



Mission Statement Task Force
August 21, 2013

PROPOSED DRAFT MISSION STATEMENT

Rio Hondo College is committed to the success of its diverse students and community by providing dynamic opportunities and resources that lead to associate degrees, certificates, transfer, career and technical education, basic skills proficiency, and lifelong learning.

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*



Accreditation Standard I: Institutional Mission and Effectiveness

The institution demonstrates strong commitment to a mission that emphasizes achievement of student learning and to communicating the mission internally and externally. The institution uses analyses of quantitative and qualitative data and analysis in an ongoing and systematic cycle of evaluation, integrated planning, implementation, and re-evaluation to verify and improve the effectiveness by which the mission is accomplished.

A. Mission

The institution has a statement of mission that defines the institution's broad educational purposes, its intended student population, and its commitment to achieving student learning.

- What does the institution's mission statement say about its educational purposes? Are these purposes appropriate to an institution of higher learning?
 - Who are the college's intended students? How does the institution determine its intended population? Is the identified population a reasonable match for the institution's location, resources, and role in higher education?
 - What processes does the institution use to foster college wide commitment to student learning? Does the mission statement express this commitment?
1. The institution establishes student learning programs and services aligned with its purposes, its character, and its student population.
 - Have discussions been held among key constituents regarding the relevance of the mission statement to student learning?
 - What statements about student learning are included in the mission statement? How do these statements make explicit the purposes of the institution?
 - How does the institution know that it is addressing the needs of its student population?
 - What assessments of institutional effectiveness are undertaken?
 2. The mission statement is approved by the governing board and published.
 - When was the current mission statement approved by the board?
 3. Using the institution's governance and decision-making processes, the institution reviews its mission statement on a regular basis and revises it as necessary.
 - How effective is the institution's process for periodic review of the mission statement? Does the process allow for incorporating the interests of the institutions' stakeholders?
 - How does the institution know that the way the mission statement is developed, approved and communicated to all stakeholders is effective? What circumstances prompt changes to the statement?
 4. The institution's mission is central to institutional planning and decision making.
 - How effectively does the mission statement prompt planning and decision making? To what extent is the mission statement central to the choices the college makes?



INSTITUTIONAL RESEARCH AND PLANNING
2013-2014 PLANNING PROCESS
INSTITUTIONAL PLANNING RETREAT
APRIL 5, 2013



MISSION/EDUCATIONAL PHILOSOPHY - FEEDBACK

- SUGGESTION TO ADJUST CURRENT MISSION: RIO HONDO COLLEGE IS A (STUDENT-CENTERED CAMPUS DEDICATED TO PROVIDING) INNOVATIVE, CHALLENGING, AND QUALITY EDUCATIONAL OFFERINGS FOR ITS DIVERSE STUDENTS AND COMMUNITY.
- MISSION STATEMENT REVIEW: WE CAN LIVE WITH OUR CURRENT MISSION STATEMENT, BUT FEEL WE CAN EXPAND AND CONTINUE TO GROW AND PROVIDE QUALITY SERVICE TO OUR STUDENTS AND COMMUNITY.
- SHOULD INCLUDE SOMETHING ABOUT STUDENT SUCCESS
- REMOVE THE REFERENCE TO A COLLABORATIVE CENTER OF LIFELONG LEARNING
- SHOULD BE A GRAND STRATEGY SUCCINCTLY STATED
- HELP STUDENTS ACHIEVE THEIR PERSONAL, SPECIFIC EDUCATIONAL GOALS.
- PROVIDE THE PATHWAY THAT EACH STUDENT NEEDS TO ACHIEVE THEIR PERSONAL GOALS.
- LIFELONG LEARNING = CONTINUING EDUCATION???
- LIFELONG LEARNER = CAREER IN HIGHER EDUCATION WE ARE ALL LIFELONG LEARNERS
- ALWAYS INQUISITIVE
- INSTEAD OF LIFELONG LEARNING = "ONGOING, VOLUNTARY, AND SELF-MOTIVATED" PURSUIT OF KNOWLEDGE
- PASSIVE STATEMENT - STUDENT SUCCESS IS MISSING???
- RIO HONDO COLLEGE DEVELOPS.....
- NURTURE, FOSTER
- LIFELONG INTELLECTUAL GROWTH
- RIGOROUS VERSUS CHALLENGING
- INNOVATIVE ??? WHAT DOES IT MEAN TO BE INNOVATIVE? TECHNOLOGY, LEARNING STYLES
- THE FACT THAT THE STATE AND ACCREDITATION ARE PUSHING FOR US TO BE A DEGREE AND TRANSFER INSTITUTION WE QUESTION IF WE ARE STILL A LIFELONG LEARNING INSTITUTION

FOR THE COMMUNITY. THE INSTITUTIONAL GOALS 1 & 2 ARE NOW FOCUSED ON DEGREE AND TRANSFERRING AS WELL AS CAREER AND JOB PLACEMENT.

