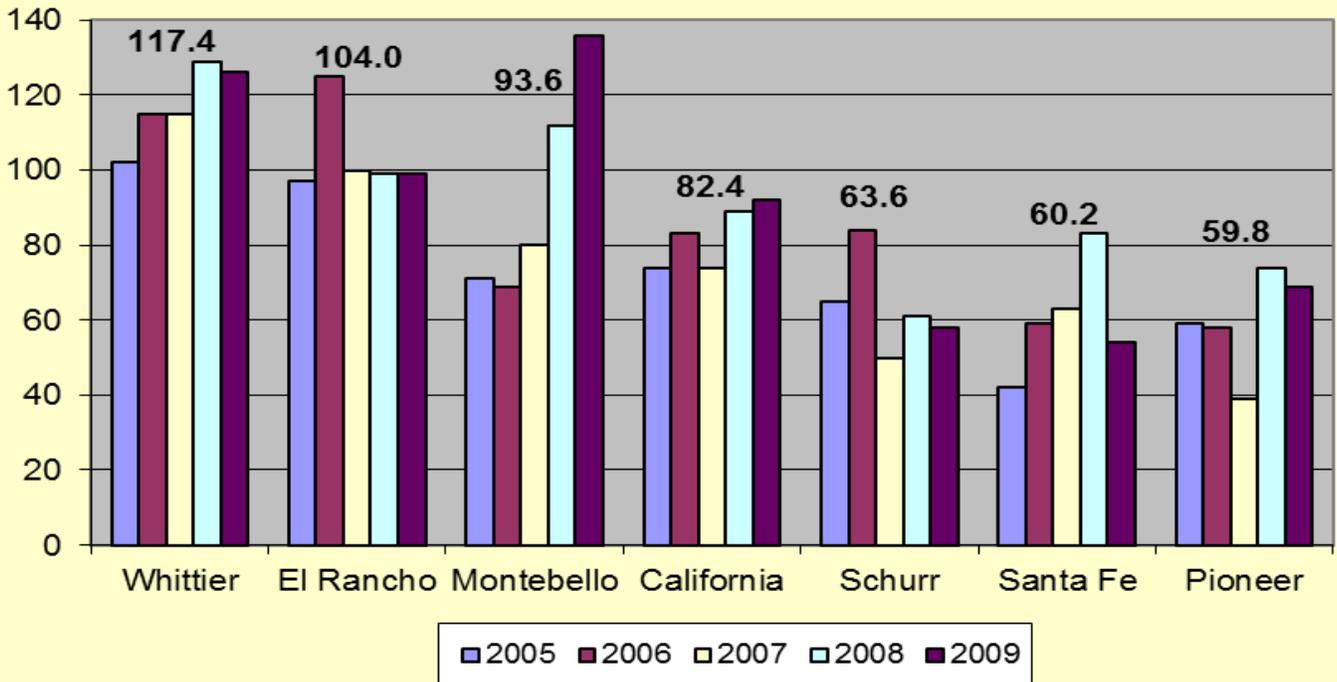


■ African-American	4%	4%	3%	3%	3%
■ Asian/Pacific Islander	12%	11%	10%	10%	9%
□ Hispanic	68%	70%	72%	68%	71%
□ Other Non-White	1%	1%	1%	1%	1%
■ White Non-Hispanic	16%	15%	14%	18%	15%

Percentages of students reporting ethnicity.

Source: CCCCCO Data Mart

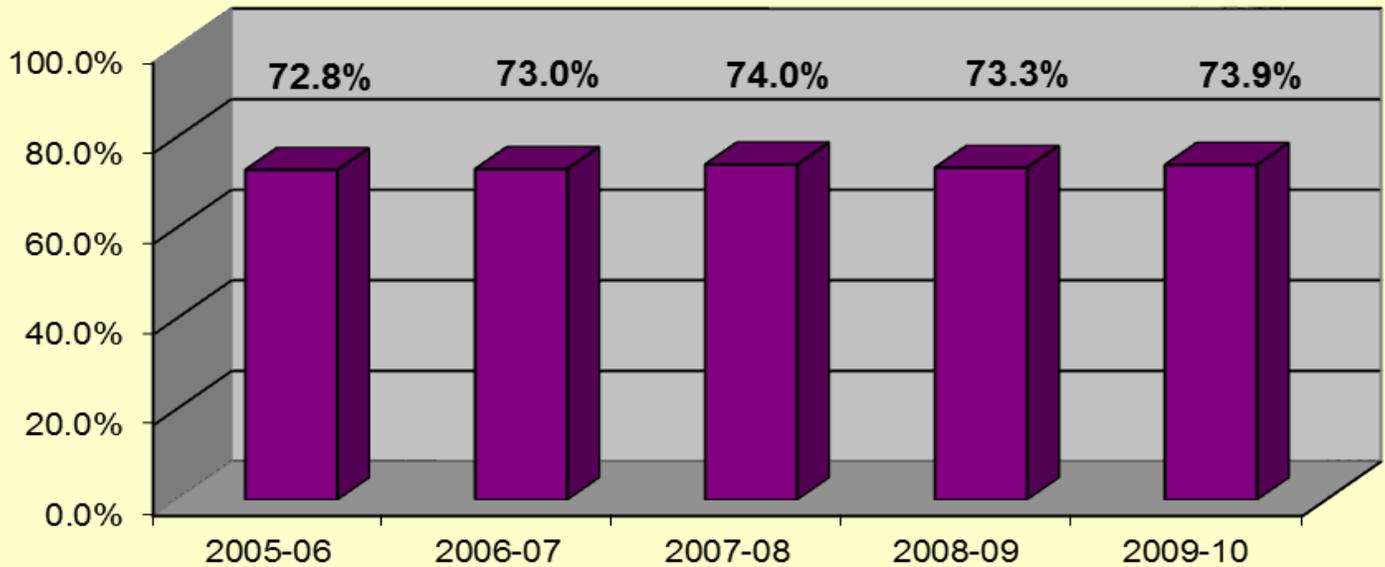
Number of Students Top Seven Feeder High Schools to RHC Based on 5-Year Average of First-Time Freshmen



