

# **Roxbury Community College**

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Draft Strategic Plan  
2025 – 2030

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## Letter from the President

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Dear Commissioner Ortega, BHE Board, and Colleagues at the Massachusetts Department of Higher Education,

On behalf of Roxbury Community College, I am honored to submit our 2025–2030 Strategic Plan for review and approval. This plan represents not only a blueprint for institutional growth, but also a deep and deliberate commitment to the Commonwealth’s vision for public higher education—centered on equity, student success, and workforce readiness.

This strategic plan emerges at a defining moment in RCC’s history. As we enter our next 50 years, we are embracing the opportunity to reimagine the role of a community college in advancing racial equity, social mobility, and economic transformation. Through an inclusive and data-driven planning process that engaged over 100 stakeholders—including students, faculty, staff, alumni, employers, and community leaders—we have charted a bold course forward that aligns with the Department’s Strategic Priorities and our community’s urgent needs.

Our plan is organized around five interlocking priorities: Purpose, People, Place, Programs, and Partnerships—the 5Ps. Each reflects a strategic commitment to...

- redefine our mission through the lens of equity and impact.
- center and support the people who learn and work at RCC.
- invest in our physical and digital infrastructure as a community anchor.
- offer programs that align with evolving industry needs and student aspirations.
- forge powerful partnerships that expand access, opportunity, and outcomes.

Most significantly, this plan positions RCC as an academic leader in apprenticeship-integrated learning. By embedding paid, real-world work experiences into our academic programs, we aim to close equity gaps, increase completion rates, and ensure that every RCC graduate is prepared to thrive in a rapidly changing labor market. This model reflects the Commonwealth’s commitment to innovation and student-centered design, and we are proud to contribute to that vision.

The plan also includes a robust implementation structure, key performance metrics, and a financial model designed to ensure feasibility and sustainability. It builds on our strong collaboration with the Board of Higher Education, our internal commitment to continuous improvement, and our community’s enduring trust in RCC as a vital institution in Greater Boston.

We are deeply grateful to the Department of Higher Education for your leadership, partnership, and guidance throughout this process. We look forward to your feedback, your support, and our continued work together to ensure that every student—regardless of background—has the opportunity to succeed and contribute meaningfully to the Commonwealth.

With deep appreciation and commitment,

*Jonathan Jefferson*

Jonathan Jefferson, President  
Roxbury Community College

## Executive Summary

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Roxbury Community College (RCC) empowers students through transformative education anchored in equity, innovation, and real-world readiness. This five-year strategic plan reimagines RCC as a pioneering apprenticeship/work-college model that integrates academic learning with professional experience. It aligns closely with the Commonwealth's strategic priorities, workforce development goals, and student success frameworks.

This strategic plan was developed through a collaborative, phased process rooted in stakeholder engagement and data-driven analysis. RCC's leadership initiated the planning effort in alignment with the Massachusetts Department of Higher Education's Campus Strategic Planning Guidelines.

To ensure alignment with state expectations and strengthen cross-campus engagement, the Massachusetts Department of Higher Education's Campus Strategic Planning Guidelines also guided the strategy. RCC adhered to structured touchpoints throughout the process—beginning with early assessments, continuing through stakeholder engagement phases, and culminating in formal draft reviews with DHE leadership. Informal meetings and working sessions complemented these checkpoints, building momentum and institutional buy-in. This blended approach ensured that RCC's plan not only aligns with systemwide goals like equity and student success but also reflects the collective insight and support of its internal and external communities.

Over the course of several months, input was collected through:

*A Listening Tour* conducted by the incoming President, during which 22 RCC community members (students, staff, and faculty) answered three key questions: What should RCC start doing, stop doing, and continue doing?

*A landscape analysis*, conducted by Boston Consulting Group, which captured our strengths, internal gaps, external opportunities, and challenges.

*A series of Community Dialogues* engaging arts and culture leaders, youth development professionals, early childhood educators, health providers, interfaith partners, and BIPOC media representatives across Boston.

### *Alignment with Department of Higher Education Framework*

This plan was developed in direct alignment with the Massachusetts Department of Higher Education's Campus Strategic Planning Guidelines, and positions RCC's apprenticeship-integrated model as a cornerstone of workforce alignment, equity advancement, and student success.

*An Annual Board Retreat* where Trustees and RCC leadership worked in teams to analyze strategic themes across five categories: Purpose, People, Place, Programs, and Partnerships. This exercise incorporated insights from RCC's past strategic plans, recent assessments, and community feedback.

*Strategic planning and advisory committees* and working groups that engaged faculty, staff, students, and external partners in articulating goals and reviewing draft priorities. This rich feedback directly shaped RCC's strategic priorities, ensuring that the plan reflects the voices and aspirations of the Department of Higher Education, campus community, and local stakeholders.

## Strategic Priorities Alignment with Statewide Goals

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The qualitative and quantitative data collected throughout this strategic planning process directly shaped RCC's strategic priorities, which are organized into five interlocking pillars we call the 5Ps. These priorities are designed to serve as a living framework that will guide institutional decision-making, resource allocation, and performance evaluation over the next five years:

**Purpose** – A reimagination of RCC's vision and mission that positions RCC as a cultural and academic force in the City of Boston for years to come. This refreshed sense of purpose reaffirms RCC's commitment to transformative education and its role as a driver of social mobility and community enrichment.

### *Strategic Priority Alignment with Statewide Goals*

RCC's commitment to transparency, mission-driven leadership, and innovation reflects the state's emphasis on accountability and public trust. Through a strong brand, equity-aligned policies, and community visibility, RCC supports a values-based approach to institutional planning and excellence.

**People** – Centering communities remains at the heart of our institutional lens, our People strategy will have an unapologetic focus on students, faculty, staff, and external stakeholders to ensure that equity, diversity, and inclusion are woven into the fabric of RCC's culture and operational practices.

### *Strategic Priority Alignment with Statewide Goals*

RCC operationalizes the BHE's Strategic Priorities and student-centered frameworks (CESJ, SUCCESS, RA2MWA) by investing in holistic supports, inclusive governance, and staff/faculty development. These initiatives are designed to close opportunity gaps and foster a more representative, empowered college community.

**Place** – A clear-eyed approach to analyzing RCC's physical campus and its historical and social positioning within Boston. This priority emphasizes optimizing RCC's physical infrastructure, safety, accessibility, and neighborhood relationships to strengthen its impact and presence.