- ARE WE IN DANGER OF LOSING THE LIFELONG LEARNING AREA? BECAUSE OF BUDGET CUTS, REPEATING CLASSES IS DISCOURAGED. PE IS NOT A REQUIREMENT FOR AST DEGREE, IT IS CONSIDERED AN EXTRA UNIT AND AFFECTS THEIR FINANCIAL AID. ADD SAFETY WORDING OR SAFE LEARNING ENVIRONMENT.
- “RIO HONDO COLLEGE IS A COLLABORATIVE CENTER OF LIFELONG LEARNING WHICH PROVIDES INNOVATIVE AND CHALLENGING EDUCATIONAL OFFERINGS FOR ITS DIVERSE STUDENTS AND COMMUNITY IN A SAFE LEARNING ENVIRONMENT”
- MAYBE ADD: WE ARE A REFLECTIVE, COLLABORATIVE CENTER..... (WHICH IS SUPPOSED TO BE ONGOING AS PART OF THE ACCREDITATION PROCESS.
- MAINTAIN THE ABILITY TO OFFER LIFELONG LEARNING.
- SAFE ENVIRONMENT
- REFLECTIVE
- LIFELONG LEARNING APPROPRIATE?

WHAT IS RIO HONDO’S COMMITMENT TO ACHIEVING STUDENT LEARNING?

- ACCESS: TO PROVIDE INNOVATIVE, CHALLENGING, AND QUALITY EDUCATIONAL OFFERINGS. SUPPORT: TUTORING SERVICES, TECHNOLOGY, SAFETY; ONGOING EVALUATION: OF PROGRAMS, INSTRUCTIONS, ETC.
- RIO HONDO SUPPORTS THE ACHIEVEMENT OF STUDENT LEARNING BY PROVIDING EDUCATIONAL OPPORTUNITIES LEADING TO DEGREES AND CERTIFICATES, TRANSFER, CAREER AND LIFELONG LEARNING ADVANCE.
- GOOD QUESTION: DO WE USE THIS AS A GUIDING QUESTION IN ALL DECISION MAKING?
- ONLINE COURSES TO MEET DIVERSE LEARNING NEEDS.
- CONTINUED GRANTS AND OPPORTUNITIES.
- MANDATING ASSESSMENT FOR APPROPRIATE COURSE PLACEMENT.
- DEVELOPING, ASSESSING, AND REFINING S.L.O.S.
- OFFERING STUDENT SUCCESS PROGRAMS (E.G., SUMMER BRIDGE, FYE, LEARNING COMMUNITIES, GATEWAY TUTORING) TO PROVIDE SUPPORTIVE LEARNING ENVIRONMENTS.
- ACCESSIBILITY AND PERSONAL GROWTH.

- SUPPORT TO FACULTY TO INNOVATE.
- REMEDIATION, GROWTH, SAFETY, AND ACCESS.
- EXTRACURRICULAR LEARNING OPPORTUNITIES THROUGH STUDENT LIFE
- DEGREES ALIGNED WITH INDUSTRY NEEDS
- FACULTY UNDERGOES CONTINUING PROFESSIONAL DEVELOPMENT
- UP-TO-DATE COURSES WITH CURRENT, RELEVANT CONTENT
- OFFER ONLINE COURSES
- DEGREES, TRANSFER, CAREER PREP

WHAT ARE RIO HONDO'S EDUCATIONAL PURPOSES?