Source: California Postsecondary Education Commission

**STUDENT EDUCATIONAL
ACHIEVEMENT**

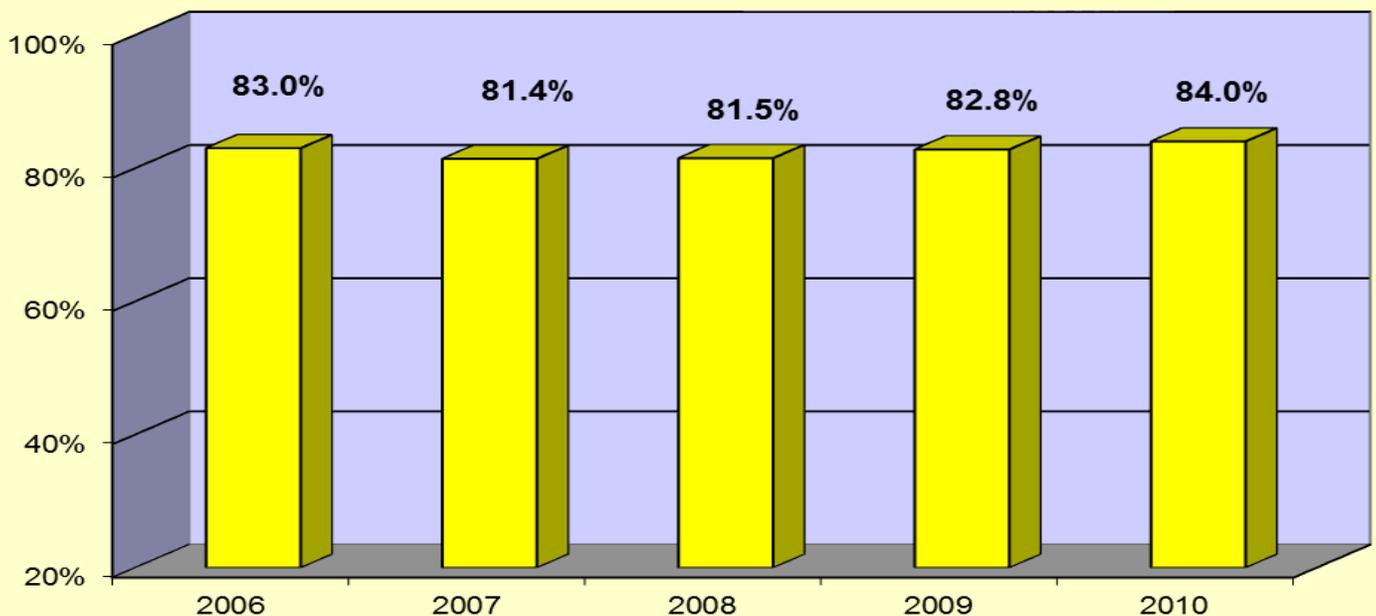
Persistence Rates for First-Time Students Fall Semesters: 2005 through 2010



Proportion of first-time students (excluding Public Safety) who completed at least 6 units in the Fall semester and re-enrolled in the subsequent Fall semester.

Sources: Banner-Cognos (2005-2009), CCCCO MIS Data (2009-2010)

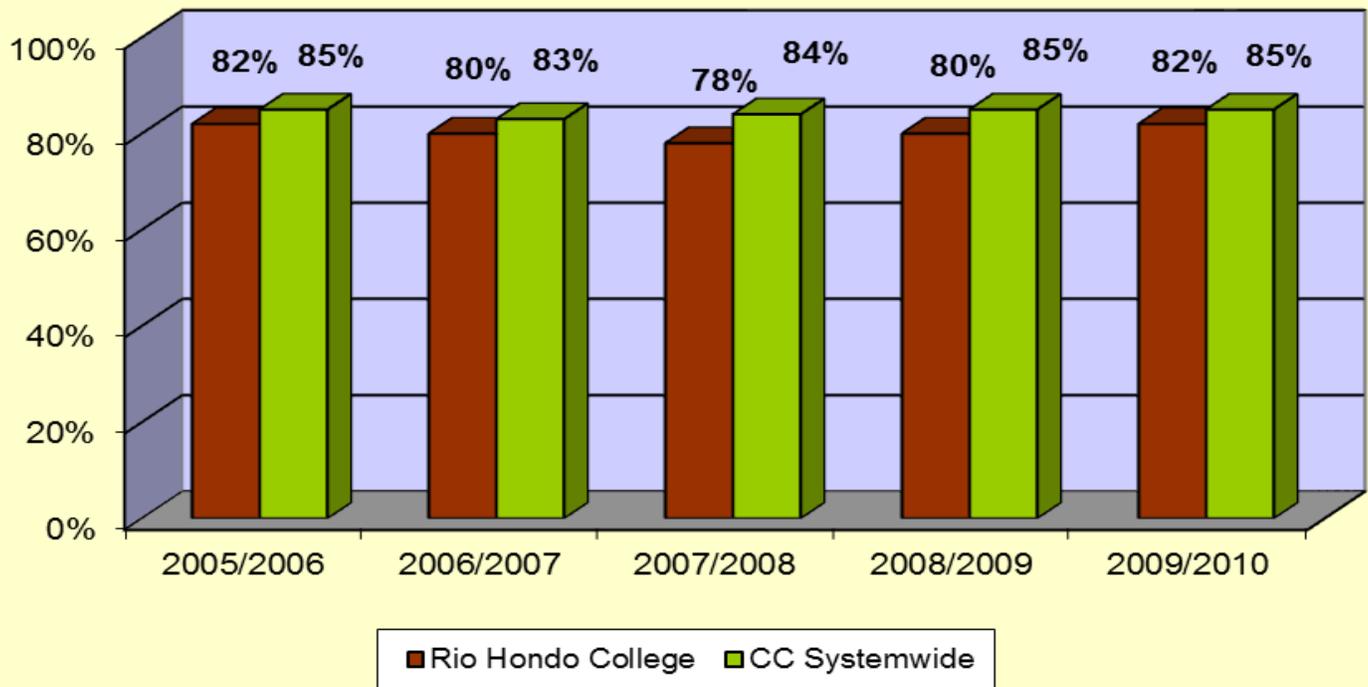
RHC Course Retention Fall Semesters: 2006 through 2010



Proportion of enrollments in which the student completed a course with any valid grade other than 'W.'