### *Strategic Priority Alignment with Statewide Goals*

RCC is building a sustainable, inclusive, and technologically advanced campus that supports both academic innovation and community use. This supports the state's goal of ensuring that public colleges are modern, welcoming, and physically and digitally accessible.

**Programs** – A future-forward and evidence-based approach to evaluating RCC's academic programs and student support services. This includes holding students and faculty alike accountable within the scope of their roles and contributions. Additionally, aligning offerings with labor market demand and emphasizing key success metrics such as retention, completion, and job readiness, ensuring students graduate with the skills and credentials needed to thrive.

### *Strategic Priority Alignment with Statewide Goals*

Through new program development, embedded work-based learning, and early college expansion, RCC supports the state's priorities in student success, transfer alignment, and labor market responsiveness. Culturally relevant teaching and flexible pathways ensure equitable access to high-value credentials.

**Partnerships** – An agile framework for building, sustaining, and strengthening RCC’s stakeholder relationships within RCC, across the community, and beyond. This includes deepening collaboration with the City of Boston, peer institutions, the Commonwealth of Massachusetts, employers, and a wide range of community-based organizations to create new pathways to opportunity for RCC students and alumni.

*Strategic Priority Alignment with Statewide Goals*

RCC is deeply engaged with employers, K–12 districts, and community organizations to co-design pathways aligned with workforce needs and student aspirations. RCC’s approach to tracking MOUs, internships, and shared initiatives reflects the state’s push for measurable, mission-aligned collaboration.

This strategic plan positions RCC to lead with clarity, purpose, and impact to foster transparency, belonging, and institutional accountability. Grounded in the lived experiences of our students, the expertise of our faculty and staff, and the insight of our community, civic, and institutional partners, it reflects both the urgency and the promise of this moment.

By centering equity, innovation, market demands, and real-world readiness, RCC is charting a bold path forward—one that honors our legacy while embracing a future with an enhanced brand identity through innovation, excellence, and student outcomes. The 5Ps framework will serve as a compass, ensuring that every decision we make is aligned with our mission and advances our vision of RCC as a vital, inclusive, and future-ready institution for Boston and beyond.

## Institutional Vision, Mission, and Values

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RCC's updated mission and vision were inspired by an aspirational framework introduced by the incoming President—Roxbury 2030. This bold and forward-looking vision set the tone for a transformative future centered on innovation, experiential learning, and holistic student development.

As the strategic planning process unfolded, Roxbury 2030 was thoroughly reviewed, discussed, and refined through active engagement with planning committees, campus-wide forums, and stakeholder meetings. Every participant in the design and development process helped shape and endorse the vision, ensuring it reflects a shared commitment to making RCC a national leader in apprenticeship-integrated education and student-centered excellence.

The stakeholder endorsed aspirational vision and mission are as follows:

**Vision**      Empowering community growth by providing education and professional development for sustainable economic mobility.

**Mission**      By 2030, RCC will be known as a national model for empowering students with real-world skills for thriving careers and continued education, through innovative apprenticeships, paid internships, and industry partnerships.

RCC's core values are more than guiding principles; they are the foundation of how we operate, connect, and evolve. These values shape our identity as an institution, strengthen our capacity for empathy, and ground our engagement with the communities we serve today and in the future. They are not static ideals, but active drivers of innovation and institutional growth, pushing us to lead with purpose, act with intention, own the outcomes we create, and pursue excellence in everything we do.

**Accountability**      We own our actions and outcomes, staying transparent, responsive, and committed to continuous improvement—individually and institutionally.

**Equity**      We actively remove systemic barriers and create conditions where every member of our community thrives with equal support and opportunity.

**Honesty**      We build trust through transparency and shared responsibility, grounding our decisions and relationships in clarity and sincerity.

**Integrity**      We lead with principle and stand by our values, even when it is difficult; doing what is right because it matters.

**Respect**      We foster a culture where every identity, perspective, and contribution are acknowledged, valued, and treated with dignity.

We challenge ourselves to exceed expectations—ours and others—driving innovation, deepening impact, and advancing student-centered success.

## SWOT Analysis

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This section provides a comprehensive SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis based on data, stakeholder feedback, and environmental scans conducted during the strategic planning process. The analysis integrates insights from RCC's Listening Tour, community dialogues, institutional assessments, and external reports to help define both the current institutional landscape and the strategic levers for change, which are as follows:

### Strengths

- Diversity of student body
- Commitment to equity and wraparound services
- Strong healthcare program offerings
- Faculty and staff dedication to student support
- Unique location and cultural relevance to local community
- Strong legacy of social justice and community engagement

### Weaknesses

- Financial instability
- Underdeveloped data systems and tracking student outcomes
- Declining completion rates despite enrollment gains
- Limited capacity to scale successful pilot initiatives
- Gaps in mental health support and evening student services
- Challenges in internal communication and interdepartmental collaboration

### Opportunities

- Growth in healthcare and clean energy sectors
- Rising demand for mental health professionals and social workers
- Potential to become a regional leader in workforce-aligned education
- Increased public awareness and advocacy for free college access
- Federal interest in community college infrastructure and workforce pipelines
- Statewide equity and New Undergraduate Experience frameworks
- BPS partnership and increasing applications

### Threats

- Inflation and cost-of-living pressures impacting student persistence
- Risks associated with over-reliance on grant funding for new initiatives
- Uncertain long-term sustainability of state-level free college programs
- Technological disparities and digital equity challenges.
- Competition from better-funded and better branded colleges
- Brand and reputational dilution
- Underfunding despite serving a predominantly high-need student population



## **Strengths**

### **Diversity of Student Body**

RCC's student population reflects a rich mosaic of racial, ethnic, cultural, and socioeconomic backgrounds, including a high proportion of first-generation college students, immigrants, and students of color. This diversity enhances the learning environment by bringing multiple perspectives into classroom discussions and campus life and reinforces RCC's commitment to inclusive excellence and social mobility.

### **Commitment to Equity and Wraparound Services (Rox Box, SUCCESS, CESJ)**

RCC is deeply invested in student-centered practices and holistic support services. The Rox Box provides basic needs resources such as food, clothing, and hygiene supplies. The SUCCESS program offers targeted interventions to improve retention and graduation rates, while CESJ (Center for Equity, Social Justice, and Inclusion) promotes campus-wide equity initiatives, restorative practices, and cultural programming. These efforts reduce barriers to success and foster a climate of belonging.