- IMPROVE SOCIETY
- ACCESS TO EDUCATION AND TRANSFER
- STUDENT SUCCESS
- QUALITY EDUCATION
- OFFER QUALITY INSTRUCTION
- OPEN ACCESS BASIC SKILLS
- PREPARE STUDENTS TO SUCCEED AT TRANSFER INSTITUTIONS
- TO OFFER INNOVATIVE, CHALLENGING AND QUALITY EDUCATIONAL OFFERINGS FOR STUDENT AND COMMUNITY
- TO PROVIDE OPPORTUNITIES FOR STUDENTS TO GAIN THE KNOWLEDGE-SKILLS REQUIRED TO MEET THEIR EDUCATIONAL GOALS
- TO PROVIDE QUALITY EDUCATION FOR ALL INDIVIDUALS ENCOURAGING TRANSFER SUCCESS
- TO PROVIDE ADEQUATE AND QUALITY STUDENT SUPPORT SERVICES.
- ASSIST STUDENTS IN MEETING THEIR EDUCATIONAL GOALS.
- PREPARE STUDENTS TO MEET THEIR CAREER GOALS WITH QUALITY PROGRAMS.
- INFORM
- PROMOTE CONTINUOUS LEARNING
- PROMOTE QUALITY INSTRUCTION

- CHALLENGE STUDENTS
- PROVIDE STUDENTS WITH RIGOROUS CURRICULUM ALLOWING FOR TRANSFER POSSIBILITIES.
- SUPPORT STUDENT'S CONTRIBUTIONS TO THE COMMUNITY.
- HELP STUDENTS REACH THEIR GOALS.

WHO ARE RIO HONDO'S INTENDED STUDENTS?

- INCOMING FRESHMEN (RECENT HIGH SCHOOL GRADS)
- VETERANS
- WORKFORCE DEVELOPMENT (ENHANCING SKILLS)
- ALREADY ACCOMPLISHED STUDENTS WHO WISH TO CONTINUE ACCELERATED LEARNING (HONORS) AS THEY PREPARE FOR TRANSFER
- RESIDENTS OF OUR SERVICE AREA (ALTHOUGH WE DO SERVE MANY OUTSIDE OF OUR SERVICE AREA)
- ETHNIC DIVERSITY
- HIGH SCHOOL DROPOUTS
- NURSING/HEALTH SERVICES STUDENTS WHO WANT TO TRANSFER TO 4-YEAR SCHOOL OR WANT NURSING DEGREE
- PUBLIC SAFETY STUDENTS
- ANYONE INTERESTED IN LEARNING
- COMMUNITY MEMBERS INTERESTED IN PERSONAL ENRICHMENT
- STUDENTS WHO WANT TO TRANSFER TO A 4-YEAR SCHOOL WITHOUT AN ASSOCIATE'S DEGREE AND/OR TRANSFER
- RETURNING STUDENTS
- CTE
- RE-ENTRY STUDENTS (CHANGING CAREERS)
- 4-YEAR UNIVERSITY STUDENTS WHO NEED COURSE CREDIT
- SINGLE PARENT MOM OR DAD (5 CHECKS)
- A WIDELY DIVERSE POPULATION INCLUSIVE OF ALL SEEKING KNOWLEDGE AND BETTERMENT (16 CHECKS)

- ANYONE WILLING TO LEARN (24 CHECKS)
- ANYONE WHO IS ALIVE (8 CHECKS)
- RESIDENTS OF RIO HONDO DISTRICT (2 CHECK)
- HIGH SCHOOL STUDENT FROM RHC FEEDER SCHOOLS (1 CHECK)
- HIGH SCHOOL STUDENTS
- CTE TRAINING IN AREAS SUCH AS AUTOMOTIVE, FIREFIGHTING, AND EMERGING FIELDS (7 CHECKS)
- “RE-ENTRY” STUDENTS WHO ARE PURSUING NEW GOALS (2 CHECKS)
- RESIDENTS WHO LIVE OUT OF DISTRICT BOUNDARIES (1 CHECK)
- STUDENTS WHO INTEND TO TRANSFER OR EARN AN AA/AS OR CERTIFICATE (2 CHECKS)
- EVERYONE (5 CHECKS) AND A CAT

WHAT ARE THE NEEDS OF RIO HONDO’S STUDENT POPULATION?