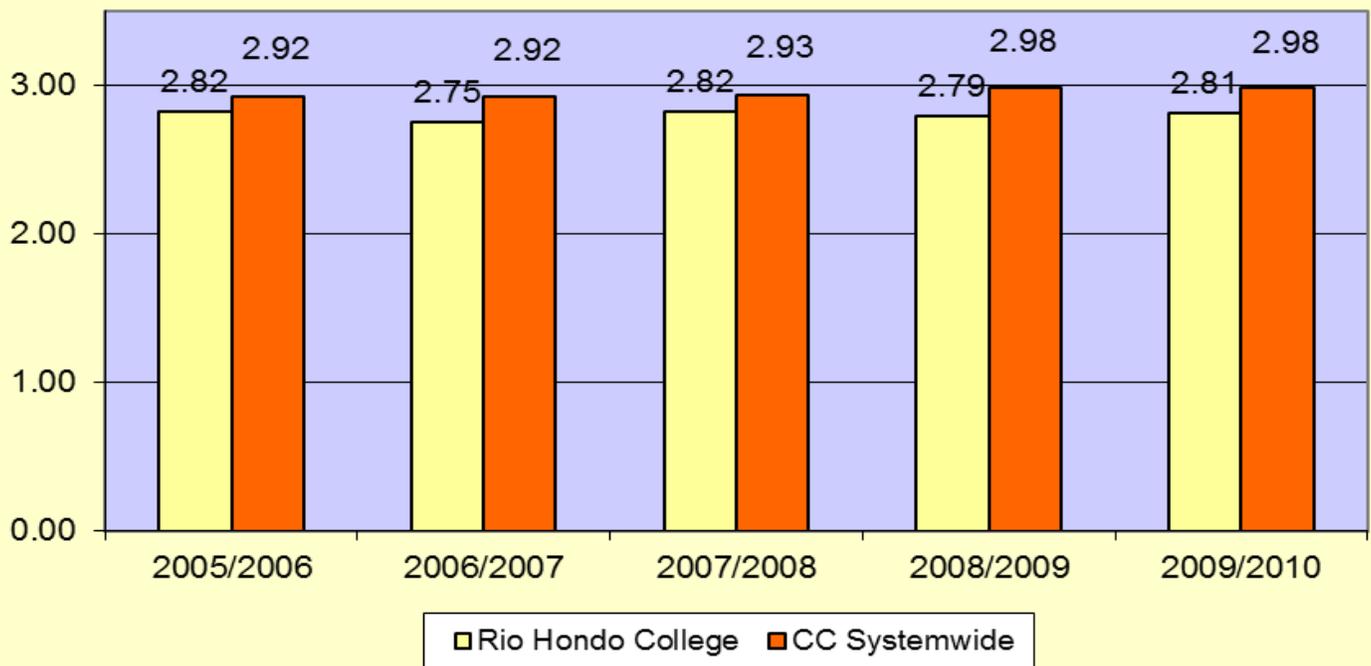
Source: CCCCO Data Mart

RHC Continuation Rates at California State Universities



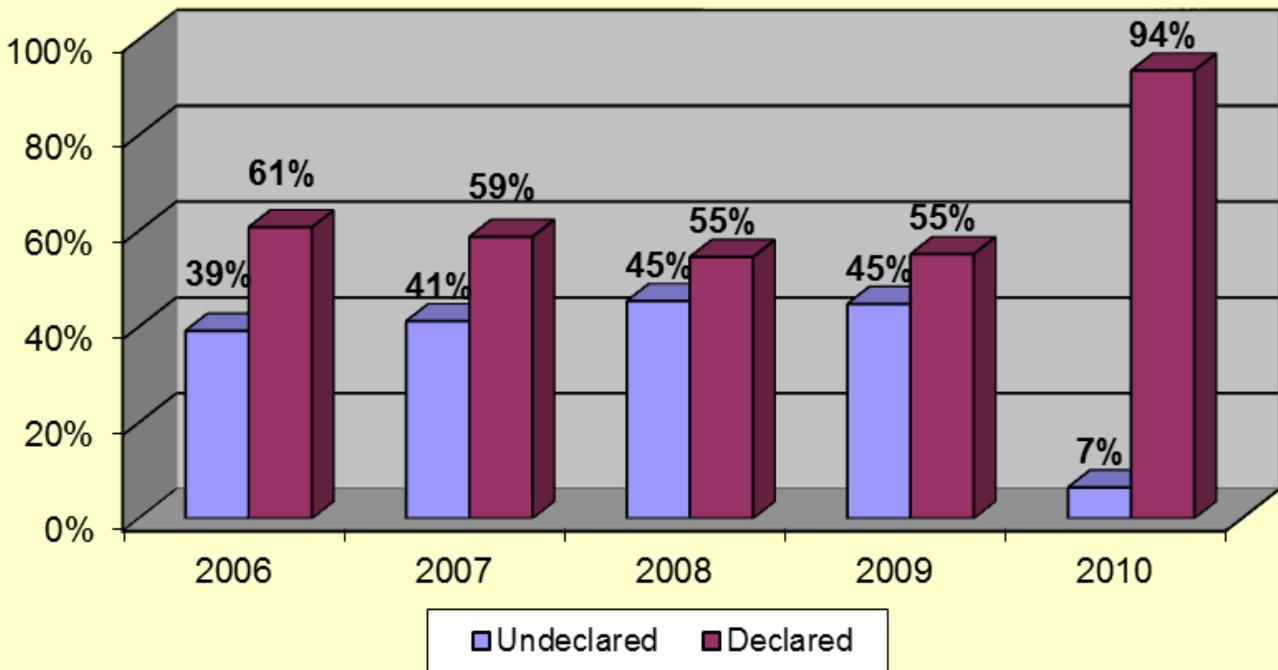
Source: CSU Division of Analytic Studies