### **Strong Healthcare Program Offerings**

RCC offers well-established programs in nursing, radiologic technology, and phlebotomy. Recognized for their quality, affordability, and job placement outcomes, these programs that are paired with clinical partnerships with local hospitals and community health centers, support Greater Boston's workforce needs, and lead directly to employment or further study in high-demand healthcare fields.

### **Faculty and Staff Dedication to Student Support**

RCC's faculty and staff are the backbone of its student-centered mission. Their dedication goes beyond instruction—they provide mentorship, encouragement, and hands-on support that meet students where they are. Whether staying after class to explain a concept, helping navigate life challenges, or connecting students with campus resources, RCC's educators and professionals are deeply committed to student success. This culture of care creates a learning environment where students feel seen, supported, and empowered to reach their full potential.

### **Unique Location and Cultural Relevance to Local Community**

Situated in the heart of Boston, RCC occupies a unique space at the intersection of education, culture, and community. Its urban location offers students direct access to a network of civic, cultural, and professional opportunities while keeping RCC deeply rooted in the communities it serves. RCC's programs and campus life reflect the cultural vibrancy of its surroundings, ensuring that the student experience remains relevant, responsive, and reflective of local voices and needs.

### **Strong Legacy of Social Justice and Community Engagement**

From its founding to the present day, RCC has held social justice and equity as central commitments. This legacy informs everything from curriculum design and campus culture to public partnerships. Through sustained community engagement, advocacy, and inclusive practices, RCC continues to champion systemic change while fostering civic responsibility among its students. RCC not only educates future leaders—it actively contributes to building a more just and equitable society.

### **Financial Instability**

RCC has faced recurring fiscal challenges, including structural deficits, limited reserves, and a heavy reliance on unstable grant funding. These financial constraints have restricted the institution's ability to make strategic, long-term investments in academic programs, student services, and infrastructure. While steps have been taken to strengthen fiscal management and improve transparency, achieving long-term financial sustainability remains a pressing institutional priority.

### **Underdeveloped Data Systems and Tracking Student Outcomes**

RCC currently lacks integrated, real-time data systems that can drive student success strategies and inform operational decision-making. The absence of robust analytics and performance tracking tools hinders RCC's ability to monitor key metrics such as persistence, graduation, job placement, and transfer outcomes. Strengthening institutional research capacity and modernizing technology infrastructure are essential for building a data-informed culture of continuous improvement.

### **Declining Completion Rates Despite Enrollment Gains**

Although enrollment has shown signs of recovery—driven by targeted outreach and policy changes—completion rates remain a concern, particularly for first-generation and historically underserved students. Factors such as financial hardship, mental health challenges, academic underpreparedness, and inconsistent access to advising all contribute to this gap. These trends highlight the need for RCC to scale up proven interventions and ensure that all students receive the support they need to succeed.

### **Limited Capacity to Scale Successful Pilot Initiatives**

RCC has launched several promising pilot programs in advising, student support, and instructional innovation. However, many of these efforts remain small-scale due to staffing constraints and limited operational bandwidth. Without adequate personnel or infrastructure to sustain and expand these initiatives, RCC risks losing momentum and impact. Building capacity for scaling what works is critical to institutional progress.

### **Gaps in Mental Health Support and Evening Student Services**

Despite growing demand, RCC lacks sufficient mental health resources and student support services during evening hours. These gaps disproportionately affect working students, adult learners, and others balancing complex life responsibilities. Strengthening mental health infrastructure and extending support beyond traditional hours would address urgent needs and promote greater equity in student outcomes.

### **Challenges in internal communication and interdepartmental collaboration**

Operational silos and inconsistent internal communication continue to slow decision-making and disrupt coordination across departments. These issues make it difficult to align efforts, share best practices, and maintain momentum on cross-functional initiatives. Addressing these communication gaps is key to creating a more agile, unified institution that can respond effectively to both student and organizational needs.

### **Growth in Healthcare and Clean Energy Sectors**

Massachusetts continues to experience strong growth in both healthcare and clean energy—two industries with urgent workforce needs and long-term career potential. RCC is well-positioned to meet this demand through its established programs in nursing and allied health, and by expanding offerings in behavioral health and community care. Simultaneously, the emergence of the clean energy economy opens the door for RCC to develop new credentials and training programs in energy efficiency, environmental technology, and sustainable infrastructure—placing RCC at the forefront of regional green workforce development.

### **Rising Demand for Mental Health Professionals and Social Workers**

Nationwide shortages in mental health services and a growing focus on community well-being have increased the need for trained professionals in counseling, social work, and human services. RCC has a strategic opportunity to expand and invest in behavioral health and social service pathways, responding to both labor market demands and the critical needs of the communities it serves. By doing so, RCC can further its mission while equipping students for meaningful, high-impact careers.

### **Potential to Become a Regional Leader in Workforce-Aligned Education**

With its strong program offerings, industry partnerships, and focus on equity, RCC is uniquely positioned to become a leader in workforce-aligned community college education in the Greater Boston area. Expanding employer engagement, developing stackable credentials, and embedding work-based learning across disciplines could solidify RCC's role as a regional hub for workforce readiness and economic mobility.

### **Increased Public Awareness and Advocacy for Free College Access**

Massachusetts is seeing a surge in public and political support for free community college, including initiatives like MassReconnect. These efforts help reduce financial barriers, particularly for adult learners, first-generation students, and underserved communities. RCC stands to benefit significantly from this momentum, attracting new students and advancing its commitment to access and affordability.

### **Federal Interest in Community College Infrastructure and Workforce Pipelines**

Recent federal initiatives have spotlighted community colleges as critical engines for economic recovery and workforce development. This growing interest brings potential funding for infrastructure, workforce partnerships, and high-demand training programs. RCC can leverage this national focus to modernize facilities, expand program offerings, and strengthen its impact on local and regional labor markets.

### *Statewide Equity and New Undergraduate Experience Frameworks*

The Massachusetts Department of Higher Education's Strategic Priorities and the New Undergraduate Experience (NUE) offer a clear roadmap for innovation and impact. These frameworks promote equity-minded teaching, proactive advising, and institutional transformation—all areas in which RCC is already actively engaged. By aligning with these statewide efforts, RCC can deepen its commitment to inclusive excellence and position itself as a leader in equitable student outcomes.

### **BPS Partnership and Increasing Applications**

RCC's expanding partnership with Boston Public Schools (BPS) is opening new pathways to college for local high school students. With the growth of dual enrollment and early college programming, RCC has seen an increase in applications and stronger engagement with local youth. Strengthening these pipelines can improve college readiness, support smoother transitions, and diversify the student population—contributing to long-term enrollment stability and student success.