- CERTIFICATES FOR ENTRY LEVEL JOBS 14
- OPPORTUNITY TO PARTICIPATE IN STUDENT LIFE ACTIVITIES, EVENTS AND GOVERNMENT 3
- BASIC SKILLS 8
- INTERNSHIP/JOB PLACEMENT 8
- PARKING 8
- MENTAL/EMOTIONAL 6
- DEVELOPMENT OF PERSONAL; ACADEMIC HABITS, ATTITUDES THAT PROMOTE SUCCESS 13
- STUDENT NEEDS: SUPPORT TO BECOME COMPETENT STUDENTS (WORK HABITS, RESPONSIBILITY) AND ACTIVE CITIZENS 12
- COUNSELING AND TUTORING 15
- SERVICES THAT ARE PROVIDED WITH PATIENCE, WITH COMMITMENT AND THAT ALL INDIVIDUAL FOCUS, SUPPORTIVE AND MOTIVATING 6
- EDUCATIONAL SUPPORT 10
- CLASS OFFERINGS 13
- EARN A DEGREE 8

- ADVANCED TECHNOLOGY BASED EDUCATION 8
- TO ACHIEVE SUCCESSFUL CAREER, WHETHER TO TRANSFER TO HIGHER EDUCATION OR COMMIT TO A CAREER
- ENHANCE COMMUNITY WITH KNOWLEDGE AND SKILLS ATTAINED
- ACT AS A MENTOR
- KNOWLEDGE/PERSONAL GROWTH
- PERSONAL/PROFESSIONAL DEVELOPMENT, TRANSFER, DEGREE/CERTIFICATE COMPLETION

WHAT IS THE INTENDED OUTCOME FOR STUDENTS WHO ATTEND AND EXIT RIO HONDO COLLEGE?

- TO MEET THEIR EDUCATIONAL AND CAREER GOALS
- PREPARE AND COMPLETE THEIR EDUCATIONAL GOALS
- GET A JOB
- INCREASE INDIVIDUAL SELF-AWARENESS TOWARDS THE SUCCESSFUL DEGREE, TRANSFER, OR CAREER/JOB PLACEMENT
- TO BECOME CONSCIOUS OF WHO THEY ARE AND WHAT THEY WANT IN LIFE. TO GAIN THE KNOWLEDGE AND SKILLS TO MAKE DECISIONS TOWARDS THESE GOALS.
- MEET CAREER AND EDUCATIONAL GOALS 14
- BECOME A PERSONALLY AND CIVICALLY RESPONSIBLE INDIVIDUAL 2
- HAVE A PERSONAL SATISFACTION WITH ONESELF 0
- MAKE MEASURABLE PROGRESS 5
 - IN COURSE COMPETITION
 - CERTIFICATE/DEGREE/TRANSFER
- STUDENT FOR STUDENTS TO HAVE REACHED/ACCOMPLISHED THEIR GOAL- NOT NECESSARILY CERTIFICATE, DEGREE OR TRANSFER "REMEMBER COMMUNITY COLLEGE" 5
- TO TRANSFER AND ACCOMPLISH DEGREE TO ACQUIRE SUCCESSFUL CAREER 4
- THE OUTCOME IS TO EARN A DEGREE, CERTIFICATE, OR ENOUGH UNITS TO TRANSFER 3

INSTITUTIONAL GOALS & OBJECTIVES 2013-2014

Created / Updated at Institutional Planning Retreat 4/05/13
Revised by IEC Co-Chairs and IEC 5/7/13 & 8/07/13
Approved and Recommended to President by PFC
Approved by President
Commitment of Support by Board of Trustees

~~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 degree completion and successful university transfer.~~

~~Objective 1a: The College will increase by 10 the number of A.A. (T) and A.S. (T) degrees offered between April 2012 and April 2015.~~

Objective 1a: The College will increase by 13 the number of A.A. (T) and A.S. (T) degrees offered between 2012 and 2015.

~~Objective 1b: The College will increase the number of degrees awarded by 5% over the previous five-year average (770) by 2015.~~

Objective 1b: The College will increase the number of degrees awarded by 5% over the previous five-year average by 2018. The number of degrees awarded will represent no less than 5% of the annual FTE.

~~Objective 1c: The College will develop General Education SLOs by Fall 2012~~
OBJECTIVE COMPLETED.

~~Objective 1d: The College will develop Degree SLOs for all existing degrees by Fall 2012.~~ OBJECTIVE COMPLETED.

~~Objective 1c: Develop a research project that more accurately measures qualitative and quantitative differences between online courses and similar classroom courses, involving a random sample of instructors who teach both, in order to improve student performance.~~

Objective 1c: Develop a research project to identify and promote best practices for increasing student success in online courses by Spring 2015.

Objective 1d: The College will improve success and retention rates in online courses by one percent annually through 2018. ~~to match the rates of similar classroom courses by 2017.~~

Objective 1e: The College will increase transfer levels by 5%, over the previous five-year average, by 2018.