RHC Student First-Year Fall GPA at California State Universities



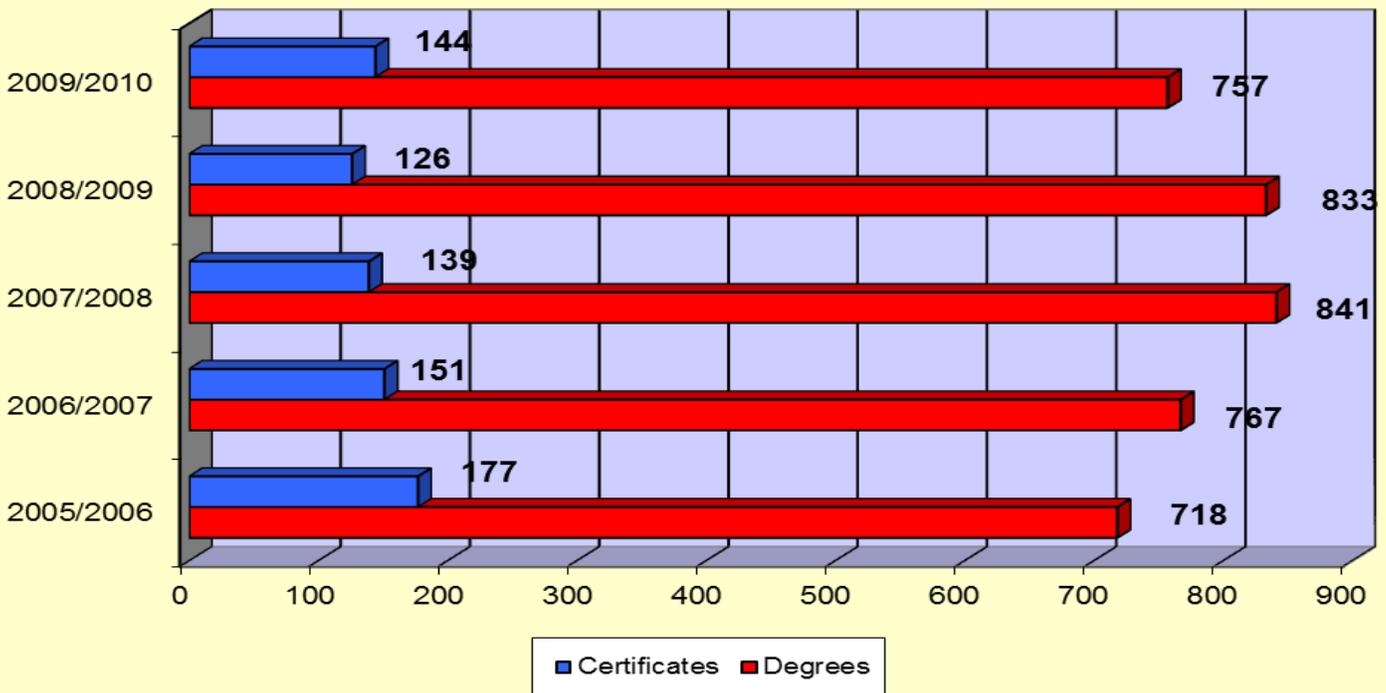
Source: CSU Division of Analytic Studies