### **Inflation and Cost-of-Living Pressures Impacting Student Persistence**

Rising inflation and the high cost of living in the Greater Boston area are placing increasing pressure on RCC students—many of whom already juggle work, caregiving, and financial hardship. These economic stressors often lead to part-time enrollment, stop-outs, or withdrawal, threatening student persistence and completion. Without expanded financial aid, flexible scheduling, and basic needs support, RCC risks losing students to external pressures beyond the classroom.

### **Risks Associated with Over-Reliance on Grant Funding for New Initiatives**

While grants have enabled RCC to launch innovative pilot programs and expand services, this funding is often time-limited and unpredictable. An over-reliance on short-term external funding jeopardizes the sustainability of programs once initial grants expire. Without stable institutional resources to maintain and scale these efforts, RCC may struggle to deliver consistent impact and long-term outcomes.

### **Uncertain Long-term Sustainability of State-level Free College Programs**

Massachusetts' recent push toward free community college access has created immediate gains in enrollment and visibility. However, the long-term sustainability of these programs remains uncertain, subject to shifting political priorities and budget constraints. A rollback or reduction in funding could destabilize recruitment strategies and force RCC to reevaluate financial aid models and student support services.

### **Technological Disparities and Digital Equity Challenges**

Many RCC students face ongoing digital barriers, including limited access to reliable internet, up-to-date devices, and technological support. These disparities were magnified during the pandemic and continue to impact students' ability to fully participate in hybrid and online learning environments. Without targeted investment in digital equity, these gaps may widen existing achievement gaps and limit the effectiveness of RCC's academic delivery models.

### **Competition from Better-Funded Colleges**

RCC operates in one of the most competitive higher education markets in the country. Peer institutions—many with larger endowments, modern campuses, and aggressive marketing strategies—can offer more financial aid, expanded programming, and premium student services. This competitive imbalance affects RCC's ability to attract and retain students, especially those considering multiple options within the region.

### **Brand and Reputational Dilution**

Although RCC has made significant strides under its current leadership, the institution continues to recover from previous periods of administrative instability and the loss of accreditation in select programs. Lingering public perceptions around past mismanagement present a reputational hurdle, impacting both community trust and stakeholder investment. Continued transparency, consistent leadership, and clear progress will be essential to rebuilding RCC's public image.

### **Underfunding Despite High-Need Student Population**

RCC serves a student population with substantial economic and academic needs, yet institutional funding has not kept pace with demand. This under-resourcing limits RCC's ability to provide comprehensive support services, modern learning environments, and competitive compensation for faculty and staff. The misalignment between student needs and available resources presents a persistent obstacle to fulfilling RCC's equity and excellence goals.

## PESTEL Analysis

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RCC's strategic direction is shaped by dynamic external forces. This environmental scan, structured around the PESTEL framework, highlights key trends and challenges influencing RCC's priorities, risks, and opportunities.

RCC's strategic planning process was informed by a forward-looking scan of external trends and challenges shaping the future of higher education, particularly for urban, access-oriented institutions. The insights are organized below using the PESTEL framework (Political, Economic, Social, Technological, Environmental, and Legal) to capture the most salient forces impacting RCC's strategy and operations, which are as follows:

### **Political Factors**

- Declining public trust in higher education
- Altering priorities due to shifts state and federal leadership
- Uncertainty in immigration policy and practices

### **Economic Factors**

- Free college programs like MassReconnect
- Rising inflation and living costs
- Growing demand for workforce-aligned credentials

### **Social Factors**

- Changing regional demographics
- Insecurity related to foundational or basic needs
- Escalating mental health challenges
- Growing stakeholder expectations of equity and social justice

### **Technological Factors**

- Increased demand for digital learning
- Persistence in digital equity gaps
- Greater reliance on data systems

### **Environmental Factors**

- Place-based environmental stressors
- Instability in the K-12 pipeline
- Sustainable optimization of campus footprint
- State and federal compliance burdens
- Community health and place-based partnerships

### **Legal and Regulatory Factors**

- Accreditation and Title IV compliance
- Complex legal compliance landscape
- Supporting students in criminal justice pipeline

## **Political Factors**

### **Declining Public Trust in Higher Education**

As national discourse around the value and role of higher education becomes increasingly divided, public confidence in colleges—especially public and community colleges—has eroded. This growing skepticism challenges RCC’s ability to advocate for funding and build broad-based support, particularly among policymakers and communities unfamiliar with RCC’s mission or student population. RCC must double down on transparency, community storytelling, and outcomes-based reporting to strengthen public trust and counteract narratives of institutional ineffectiveness.

### **Altering Priorities Due to Shifts State and Federal Leadership**

Shifts in political leadership can dramatically alter RCC’s external operating environment—affecting everything from Pell Grant eligibility and free college legislation to equity-focused policies and workforce alignment incentives. RCC must remain agile in adjusting its strategic priorities and funding models to respond to changing state and federal agendas, while advocating consistently for the needs of urban, under-resourced student populations.

### **Uncertainty in immigration policy and practices**

Ongoing federal debates and local enforcement actions related to immigration policy create uncertainty and fear among RCC’s undocumented and mixed-status student populations. These shifts can influence student enrollment patterns, financial aid access, and community trust. RCC must maintain its identity as a safe, inclusive, and supportive institution by expanding access to resources regardless of immigration status and actively engaging in policy advocacy and legal partnerships to protect student rights.

## **Economic Factors**

### **Free Community College Initiatives Like MassReconnect**

Programs like MassReconnect have increased access to higher education by covering tuition and fees for adult learners, particularly those returning to college. These initiatives have driven enrollment and offered a critical boost to RCC’s mission of affordability and equity. However, they depend on political will and budget appropriations, which may fluctuate over time. The long-term sustainability of these programs remains uncertain, and RCC must proactively plan for continuity through diversified funding sources and strategic partnerships.

### **Rising Inflation and Living Costs**

The high cost of housing, food, transportation, and childcare in Greater Boston disproportionately impacts RCC’s students, many of whom are financially independent, supporting families, or experiencing insecurity. Economic instability affects students’ ability to enroll full time or persist through graduation. Simultaneously, inflation increases RCC’s operational expenses, reducing the purchasing power of institutional budgets and making it more difficult to invest in faculty, infrastructure, and student services without additional funding.