~~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.~~

GOAL 2: Rio Hondo College will provide instruction in career technical education, leading to 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 2b: The College will annually increase by 5% the number of certificates and degrees (both locally approved and Chancellor's Office approved) awarded between 2012 and 2017.

Objective 2c: The College will develop and refine certificate SLOs annually with input from advisory committees.

~~Objective 2d: The College will review/renew alignment of curricula with middle, high, adult schools and ROPs by 2015.~~

Objective 2d: The College will review/renew curricular alignment with secondary schools and ROPs and increase the students who apply for college credit by 2015.

Objective 2e: The College will increase by 10% 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 leading to increased completion of Basic Skills sequences.

~~Objective 3a: For placement purposes, the College will require and continue to build the infrastructure that is necessary to implement mandatory assessment in reading, math, ESL, and writing for all non-exempt matriculating students by Fall 2012. OBJECTIVE COMPLETED, EXCEPT FOR THE HIRING OF NEW STAFF.~~

Objective 3a: The College will institutionalize best-practice program models by 2016.

~~Objective 3b: The College will continue to add three to five new best practice program models annually. DELETED FOR NOW DUE TO BUDGET CONSTRAINTS.~~

Objective 3b: The College will improve success in basic skills course sequences by 3% by 2016.

Objective 3c: The percentage of first time students who begin their assessed math course in the first semester at Rio Hondo and continue through the sequence without interruption will increase by one percent annually through 2018.

Objective 3d: The College will increase the three year developmental progression rate by one percent annually through 2018.

~~Objective 3c: The College will evaluate, expand, and institutionalize best practice program models by Fall 2012.~~

~~Objective 3d: The College will improve success in basic skills courses sequences to match current success rates in first 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.~~

GOAL 4: Rio Hondo College will offer opportunities to meet the educational needs and interests of the community ~~we serve.~~

Objective 4a: ~~The College will develop and implement an assessment tool to measure community interests and needs by Spring 2013.~~
RECOMMEND DELETE 4A.

Objective 4a: The College will continually offer courses, including special topics courses, based on community interests.

Objective 4b: ~~Based on community interests and needs, the College will increase the number of public “special topics” forums and panels by Spring 2015.~~
RECOMMEND DELETE 4B

Objective 4b: The College will develop an **dynamic educational strategic action** plan for **the off-site centers** at SWEC and EMEC by Spring 2014.

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 4c: The College will integrate and cross market credit courses with fee based classes by Spring 2015.

Objective 4d: ~~The College will evaluate and assess the progress of completing the implementation plan for the South Whittier Educational Center (SWEC).~~

Objective 4d: The College will provide recommendations for the implementation of a process for students to repeat certain classes under a fee-based not-for-credit structure by Spring 2014.

Objective 4e: ~~The College will integrate and cross market credit courses with fee based classes by Spring 2015.~~ RENUMBERED TO OBJECTIVE 4C

Objective 4f: ~~The College will explore revenue implications for the implementation of a process for students to repeat certain classes under a fee-based not-for-credit structure~~ REWORDED AND RENUMBERED TO OBJECTIVE 4D

Objective 4g: ~~The College will offer occupational and continuing education programs through diverse, innovative delivery systems by Spring 2015.~~
RECOMMEND DELETE 4G

~~Increase, Manage, and Retain Student Enrollment~~

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

Objective 5a: **SSPLC The College** will develop and implement a plan to ensure access to student support services that promote student success **by Fall 2012 Fall 2014.**

~~Objective 5b: Before Fall 2012, the College will document and evaluate the number of students who participate in activities, and evaluate services that promote student engagement and increase that number by 5% annually until 2015.~~

Objective 5b: The College will document the number of students who participate in activities and increase that number by 5% annually until 2015.

Objective 5c: The College will establish an evaluation process for activities and services that promote student engagement by Fall 2014.

~~Objective 5c: The College will establish an improved student services program to identify foster youth and connect them to existing services by Fall 2013.~~
OBJECTIVE COMPLETE

Objective 5d: The College will initiate a student intervention process requiring all students, including online students, to meet with a counselor to identify a specific college goal and complete an education plan outlining classes needed to achieve that goal prior to their second semester enrollment.

Objective 5e: The College will increase the three semester persistence rate by 3 percent by 2018.