RHC Declared Majors Fall Semesters: 2006 to 2010



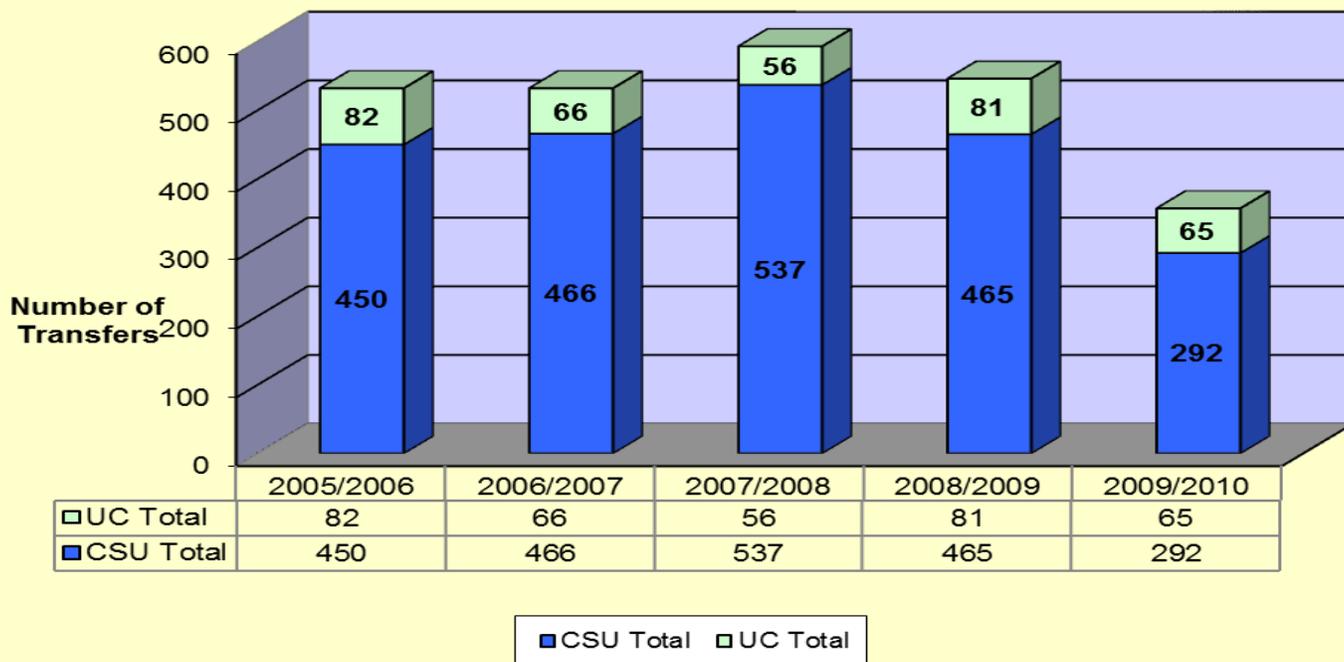
Source: Banner/Cognos

RHC Degrees and Chancellor-Approved Certificates Awarded



Source: CCCCO Data Mart

Transfers to California State Universities and University of California



Source: California Postsecondary Education Commission

2011 Accountability Report For Community Colleges (ARCC) College Level Indicators

Indicator	College's Rate	State's Rate	Peer Group Average	Peer Group Low	Peer Group High
Student Progress and Achievement Rate	46.4	53.6	43.9	30.3	57.3
Percent of Students Who Earned at Least 30 units	71.0	72.8	72.4	57.8	80.3
Persistence Rate	57.5	67.6	70.8	56.2	79.2
Annual Successful Course Completion Rate for Credit Vocational Courses	83.6	77.00	89.8	83.6	96.8
Annual Successful Course Completion Rate for Credit Basic Skills Courses	51.2	61.4	61.5	51.2	66.4
Improvement Rate for Credit Basic Skills Courses	48.3	58.6	57.3	42.5	67.0
Improvement Rate for Credit ESL Courses		54.6	52.6	20.0	77.1

**2010 - 2011
SELECTED ACCOMPLISHMENTS**

PRESIDENT'S AREA ACCOMPLISHMENTS

- ★ Prepared and presented State of the College Report at 15 different community venues.
- ★ Attained full reaffirmation of Accreditation from WASC/ACCJC.
- ★ Processed 2,180 employment applications; hired 9 faculty, 37 classified staff, and 4 administrators.
- ★ Maintained Go Rio program which provided service to nearly 2,500 full-time students.
- ★ Improved and updated Rio PlanBuilder including database redesign, addition of resource allocation, and redesign of program review section.
- ★ Implemented new Program Review plan team facilitation, orientations, analysis of data, and final editorial assistance.
- ★ Received funding of new STEM Student Support Services Grant and renewal of Student Support Services Grant.
- ★ Received five NCMPR Medallion Awards for Excellence in Marketing Materials and Publications.
- ★ Disseminated 85 press releases.
- ★ Provided support services to the building program effort to minimize campus road impacts.
- ★ Relocated PE programs, faculty and staff to existing Old Library Tower.
- ★ Launched Emergency Notification System.
- ★ Initiated process to install "Blue Light" emergency phone system.
- ★ Updated Organizational Structure and Governance Manual.
- ★ Coordinated with the constituency representatives to add "Integrity & Civility" to the college values statement.

FINANCE & BUSINESS AREA ACCOMPLISHMENTS

- ★ Established sound budget development and controls that enable us to have a stable environment for student learning.
- ★ Received unqualified Financial and Bond Audit reports for the past several years.
- ★ Sold \$60 million Series C bond with Aa2 rating from Moody's & AA from Standard & Poor.
- ★ Maintained positive cash flow position despite the state cash deferral.
- ★ Produced 5,765,785 Print Shop images while providing value added services.
- ★ Implemented twenty new software systems.
- ★ Responded to 1650 IT Help Desk calls through phone or email.
- ★ Upgraded the college's email system from Version 2003 to Version 2010.
- ★ Upgraded the network backbone to provide greater redundancy between the college's various data closets and the college's core routers.
- ★ Successfully managed building program projects including budget allocation and monitoring payment processing, bid package, contracts negotiation and monitoring, construction management, Citizen's Oversight Committee meeting coordination and fiscal reports.

ACADEMIC AFFAIRS AREA ACCOMPLISHMENTS

- ★ Created SLOs for every class offered in the Arts & Cultural Programs division and continued assessment each semester.
- ★ Developed a new musical touring class that worked with more than 1,500 K-12 students, participating in three performances.
- ★ Developed new Programs/Degrees in Alternative Fuels, PACT Honda Training, and Green Energy.
- ★ Achieved a pass rate of 92% in the Associate Degree Nursing NCLEX exam for past two years despite the increase in test difficulty.
- ★ Implemented dedicated nursing skills lab with computer instruction.
- ★ Throughout the 2010-11 academic year, faculty members in English and ESL attended monthly Professional Councils as part of Cal-PASS (California Partnership for Achieving Student Success), which is regarded as “a vital resource to help educators improve student achievement by identifying and reducing barriers to successful student transition in all levels of education: from kindergarten through college.”
- ★ Hosted another successful Rio Hondo College Intramural Speech and Debate Tournament, an annual invitational event that provides an opportunity for novice speech students—including high school students—to compete in a public speech tournament.
- ★ Created course level SLOs for all eleven Behavioral & Social Sciences academic/vocational programs and for each of their 107 active courses and assessed each class every semester.
- ★ Hired a second part-time counselor for the Child/Development Education Program through Perkins funding, in cooperation with the Counseling Department.
- ★ Conducted second successful year of MESA with 32 STEM students transferring to four-year institutions.
- ★ Developed new Associate's degree programs in Biology, Mathematics, and Environmental Science, and revised the Associate's degree and Certificate in Environmental Technology.
- ★ Developed new courses in Biology (Genetics, Biotechnology), Math (Mathematics of Money), and Environmental Science (Home Energy Management/Auditing, Industrial Energy Management/Auditing)