### **Growing Demand for Workforce-aligned Credentials**

Employers across sectors are seeking job candidates with relevant technical training, soft skills, and credentials that demonstrate readiness for work. In response, RCC is evolving its program offerings to include short-term credentials, industry certifications, and pathways tied to high-demand fields such as healthcare, technology, and the trades. This demand also underscores the importance of RCC’s apprenticeship/work-based learning model and partnerships with employers to ensure students gain practical, real-world experience that enhances employability.



## **Social Factors**

### **Changing Regional Demographics**

The population in Greater Boston is becoming more diverse and older, with a growing segment of residents over the age of 25 seeking to upskill or transition careers. At the same time, traditional-age college populations are plateauing or declining. RCC must address the educational needs of a broader cross-section of learners, including immigrants, adult learners, returning citizens, and non-native English speakers, by developing flexible, accelerated, and hybrid programs that recognize prior learning and respond to life responsibilities.

### **Insecurity Related to Foundational or Basic Needs**

Many students at RCC face significant challenges in meeting their basic needs, including stable housing and consistent access to nutritious meals. This directly impacts their ability to attend class, focus on academics, and persist through to graduation. Addressing these challenges through on-campus resources like the Rox Box, as well as through strategic partnerships with community-based organizations, is essential to removing barriers and supporting student success.

### **Escalating Mental Health Challenges**

Many RCC students experience significant emotional and psychological stress tied to financial instability, food and housing insecurity, caregiving responsibilities, and academic pressures. The COVID-19 pandemic has further exacerbated these challenges. RCC must invest in trauma-informed practices, on-campus and virtual counseling services, mental health literacy, and a campus culture that normalizes asking for help.

### **Growing Stakeholder Expectations of Equity and Social Justice**

Students, faculty, community partners, and the general public increasingly expect colleges to act as engines of social transformation. This includes a commitment to anti-racist teaching, inclusive governance, and policy reform that centers historically marginalized populations. RCC must continue building institutional infrastructure that reflects these values—such as Center for Equity, Social Justice, and Inclusion at RCC—and align all operations with equity-minded frameworks and outcomes.

## **Technological Factors**

### **Increasing Demand for Digital Learning**

The shift toward online and hybrid learning has intensified since the COVID-19 pandemic, underscoring the importance of reliable internet, devices, and virtual learning tools for both students and faculty. Additionally, as industries across sectors digitize and automate, employers seek graduates with skills in data analysis, digital collaboration, and emerging technologies. RCC must ensure that digital competencies are embedded across all programs—from general education to workforce training—by updating course content, investing in relevant software, and supporting faculty in delivering instruction aligned with industry standards.

### **Persistence in Digital Equity Gaps**

Many RCC students face persistent barriers due to the digital divide, including limited access to laptops, unreliable internet, and the cost of maintaining current devices. As online and hybrid learning expands, equitable access to technology is essential for full participation and academic success. RCC must invest in modern classroom tools, expand campus Wi-Fi, and provide faculty training to ensure digital platforms are effectively integrated into teaching and learning. Addressing these gaps is critical to closing opportunity disparities across RCC's diverse student body.

### **Greater Reliance on Data Systems**

To meet growing expectations from accreditors, funders, and the state, RCC must strengthen its use of data to monitor student success, assess program effectiveness, and guide resource allocation. This includes developing dashboards for real-time performance tracking, aligning institutional research efforts with strategic goals, and building internal capacity for evidence-based decision-making at all levels of the organization.

## **Environmental Factors**

### **Place-Based and Societal Challenges to Student Resilience**

High housing costs, food insecurity, limited access to healthcare, and inadequate public infrastructure are prevalent in the neighborhoods where many students live. These compounding and location-specific conditions, intensified by systemic inequities and decades of disinvestment in communities of color, create chronic barriers to academic engagement, well-being, and persistence. To foster student resilience, RCC must commit to comprehensive wraparound services, trauma-informed practices, and strategic partnerships with local agencies that address the social determinants of health and educational access.

### **Instability in K-12 Pipeline**

Ongoing challenges in K-12 education—such as staffing shortages, remote learning gaps, and uneven academic preparation—have significant implications for community colleges. RCC must adapt its placement, advising, and bridge programs to better support students entering college with varying levels of preparedness. This includes strengthening partnerships with local schools to align expectations, share resources, and create more seamless transitions into postsecondary education.

### **Sustainable Optimization of Campus Footprint**

*As a city-based campus*, RCC has a responsibility to lead by example in sustainable development and resource stewardship. RCC must continue investing in energy efficiency, green infrastructure, and environmentally conscious design in its capital improvements. Programs and operations should also reflect sustainability principles, including curricular integration of environmental justice and climate resilience topics. These efforts align with RCC's broader commitment to community health, equity, and long-term viability.

### **State and federal compliance burdens**

Increasingly complex compliance and reporting requirements related to accreditation, funding, and student data create administrative challenges for RCC. Investing in institutional research and data governance will be crucial to meeting accountability standards without overburdening frontline staff.

### **Community Health and Place-based Partnerships**

RCC's geographic location and mission uniquely position the institution to lead in advancing community health through place-based partnerships. By collaborating with local healthcare providers, housing organizations, workforce development boards, and neighborhood coalitions, RCC can connect students to critical supports such as primary care, mental health services, food security programs, and affordable housing resources. These integrated partnerships extend RCC's impact beyond the classroom, reinforcing student well-being and positioning RCC as a trusted anchor institution in the broader ecosystem of community resilience.



### **Accreditation and Title IV Compliance**

RCC must adhere to rigorous standards of institutional effectiveness, requiring clear demonstration of student learning outcomes, program performance, and fiscal stewardship. Compliance with Title IV financial aid requirements and NECHE accreditation mandates ongoing documentation, annual reporting, and continuous improvement processes, all of which require coordinated institutional research and accountability infrastructure.

### **Complex Legal Landscape**

RCC is subject to a growing number of federal, state, and local regulations governing FERPA, Title IX, the Clery Act, labor standards, and grant-specific reporting. These evolving legal and compliance requirements demand robust internal controls, enhanced staff training, and coordinated cross-departmental communication to ensure institutional accountability and risk mitigation. Additionally, RCC's increasingly diverse student body includes a rising number of international, undocumented, and mixed-status students—each group navigating unique legal constraints tied to visa regulations, work authorization, and eligibility for financial aid and campus services. Ensuring compliance with immigration policies while upholding RCC's commitments to access and equity adds another layer of complexity to institutional governance. RCC must remain vigilant and responsive in this legal landscape, developing policies and supports that protect vulnerable student populations while meeting its regulatory obligations.