~~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 students served by:~~

- ~~▪ workforce preparation programs~~
- ~~▪ job placement programs~~
- ~~▪ professional recertification requirement programs~~
- ~~▪ apprenticeship programs~~

Objective 6a: The College will establish a database and analyze the level of participation with business, industry, government, and non-profit organizations within our service area by Fall 2014.

~~Objective 6b: The College will develop a task force to investigate the possibility of adding a service learning component at Rio Hondo College by Fall 2013.~~

Objective 6b: The College will update the community occupational needs survey (2008) to identify and devise goals and training programs by Fall 2014.

~~Objective 6c: The College will increase and enhance its outreach education programs in K-12 schools in the five service areas by Spring 2015.~~

Objective 6c: The College will develop a faculty survey to identify which faculty members currently have a service learning component in their curriculum. Data results from the faculty survey will be utilized to establish a service learning program plan by Fall 2014.

Objective 6d: The College will develop procedures for tracking and evaluating outreach educational activities in K-12 schools within the district service area 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 7f: The RHC Foundation will increase its restricted and unrestricted contribution to RHC by 5% over 5 years from fiscal years 2010 to 2015.

Objective 7g: The College will write and submit 10 new grant proposals raising a minimum of six million dollars by ~~2013~~ 2015

~~Objective 7h: The College will establish a process to address budget reductions that is student centered and involves all constituencies by Fall 2012.~~

~~DELETE OBJECTIVE 7H~~

~~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 hiring process for administrators, faculty, and classified staff by December 2012.~~

Objective 8a: The College will form an EEO (Equal Employment Opportunity) Advisory Committee to evaluate and make recommendations concerning diversity in our hiring process by December 2013.

~~Objective 8b: 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 2013.~~

Objective 8b: The College will assess and revise the evaluation process for administrators, faculty, and classified staff by December 2013.

~~Objective 8c: The College will review professional development needs identified in program and unit plans and produce a summary report to drive funding priorities and needs by Fall 2013.~~

Objective 8c: **The College will** compare the professional development needs identified in program **plans**, unit plans, and surveys with current staff development offerings, and make recommendations as needed by Fall 2013.

~~Objective 8d: The College will maintain funding for staff development to support administrators, faculty, and classified staff through Fall 2013.~~

Objective 8d: The College will pursue restoration of full funding for staff development by Fall 2015.

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~~. **Fall 2014**

~~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 9b: The College will increase the number of opportunities **by 10%** for ~~all~~ staff to access and incorporate innovative instructional technologies through staff development, sabbaticals, conferences and research by 2015.

Objective 9c: The College will continue to support its replacement cycle for computers and related peripherals. As part of the annual planning process, new technology needs will be assessed in each program plan.

Objective 9d: The College will assess the costs and options for developing and implementing a technology disaster recovery plan by ~~Spring~~ **Summer 2013**.

~~Objective 9e: The College will perform a needs assessment and develop curriculum for ongoing staff training by Spring 2013.~~

Objective 9e: The College will transition to a new **website** platform during **Fall 2013**.

Objective 9f: ~~The College will review and evaluate the software needs campus wide by Fall 2013.~~

Objective 9f: **The College will** replace aging Banner hardware and migrate software to a new environment by **the** end of Fall 2014.

Objective 9g: ~~The College will develop metrics to evaluate and assess technology use on campus by Spring 2013.~~

~~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 college.

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 2013.

Objective 10c: The College will increase accessibility and safety through bond construction improvements of pedestrian ways and lighting levels by Spring ~~2013~~ 2014.

Objective 10d: ~~The College will identify community needs for offsite facilities through input from board members, citizens, and government and community organizations by Spring 2013.~~

OBJECTIVE 10D: COMPLETE AND CAN BE REMOVED

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 2013.

Objective 10g: ~~The College will maintain a plan with metrics to increase the level of campus aesthetics and cleanliness, based on the Minimum Expectations of Services Guidelines by Spring 2013.~~

Objective 10g: The College will ~~continue to develop~~ **complete** a plan with metrics to increase the level of campus aesthetics and cleanliness, based on the current Minimum Expectations of Service Guidelines by Fall 2013.

Objective 10h: ~~The College will implement phase 2 of the plan to improve visitor, student and staff way finding on and off campus by Spring 2013.~~

OBJECTIVE 10H: COMPLETE AND CAN REMOVE

Objective 10I: The College will create a plan to explore short term parking options and drop off areas for students by Spring 2013.

Objective 10j: The College will assess costs and options for developing a disaster recovery plan by Spring Fall 2013.