STUDENT SERVICES AREA ACCOMPLISHMENTS

- ★ Selected for second straight year as a Top 100 Military friendly school; introduced a new Veterans Service Center website.
- ★ Created the El Monte Pledge Compact with El Monte Union HSD, UC Irvine, CSULA, and Rio Hondo College.
- ★ Introduced Accuplacer computerized assessment for English & Reading.
- ★ Increased the number of Veteran students served each semester (grew from 150 in 2008 to over 400 per semester in 2010).
- ★ Partnered with UCI to enhance student participation in transfer focused programs and for research opportunities.
- ★ Implemented Higher One and Financial Aid live with AccessRio.
- ★ Had a Rio Hondo Upward Bound student from S. El Monte (Jevon Leon) selected as a Gates Millennium Scholar and receive money to cover his college from undergraduate level up to a terminal degree; he is attending UCLA.

**2011-2012
STRATEGIC DIRECTIONS**

PRESIDENT'S AREA STRATEGIC DIRECTIONS

- ★ Increase, manage, and retain student enrollment through effective planning and enrollment strategies.
- ★ Provide for the safety and security of the college community through well-established emergency preparedness.
- ★ Focus on certificate and degree completion; acceleration of student progress in developmental education; and student success.
- ★ Implement strategies to seek and secure external funds to enhance programs and services.
- ★ Nurture better relationships with stakeholders including community, government officials, Board of Trustees, faculty, staff, and students.
- ★ Review and update Educational Master Plan, Technology Plan, District/Campus Facilities Master Plan, and Institutional Strategic Plan.
- ★ Continuously assess and improve Institutional Effectiveness, including meeting accreditation standards.
- ★ Provide regional leadership for healthcare education services.
- ★ Create leadership opportunities for employees and students.
- ★ Increase regional community partnerships with schools, businesses, and organizations.
- ★ Develop relationships with area colleges, universities, and school districts in an effort to achieve mutual benefit for our students and the community.
- ★ Enhance communication through the practice of participatory governance.

FINANCE & BUSINESS AREA STRATEGIC DIRECTIONS

- ★ Maintain financial stability despite current and continuing economic crisis.
- ★ Ensure that construction contracts, management, and budgets comply with established regulations.
- ★ Prepare for new bookstore location, security services, information technology services, and food service opportunities.
- ★ Monitor cash flow of general and bond funds.
- ★ Collaborate with bargaining units to better serve the college and individual employee interests.
- ★ Improve current and prepare for future district technology needs.
- ★ Prepare to address new technologies such as desktop virtualization, "cloud" computing, and mobile computing.
- ★ Prepare for secondary effects of the construction program.
- ★ Utilize technology to strengthen the District's budgeting process.

STUDENT SERVICES AREA STRATEGIC DIRECTIONS

- ★ Maximize new Student Services Complex to better serve students from matriculation through graduation.
- ★ Strengthen and implement programs that enhance student success and retention such as Early Alert Program, mandatory assessment, and SARS.
- ★ Increase access and success for students through renewed and new programs, such as Talent Search, Upward Bound, GEAR UP, Basic Skills Initiative, etc.
- ★ Identify and provide for student service needs at off-site locations.
- ★ Focus on certificate and degree completion designed to increase support for student transfer and job placement.
- ★ Increase the number of international students and improve the quality of services for them.
- ★ Establish and strengthen partnerships with service area school districts in order to adequately prepare incoming students for college level courses, thus increasing their chances of successful graduation and/or transfer.
- ★ Expand and enhance technology to support student needs in programs such as Financial Aid, DSPS, Counseling and Admissions.
- ★ Explore the necessity of offering evening/weekend hours at satellite campuses in order to better accommodate working students.
- ★ In consideration of the current economy, create a triage service system that offers services and information referrals that address employment, health care and education for those affected by joblessness, loss of health care, etc.

ACADEMIC AFFAIRS AREA STRATEGIC DIRECTIONS

- ★ Provide improved instructional programs and services through new and updated facilities; Applied Technology, Public Safety, Physical Education, South Whittier Educational Center, El Monte Educational Center, the Fine Arts Complex, Learning Resource Center and secondary effects, planning for the Administration Building, Library Building, Science Building, Business/Arts Complex, Health Science trailers. Identify and implement use of recently vacated buildings.
- ★ Provide and increase opportunities for students to have access to a wide array of certificate and associate degree programs for employment, graduation, and transfer.
- ★ Reinvigorate and strengthen access to expanding programs such as: continuing education, virtual college, basic skills, and other core college instructional programs.
- ★ Provide a more integrated classroom experience with student services to increase student success, i.e. new degree development.
- ★ Focus on curriculum development, implementation, and articulation processes. Promote high quality instruction to increase student success.
- ★ Utilize technology to support faculty with grading, waitlists, adding/dropping courses, scheduling, curriculum, attendance, load factoring, and other instructional services.
- ★ Fully utilize Facilities Scheduling Software (Schedule 25).
- ★ Develop a data-driven enrollment strategies plan.
- ★ Provide support at off campus sites, i.e., SWEC and El Monte.