### **Supporting Students in Criminal Justice Pipeline**

As RCC expands access to learners who have been involved in the criminal justice system, RCC must contend with shifting regulations related to financial aid eligibility, background checks, and program licensure requirements. Ensuring equitable access for system-impacted students calls for proactive policy review, targeted support services, and advocacy to reduce legal and procedural barriers to education and employment.

## Strategic Priorities for 2025-30 and Associated Goals and Objectives

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RCC's strategic goals and objectives are organized under five strategic priorities — Purpose, People, Place, Programs, and Partnerships— that identify and reflect a broad, institution-wide focus areas that address a core challenge or opportunity.

Each Strategic Priority includes a set of Goals, which define the specific outcomes RCC seeks to achieve over the next five years. These Goals are supported by measurable, time-bound Objectives that identify actionable steps RCC will take to ensure accountability and progress. Both Goals and Objectives underscore RCC's commitment to excellence in performance, innovation, data-driven decision-making, and cross-sector collaboration as essential to transforming lives and communities.

### Strategic Priority 1: Purpose

Infuse RCC's vision, mission, and core values into every aspect of the institution to guide strategy, inspire innovation, and cultivate a culture of empathy, belonging, and community connection.

**Goal 1.1:** Strengthen RCC's identity and purpose visible and actionable across the institution.

*Objective 1.1.1:* Embed RCC's vision, mission, and values into every department's daily work.

- Integrate the 2030 vision into department goals, job descriptions, and team evaluations.
- Develop a shared "RCC Purpose Framework" to guide planning and communication.
- Facilitate onboarding and training focused on connecting roles to RCC's broader purpose.

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*Objective 1.1.2:* RCC's core values drive a culture of innovation and empathetic decision-making.

- Lead workshops to explore how values like equity and respect spark creative solutions.
- Launch "innovation squads" that use RCC values to solve real-world challenges.
- Launch a micro-grant program for staff-led, values-based innovation projects.

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*Objective 1.1.3:* Use strategic storytelling to amplify RCC's identity and values.

- Share student, faculty, and alumni stories that reflect RCC's purpose and values in action.
- Feature monthly "Value Spotlights" across internal communications and campus media.
- Create a podcast or video series highlighting innovation and empathy in everyday RCC life.

## **Key Metrics to Track Progress of Goal 1.1**

*Metric 1: % of departments with goals, job descriptions, and evaluations aligned to RCC's vision, mission, and values*

Assesses the institutional penetration of RCC's core purpose by tracking how thoroughly departments are integrating the 2030 Vision into daily operations. Alignment is measured by the presence of purpose-based language in departmental goal setting, the inclusion of mission alignment in performance evaluations, and how clearly values are reflected in job descriptions and accountability frameworks.

*Metric 2: % of employees participating in purpose-driven initiatives such as onboarding, workshops, innovation squads, or micro-grant projects*

Measures employee engagement in programs designed to connect individual roles with institutional values. High participation rates signal widespread buy-in, while disaggregated data can help identify areas or units where additional outreach, clarity, or support is needed to embed RCC's purpose across the entire workforce.

*Metric 3: Frequency and diversity of values-based storytelling across internal communications and campus media*

Tracks how often and in what formats RCC highlights stories that illustrate its mission and values in action—such as student success narratives, employee spotlights, community partnerships, or “Value of the Month” features. Can include analysis of reach (e.g., views, shares, engagement) and inclusivity (e.g., representation of different departments, demographics, and roles) to ensure storytelling reinforces shared purpose across the community.

## **Return on Investment (ROI) for Goal 1.1**

*ROI 1: Higher employee satisfaction and retention driven by a strong sense of purpose and belonging*

Embedding the institution's purpose into work structures and culture improves morale, strengthens institutional commitment, and reduces turnover. When employees see a clear connection between their role and RCC's broader mission, they are more likely to report higher job satisfaction, increased motivation, and longer tenure—reducing recruitment and training costs and preserving institutional knowledge.

*ROI 2: Accelerated innovation through values-driven problem-solving and employee empowerment*

Micro-grant programs and innovation squads encourage staff at all levels to propose and implement solutions grounded in RCC's values. This bottom-up approach fuels creative improvements in operations, student support, and equity initiatives—delivering cost-effective innovation that responds directly to community needs. Tracking the quantity, diversity, and impact of these innovations can demonstrate institutional agility and cultural vibrancy.

*ROI 3: Strengthened institutional reputation and visibility through authentic storytelling and values alignment*

Purpose-infused storytelling fosters community pride and enhances RCC's brand identity. As the public sees values like empathy, equity, and innovation reflected in real stories, RCC's reputation as a mission-driven institution grows. This can lead to increased enrollment from values-aligned students, stronger alumni engagement, and greater interest from funders and partners who prioritize mission integrity and community impact.

## Strategic Priority 1– Purpose: Summary Table – Goals, Objectives, Key Metrics, and Return on Investment

| Goal                                                                                    | Objectives                                                                                                                                                                                                                                                       | Key Metrics                                                                                                                                                                                                                                                                                                                                                                                                                  | Return on Investment (ROI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 Strengthen RCC's identity and purpose visible and actionable across the institution | <p>1.1.1 Embed RCC's vision, mission, and values into every department's daily work</p> <p>1.1.2 RCC's core values drive a culture of innovation and empathetic decision-making</p> <p>1.1.3 Use strategic storytelling to amplify RCC's identity and values</p> | <ul style="list-style-type: none"> <li>• % of departments with goals, job descriptions, and evaluations aligned to RCC's vision, mission, and values</li> <li>• % of employees participating in purpose-driven initiatives such as onboarding, workshops, innovation squads, or micro-grant projects.</li> <li>• Frequency of values-based storytelling through internal communications, campus media, and events</li> </ul> | <ul style="list-style-type: none"> <li>• ROI 1: Improved employee satisfaction and retention rates, particularly in surveys measuring purpose, belonging, and engagement.</li> <li>• ROI 2: # of innovations (e.g., new programs, process improvements, or community initiatives) generated by values-driven teams or micro-grant recipients.</li> <li>• ROI 3: Increase in media mentions, community partnerships, or enrollment inquiries referencing RCC's mission, vision, or values</li> </ul> |

## Strategic Priority 2: People

Empower students, faculty, and staff by embedding equity, inclusion, and holistic support into every aspect of RCC's culture, practices, and policies. Cultivate a thriving, diverse community where all individuals are equipped to succeed, lead, and grow.