GOAL 11: ~~Increase, Manage, and Retain Student Enrollment~~
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 co-curricular activities by 2015.~~

Objective 11a: **The College** will increase student satisfaction and participation with co-curricular activities by 3% by 2015.

Objective 11b: The College will evaluate the campus climate survey process and instrument and provide recommendations for improvement by Fall 2012 2014.

- ~~• use disaggregated data sets~~
- ~~• examine internal and external validity of the instrument~~
- ~~• Other evaluation methods (get to the “why” of how things are happening)~~

~~Objective 11c: The College will expand opportunities for classified staff, faculty, students, and administrators to participate in the governance process.~~

Objective 11c: The College will improve the process for participation in the governance process for classified staff, faculty, students, and administrators by Spring 2014.

- ~~• improve college-wide mechanism for participation on committees (“college hour,” encourage mgrs. to support individuals, rotations, etc.)~~

Objective 11d: ~~The College will increase employee satisfaction by creating more opportunities for social interaction and positive communication among Academic Senate, RHCFA, CSEA, and ASRHC by Fall 2013.~~

The College will create two new opportunities for social interaction and positive communication among Academic Senate, RHCFA, CSEA, ASRHC, and the Management & Confidential employees by Fall 2014.

GOAL 12: ~~Student Success and Academic Excellence~~
Rio Hondo College will offer increased educational opportunities for students who are traditionally not college-bound.

Objective 12a: 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~~

Objective 12a: The College will strategically address the needs of underrepresented populations within its service area by Spring 2015 by:

- Increasing the number of first-generation students - 5% increase by providing additional workshops, senior preview days, etc.
- Increasing the access to information regarding availability of scholarships and financial-aid opportunities

~~Objective 12b: 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 12b: The College will offer more opportunities that enhance the students' concept of "global citizenship" by 2015 by.

- Increase course offerings in courses related to international education
- Increase number of Study Abroad partnerships
- Increase outreach efforts to non-traditional students

INSTITUTIONAL GOALS & OBJECTIVES 2013-2014

Created / Updated at Institutional Planning Retreat 4/05/13
Revised by IEC Co-Chairs and IEC 5/7/13 & 8-8-13
Approved and Recommended to President by PFC
Approved by President
Commitment of Support by Board of Trustees

GOAL 1: Rio Hondo College will provide excellent instruction in general education and major requirement courses leading to increased student degree completion and successful university transfer.

Objective 1a: The College will increase by 13 the number of A.A. (T) and A.S. (T) degrees offered between 2012 and 2015.

Objective 1b: The College will increase the number of degrees awarded by 5% over the previous five-year average by 2018. The number of degrees awarded will represent no less than 5% of the annual FTE.

Objective 1c: Develop a research project to identify and promote best practices for increasing student success in online courses by Spring 2015.

Objective 1d: The College will improve success and retention rates in online courses by 1% annually through 2018.

Objective 1e: The College will increase transfer levels by 5%, over the previous five-year average, by 2018.

GOAL 2: Rio Hondo College will provide instruction in career technical education, leading to 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 annually increase by 5% the number of certificates and degrees (both locally approved and Chancellor's Office approved) awarded between 2012 and 2017.

Objective 2c: The College will develop and refine certificate SLOs annually with input from advisory committees.

Objective 2d: The College will review/renew curricular alignment with secondary schools and ROPs and increase the students who apply for college credit by 2015.

Objective 2e: The College will increase by 10% the number of CTE students transferring by 2015.

GOAL 3: Rio Hondo College will provide excellent and innovative instruction and other learning opportunities in basic skills leading to increased completion of Basic Skills sequences.

Objective 3a: The College will institutionalize best-practice program models by 2016.

Objective 3b: The College will improve success in basic skills course sequences by 3% by 2016.

Objective 3c: The percentage of first time students who begin their assessed math course in the first semester at Rio Hondo and continue through the sequence without interruption will increase by 1% annually through 2018.

Objective 3d: The College will increase the three year developmental progression rate by 1% annually through 2018.

GOAL 4: Rio Hondo College will offer opportunities to meet the educational needs and interests of the community.

Objective 4a: The College will continually offer courses, including special topics courses, based on community interests.

Objective 4b: The College will develop a strategic action plan for the off-site centers at SWEC and EMEC by Spring 2014.

Objective 4c: The College will integrate and cross market credit courses with fee based classes by Spring 2015.