**2011-2012
INSTITUTIONAL GOALS**

2011-2012 INSTITUTIONAL GOALS

- GOAL 1: Rio Hondo College will provide excellent instruction in general education and major requirement courses leading to increased student AA/AS degree completion and successful university transfer.
- GOAL 2: Rio Hondo College will provide excellent instruction in career technical education, leading to increased awarding of certificates, degrees and job placement/job enhancement.
- GOAL 3: Rio Hondo College will provide excellent and innovative instruction and other learning opportunities in basic skills.
- GOAL 4: Rio Hondo College will offer opportunities which foster life-long learning and serve community interests.
- GOAL 5: Rio Hondo College will promote a student-centered climate that ensures equal access to educational opportunities, contributes to increases in retention & persistence, and improves student success through collaboration that values diversity.
- GOAL 6: Rio Hondo College will respond to the region's educational needs and contribute to its economic future through service to the community and partnerships with public, private, and non-profit organizations.
- GOAL 7: Rio Hondo College will act responsibly, ethically, efficiently, and in an accountable manner, including actively seeking outside sources of funding, to preserve fiscal solvency.
- GOAL 8: Rio Hondo College will recruit, hire, develop, retain, train, and support highly qualified and diverse administrators, faculty, and classified staff.
- GOAL 9: Rio Hondo College will meet the ever-changing technological needs required to support the educational process and to enhance student access and success.
- GOAL 10: Rio Hondo College will design, modernize, and maintain a physical infrastructure, both on and off site that meets the changing needs of students, staff, and the college's instructional and student support programs while valuing and enhancing the aesthetic beauty of the campus.
- GOAL 11: Rio Hondo College will provide students and employees with an engaging and rewarding campus life.

INSTITUTIONAL GOALS & OBJECTIVES 2011-2012

Created / Updated at Leadership Retreat 4/28/11
Revised by IEC 7/25/11
Approved and Recommended to President by PFC - Pending
Approved by President - Pending
Commitment of Support by Board of Trustees - Pending

Student Success and Academic Excellence

GOAL 1:

General Education & Degrees

Rio Hondo College will provide excellent instruction in general education and major requirement courses leading to increased student AA/AS degree completion and successful university transfer.

- Objective 1a: The College will increase by 15 the number of A.A and A.S degrees offered by 2015.
- Objective 1b: The College will increase the number of degrees awarded by 5% over the previous five-year average (770) by 2015.
- Objective 1c: The College will develop General Education SLOs by Fall 2012.
- Objective 1d: The College will develop Degree SLOs for all existing degrees by Fall 2012.
- Objective 1e: The College will establish a set of best practices for delivery of online courses for general education and major requirements by Fall 2012.

Student Success and Academic Excellence

GOAL 2:

Career Technical Education

Rio Hondo College will provide excellent instruction in career technical education, leading to increased awarding of certificates, degrees and job placement /job enhancement.

- Objective 2a: The College will develop 10 additional certificate and/or degree programs (both locally approved and Chancellor's Office approved) including job placement and job enhancement courses and programs to be offered by 2015.
- Objective 2b: The College will increase by 5% over the previous five-year average the number of certificates and degrees (both locally approved and Chancellor's Office approved) awarded by 2015.
- Objective 2c: The College will develop and refine certificate SLOs annually with input from advisory committees.
- Objective 2d: The College will increase the alignment of curricula with middle, high, adult schools and ROPs by 2015.
- Objective 2e: The College will increase by 20% the number of CTE students transferring by 2015.

Student Success and Academic Excellence

GOAL 3:

Basic Skills

Rio Hondo College will provide excellent and innovative instruction and other learning opportunities in basic skills.

- Objective 3a: For placement purposes, the College will require and continue to build the infrastructure that is necessary to implement assessment in reading, math, ESL, and writing for all non-exempt matriculating students by Fall 2012.
- Objective 3b: The College will develop SLOs specific to basic skills programs by Fall 2012.
- Objective 3c: The College will continue to investigate the development and implementation of new best practice program models by Fall 2013.
- Objective 3d: The College will improve success in basic skills courses to match current success rates in transfer level courses by 2015.

Student Success and Academic Excellence

GOAL 4: Rio Hondo College will offer opportunities which foster life-long learning and serve community interests.

- Objective 4a: The College will develop and implement an assessment tool to measure community interests and needs by Spring 2012.
- Objective 4b: Based on community interests and needs, the College will increase the number of public “special topics” forums and panels by Spring 2015.
- Objective 4c: The College will increase and publicize the number of courses offered, based on community interests and needs, specifically including special topics courses, by Spring 2015.
- Objective 4d: The College will create an implementation plan by Fall 2012 for the South Whittier Educational Center (SWEC).
- Objective 4e: The College will integrate and cross market credit courses with fee based classes by Spring 2015.
- Objective 4f: The College will explore and analyze revenue implications, liability, and potential availability for the implementation of a process for students to audit courses by Spring 2013.

Increase, Manage, and Retain Student Enrollment

GOAL 5: Rio Hondo College will promote a student-centered climate that ensures equal access to educational opportunities, contributes to increases in retention & persistence, and improves student success through collaboration that values diversity.

- Objective 5a: The College will develop and implement a plan to ensure access to student support services that promote student success by Fall 2012.
- Objective 5b: Before Fall 2012, the College will accurately document and evaluate the number of students who participate in activities and services that promote student engagement and, by 2015, increase that number by 20%.
- Objective 5c: The College will establish a comprehensive student services program for foster youth by Fall 2012.
- Objective 5d: The College will offer more opportunities, such as international education and study abroad partnerships, that enhance the students’ concept of “global citizenship” by 2015.
- Objective 5e: The College will initiate a second semester student intervention process by Spring 2012 requiring all students to meet with a counselor to identify a specific college goal and complete an education plan outlining classes needed to achieve that goal.

Foster Cooperation and Collaboration among all Stakeholders

GOAL 6:

Rio Hondo College will respond to the region's educational needs and contribute to its economic future through service to the community and partnerships with public, private, and non-profit organizations.