### **Goal 2.1:** Close equity gaps in access, retention, and completion

*Objective 2.1.1:* Launch targeted mentoring and success coaching for students.

- Match new students with trained peer mentors for semester-long support
  - Provide identity-affirming success coaching aligned with cultural, linguistic, and academic needs
  - Measure impact through retention; GPA data disaggregated by race/ethnicity and Pell status
- 

*Objective 2.1.2:* Scale culturally responsive teaching and advising practices.

- Ongoing training on anti-racist and inclusive advising
  - Create and distribute a digital toolkit for culturally responsive course and syllabus design
- 

*Objective 2.1.3:* Conduct equity audits to inform support service investments.

1. Analyze access and impact of services across demographic groups
  2. Prioritize funding for practices proven to close achievement gaps
  3. Publish audit results and recommendations annually (starting Spring 2026)
- 

*Objective 2.1.4:* Strengthen outreach in BPS and community organizations.

4. Partner with counselors and CBOs for early engagement
  5. Host on-site college readiness events and bilingual information sessions
  6. Track outreach outcomes via enrollment and persistence metrics
- 

*Objective 2.1.5:* Expand scholarships and emergency aid for students with high financial need.

7. Grow donor-supported scholarships for first-generation, low-income students
8. Streamline access to emergency and textbook aid
9. Offer financial aid workshops in multiple languages and formats

## **Key Metrics to Track Progress for Goal 2.1**

*Metric 1: Improvements to retention and completion rates disaggregated by race/ethnicity, Pell eligibility, first-generation status, and enrollment type (part-time/full-time)*

Measures the effectiveness of targeted mentoring, inclusive advising, and support services in advancing educational equity. Trends in persistence and completion across demographic subgroups help evaluate whether interventions are closing historical gaps or unintentionally widening them.

*Metric 2: Participation rates in mentoring, coaching, and culturally responsive academic supports*

Tracks the number and percentage of students engaged in success coaching, peer mentoring, or accessing culturally affirming academic resources. Helps assess both outreach effectiveness and institutional capacity to meet student demand for identity-affirming support systems.

*Metric 3: Faculty and advisor engagement in inclusive excellence training and toolkit usage*

Monitors completion of professional development on anti-racist and inclusive teaching/advising practices and usage of digital resources like equity-centered syllabus guides. High uptake suggests growing cultural competency and commitment to equity-centered pedagogy.

*Metric 4: Service access and outcomes identified through annual equity audits*

Evaluates how well RCC support programs reach students across different demographic groups and whether those services are contributing to success. Provides actionable insights into where funding, staffing, or redesign is needed to ensure services meet the needs of underserved students.

*Metric 5: Outreach/enrollment outcomes linked to community partnerships and targeted recruitment*

Measures conversion rates from outreach activities (e.g., bilingual college readiness events, school-based sessions) to application, enrollment, and eventual persistence—particularly among students from historically underrepresented neighborhoods and high schools.

*Metric 6: Scholarship and emergency aid disbursement rates and student impact*

Tracks the volume, distribution, and usage of scholarships and emergency aid funds, particularly among Pell-eligible, first-generation, and multilingual learners. Can include student feedback on the accessibility and effectiveness of financial support in reducing dropout risk and financial stress.

## **Return on Investment (ROI) for of Goal 2.1**

*ROI 1: Targeted equity investments accelerate completion for historically underserved student groups*

Mentoring, culturally responsive advising, and direct financial aid support for students most at risk of stopping out. Interventions increase GPA, engagement, and graduation rates—improving student outcomes while boosting RCC’s performance metrics and long-term enrollment stability.

*ROI 2: Equity-focused practices improve RCC effectiveness and drive better allocation of resources*

Data from equity audits and disaggregated outcome tracking help RCC allocate funding to programs that produce the greatest impact. This evidence-based approach ensures that resources are used where they matter most—maximizing return while fulfilling RCC’s mission of educational justice.

*ROI 3: Enhanced trust in the RCC brand strengthens enrollment pipelines and attracts more funding*

Proactive outreach in BPS and community-based organizations, paired with transparent reporting on equity progress, builds loyalty among prospective students and families. This positions RCC as a values-driven institution worthy of philanthropic and public investment.

**Goal 2.2:** Expand access to mental health and trauma-informed services.

*Objective 2.2.1:* Expand access to mental health and trauma-informed services.

- Hire additional counselors with culturally responsive training
- Create wellness spaces on campus and online
- Offer resilience-building workshops (e.g., stress management, mindfulness)

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*Objective 2.2.2:* Invest in professional development for inclusive excellence.

- Deliver training in inclusive pedagogy, restorative practices, and leadership
  - Implement a year-round PD calendar aligned with RCC values
  - Launch a competitive professional growth grant program
  - Support faculty in expanding Open Education Resources (OER)
- 

*Objective 2.2.3:* Increase flexibility and support to meet diverse needs.

10. Create a 360° support model including virtual services
11. Introduce a family-friendly policy package
12. Implement results-based work models with flexible schedules

## **Key Metrics to Track Progress for Goal 2.2**

### *Metric 1: Student and employee participation in mental health and wellness programming*

Tracks engagement in individual counseling, group therapy, resilience workshops, and mindfulness sessions. Participation trends help assess awareness, accessibility, and destigmatization of wellness services across campus populations.

### *Metric 2: Utilization rates for trauma-informed and virtual support services*

Measures access to new and existing services, including teletherapy, virtual advising, and wellness check-ins. Disaggregated by identity and enrollment/employment status to ensure equitable access for commuting students, student parents, part-time staff, and others.

### *Metric 3: Completion of professional development in inclusive pedagogy and restorative practices*

Monitors staff and faculty participation in RCC's PD calendar offerings. Helps ensure training is reaching a critical mass and shifting institutional culture toward inclusivity, empathy, and healing-centered engagement. Assesses number of courses using OER.

### *Metric 4: Adoption and satisfaction rates for flexible and family-friendly policies*

Assesses how widely new workplace flexibility models—such as remote work, asynchronous schedules, and family leave—are used and whether they meet the needs of a diverse workforce. Informed by climate surveys and HR usage data.

### *Metric 5: Student and staff well-being indicators from climate and satisfaction surveys*

Measures perceived levels of psychological safety, inclusion, and well-being across the institution. Changes over time signal whether investments in mental health and trauma-informed practices are improving the campus climate.