Objective 4d: The College will provide recommendations for the implementation of a process for students to repeat certain classes under a fee-based not-for-credit structure by Spring 2014.

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

Objective 5a: SSPLC will develop and implement a plan to ensure access to student support services that promote student success by Fall 2014.

Objective 5b: The College will document the number of students who participate in activities and increase that number by 5% annually until 2015.

Objective 5c: The College will establish an evaluation process for activities and services that promote student engagement by Fall 2014.

Objective 5d: The College will initiate a student intervention process requiring all students, including online students, to meet with a counselor to identify a specific college goal and complete an education plan outlining classes needed to achieve that goal prior to their second semester enrollment.

Objective 5e: The College will increase the three semester persistence rate by 3% by 2018.

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 establish a database and analyze the level of participation with business, industry, government, and non-profit organizations within our service area by Fall 2014.

Objective 6b: The College will update the community occupational needs survey (2008) to identify and devise goals and training programs by Fall 2014.

Objective 6c: The College will develop a faculty survey to identify which faculty members currently have a service learning component in their curriculum. Data results from the faculty survey will be utilized to establish a service learning program plan by Fall 2014.

Objective 6d: The College will develop procedures for tracking and evaluating outreach educational activities in K-12 schools within the district service area by Spring 2015.

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 RHC Foundation will increase its restricted and unrestricted contribution to RHC by 5% over 5 years from fiscal years 2010 to 2015.

Objective 7g: The College will write and submit 10 new grant proposals raising a minimum of six million dollars by 2015.

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 form an EEO (Equal Employment Opportunity) Advisory Committee to evaluate and make recommendations concerning diversity in our hiring process by December 2013.

Objective 8b: The College will assess and revise the evaluation process for administrators, faculty, and classified staff by December 2013.

Objective 8c: The College will compare the professional development needs identified in program plans, unit plans, and surveys with current staff development offerings, and make recommendations as needed by Fall 2013.

Objective 8d: The College will pursue restoration of full funding for staff development by Fall 2015.

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 Fall 2014.

Objective 9b: The College will increase the number of opportunities by 10% for staff to access and incorporate innovative instructional technologies through staff development, sabbaticals, conferences and research by 2015.

Objective 9c: The College will continue to support its replacement cycle for computers and related peripherals. As part of the annual planning process, new technology needs will be assessed in each program plan.

Objective 9d: The College will assess the costs and options for developing and implementing a technology disaster recovery plan by Summer 2013.

Objective 9e: The College will transition to a new website platform during Fall 2013.

Objective 9f: The College will replace aging Banner hardware and migrate software to a new environment by the end of Fall 2014.

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 college.**

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 2014.

Objective 10c: The College will increase accessibility and safety through bond construction improvements of pedestrian ways and lighting levels by Spring 2014.

Objective 10d: 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 10e: The College will develop and disseminate expanded emergency procedures for existing and future construction, including access for Special Needs population by Fall 2013.

Objective 10f: The College will complete a plan with metrics to increase the level of campus aesthetics and cleanliness, based on the current Minimum Expectations of Service Guidelines by Fall 2013.

Objective 10g: The College will create a plan to explore short term parking options and drop off areas for students by Spring 2014.

Objective 10h: The College will assess costs and options for developing a disaster recovery plan by Fall 2013.

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

Objective 11a: The College will increase student satisfaction and participation with co-curricular activities by 3% by 2015.

Objective 11b: The College will evaluate the campus climate survey process and instrument and provide recommendations for improvement by Fall 2014.

Objective 11c: The College will improve participation in the governance process for classified staff, faculty, students, and administrators by Spring 2014.

Objective 11d: The College will create two new opportunities for social interaction and positive communication among Academic Senate, RHCFA, CSEA, ASRHC, and the Management & Confidential employees by Fall 2014.

GOAL 12: Rio Hondo College will offer increased educational opportunities for students who are traditionally not college-bound.

Objective 12a: The College will strategically address the needs of underrepresented populations within its service area by Spring 2015 by:

- Increasing the number of first-generation students - 5% increase by providing additional workshops, senior preview days, etc.
- Increasing the access to information regarding availability of scholarships and financial-aid opportunities

Objective 12b: The College will offer more opportunities that enhance the students' concept of "global citizenship" by 2015 by:

- Increasing course offerings in courses related to international education
- Increasing number of Study Abroad partnerships
- Increasing outreach efforts to non-traditional students