- Objective 6a: The College will increase and strengthen participation with business, industry, government, and non-profit organizations within our service area to meet training, retraining, and educational needs by Spring 2015 by increasing the number of:
- workforce-preparation programs
 - job-placement programs
 - professional-recertification-requirement programs
 - apprenticeship programs
- Objective 6b: The College will strategically address the needs of underrepresented populations within its service area by Spring 2015 by:
- providing opportunities for enrollment from underserved areas of the District
 - increasing the number of first-generation students
 - increasing the number of scholarships and financial-aid opportunities
 - increasing outreach efforts to non-traditional students
 - increasing the number of students participating in the Honors Program
- Objective 6c: The College will offer occupational and continuing education programs through diverse, innovative delivery systems by Spring 2015.
- Objective 6d: The College will investigate and develop the addition of a service learning component to the Rio Hondo College curriculum.
- Objective 6e: The College will increase and enhance its outreach-education programs in K-12 schools in the five service areas by Spring 2015.

Sustain Fiscal Accountability

GOAL 7:

Rio Hondo College will act responsibly, ethically, efficiently, and in an accountable manner, including actively seeking outside sources of funding, to preserve fiscal solvency.

- Objective 7a: The College will inform the public of the financial state of the College annually through means such as the Annual Report, Superintendent's Monthly Update, college website, Citizens Oversight Committee, community updates and local press releases.
- Objective 7b: The College will maintain a minimum unrestricted general fund balance of 5% annually.
- Objective 7c: The College will maintain no more than 85% expenditures on salaries and benefits in comparison to general fund operational budget annually.
- Objective 7d: The annual restricted general fund including categorical and grant funds should be a balanced budget (i.e. revenues = expenses).
- Objective 7e: The Rio Hondo College Foundation will maintain a balanced, unrestricted budget annually.
- Objective 7f: The Rio Hondo College Foundation will increase its restricted and unrestricted contribution to Rio Hondo College by 5% over 3 years from fiscal years 2010 through 2013.
- Objective 7g: The College will write and submit 10 new grant proposals raising a minimum of six million dollars by 2013.

Sustain Fiscal Accountability

GOAL 8: Rio Hondo College will recruit, hire, develop, retain, train, and support highly qualified and diverse administrators, faculty, and classified staff.

- Objective 8a: The College will examine and revise the recruitment process as needed for administrators, faculty, and classified staff by December 2012.
- Objective 8b: The College will examine and revise the hiring process for administrators, faculty, and classified staff by December 2012.
- Objective 8c: The College will improve and assess the evaluation process for administrators, faculty, and classified staff to gauge the quality of candidates hired by the District and examine the issues and process for internal promotion by December 2012.
- Objective 8d: The College will broaden Staff Development across all campus entities by incorporating a professional development section in the institutional planning process by the 2011-2012 process.
- Objective 8e: The College will increase funding for staff development to support administrators, faculty, and classified staff by Fall 2012.

Sustain Fiscal Accountability

GOAL 9: Rio Hondo College will meet the ever-changing technological needs required to support the educational process and to enhance student access and success.

- Objective 9a: The College will meet the objectives of the current plan to upgrade and replace its distribution network by the end of Spring 2012.
- Objective 9b: The College will increase the number of opportunities for all staff to access and incorporate innovative instructional technologies through staff development, sabbaticals, conferences, and research by 2015.
- Objective 9c: The College will create a technology replacement plan and implement into the program planning process by the end of Spring 2012.
- Objective 9d: The College will assess costs and options for developing disaster recovery plan by Spring 2012.
- Objective 9e: The College will perform a needs assessment and develop curriculum for ongoing staff training by Spring 2012.
- Objective 9f: The College will review and evaluate the software needs campus wide by Fall 2011.
- Objective 9g: The College will develop metrics to evaluate and assess technology use on campus by Spring 2012.

Sustain Fiscal Accountability

GOAL10: Rio Hondo College will design, modernize, and maintain a physical infrastructure, both on and off site, that meets the changing needs of students, staff, and the college's instructional and student support programs while valuing and enhancing the aesthetic beauty of the campus.

- Objective 10a: The College will expand and modernize facilities based on the five-year construction plan.
- Objective 10b: The College will update the Campus Facilities Master Plan by Spring 2012.
- Objective 10c: The College will increase accessibility and safety through bond construction improvements of pedestrian ways and lighting levels by Spring 2012.
- Objective 10d: The College will identify community needs for offsite facilities through input from board members, citizens, and government and community organizations by Spring 2012.
- Objective 10e: The College will acquire Leadership in Energy Efficiency Design (LEED) certification for all new buildings that exceed construction costs of 14 million dollars by Spring 2015.
- Objective 10f: The College will develop and disseminate expanded emergency procedures for existing and future construction, including access for Special Needs population by Fall 2012.
- Objective 10g: The College will develop a plan with metrics to increase the level of campus aesthetics and cleanliness, based on the Minimum Expectations of Services Guidelines by Spring 2012.
- Objective 10h: The College will implement a plan to improve visitor, student and staff way finding on and off campus by Spring 2012.

Increase, Manage, and Retain Student Enrollment

GOAL 11: Rio Hondo College will provide students and employees with an engaging and rewarding campus life.

- Objective 11a: Based on the campus climate survey, the College will increase student satisfaction with the number and quality of student-oriented co-curricular activities by 2015.
- Objective 11b: Based on the campus climate survey, the College will increase employee satisfaction with the number and quality of district-sponsored activities for employees in conjunction with the Academic Senate, RHCFA, and CSEA, where appropriate, by 2015.
- Objective 11c: The College will evaluate the campus climate survey and provide recommendations by Spring 2012.
- Objective 11d: The College will expand opportunities for classified staff, faculty and administrators to participate in the governance process.
- Objective 11e: The College will provide and support opportunities to create and enhance a positive work environment through the development of faculty/staff designated areas that facilitate social interaction, communication, etc. by Fall 2012.