## **Return on Investment (ROI) for of Goal 2.2**

### *ROI 1: Better mental health support drives student success and reduces attrition*

When students have access to timely, culturally attuned counseling and wellness resources, they are more likely to persist, achieve academic success, and feel a sense of belonging. These outcomes improve graduation rates and reduce the financial and human costs of dropout.

### *ROI 2: A trauma-informed, inclusive campus reduces burnout and improves retention among faculty and staff*

Investments in mental health services, restorative training, and flexible work policies foster a healthier workplace. This leads to higher employee engagement, lower turnover, and improved organizational continuity—freeing resources for strategic priorities rather than reactive HR management.

### *ROI 3: A visible commitment to well-being strengthens recruitment, satisfaction, and institutional reputation*

Offering holistic wellness supports and inclusive development opportunities positions RCC as a forward-thinking, student- and employee-centered institution. This enhances recruitment of values-aligned talent, boosts satisfaction among current community members, and increases appeal to partners, funders, and prospective students.



## **Goal 2.3: Strengthen student success through data-driven, integrated support systems**

*Objective 2.3.1:* Implement a unified advising model.

- Assign each student a dedicated success team
  - Develop customized advising pathways
  - Track engagement and outcomes across service touchpoints
- 

*Objective 2.3.2:* Launch real-time student progress dashboards.

- Build user-friendly dashboards for students and advisors
  - Integrate performance and risk indicators
  - Trigger early interventions based on data insights
- 

*Objective 2.3.3:* Continuously assess academic and support programs for impact.

13. Conduct annual reviews with student success metrics
  14. Integrate student voice through surveys and focus groups
  15. Redesign or phase out underperforming programs
- 

*Objective 2.3.4:* Expand institutional research capacity.

- Hire additional research and analytics staff
  - Develop data-sharing protocols
  - Publish institutional dashboards and impact briefs
-

## **Key Metrics to Track Progress for Goal 2.3**

### *Metric 1: Student engagement with assigned success teams and advising pathways*

Tracks the frequency and consistency of student interaction with their assigned success team members, including advisors, counselors, and coaches. Helps evaluate whether personalized support is reaching students at the right time and influencing persistence and academic performance.

### *Metric 2: Dashboard usage and satisfaction rates among students, advisors, and faculty*

Measures how often users engage with real-time dashboards and how useful they find the insights provided. Includes analysis of feature usage (e.g., GPA tracking, alerts, course planning tools) and satisfaction scores from periodic user surveys.

### *Metric 3: Volume and resolution rate of early alerts and triggered interventions*

Assesses how many students are flagged by risk indicators (e.g., low grades, attendance drops) and whether appropriate interventions (e.g., outreach, tutoring, wellness checks) are delivered. Resolution tracking ensures follow-through and system effectiveness.

### *Metric 4: Annual review and continuous improvement of student-facing programs*

Tracks the number and quality of program assessments using student success metrics (e.g., GPA gains, retention). Includes feedback gathered from students through surveys, focus groups, and other engagement tools to shape future service design.

### *Metric 5: Institutional research outputs and accessibility of insights*

Measures growth in research capacity via staff expansion, data infrastructure, and outputs like institutional dashboards and impact briefs. Tracks internal usage of insights to inform decisions and transparency of reporting to stakeholders.

## **Return on Investment (ROI) for of Goal 2.3**

### *ROI 1: Personalized, data-informed advising improves student outcomes and accelerates completion*

Unified advising supported by real-time dashboards allows RCC to identify at-risk students early and deliver targeted support. This improves retention, reduces time to degree, and supports the academic success of diverse learners—ultimately boosting institutional performance.

### *ROI 2: Predictive analytics and early intervention reduce long-term costs and increase student satisfaction*

By addressing issues before they escalate, RCC reduces the need for crisis interventions and improves the student experience. This decreases costly dropout rates and increases positive word-of-mouth and student loyalty.

### *ROI 3: Stronger decision-making through expanded research capacity and continuous assessment*

A well-resourced institutional research function enables RCC to prioritize high-impact programs, sunset ineffective ones, and respond quickly to shifting needs. Data transparency enhances trust and accountability among students, staff, and external stakeholders.

## Strategic Priority 2 - People: Summary Table – Goals, Objectives, Key Metrics, and Return on Investment

| Goal                                                                           | Objectives                                                                                                                                                                                                                 | Key Metrics                                                                                                                                                                                                                                                                                                                                                                                                                        | Return on Investment (ROI)                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1 Close equity gaps in access, retention, and completion                     | 2.1.1 Targeted mentoring and success coaching<br>2.1.2 Culturally responsive teaching/advising<br>2.1.3 Annual equity audits<br>2.1.4 Outreach in BPS and community orgs<br>2.1.5 Scholarships and emergency aid expansion | <ul style="list-style-type: none"> <li>Retention/completion rates by race, Pell, first-generation, enrollment type</li> <li>Participation in mentoring, coaching, and culturally responsive supports</li> <li>Faculty completion of inclusive excellence training</li> <li>Service access/outcomes from equity audits</li> <li>Outreach-to-enrollment conversion rates</li> <li>Scholarship/aid disbursement and impact</li> </ul> | <ul style="list-style-type: none"> <li>ROI 1: Targeted supports boost success for underserved students</li> <li>ROI 2: Data-driven equity planning improves resource use</li> <li>ROI 3: Transparent progress builds trust and attracts funding</li> </ul> |
| 2.2 Expand access to mental health and trauma-informed services                | 2.2.1 Expand counseling and wellness programs<br>2.2.2 Professional development in inclusion/restorative practices<br>2.2.3 Flexible and family-friendly policy package                                                    | <ul style="list-style-type: none"> <li>Participation in wellness/mental health programs</li> <li>Usage of trauma-informed and virtual services</li> <li>Completion of inclusive/restorative trainings</li> <li>Adoption/satisfaction with flexible work policies</li> <li>Well-being/belonging scores from surveys</li> </ul>                                                                                                      | <ul style="list-style-type: none"> <li>ROI 1: Wellness supports improve student retention</li> <li>ROI 2: Healthy workplace reduces burnout/turnover</li> <li>ROI 3: Commitment to well-being strengthens recruitment and reputation</li> </ul>            |
| 2.3 Strengthen student success through data-driven, integrated support systems | 2.3.1 Unified advising model<br>2.3.2 Real-time student dashboards<br>2.3.3 Annual program review/improvement<br>2.3.4 Expand research capacity                                                                            | <ul style="list-style-type: none"> <li>Engagement w/ success teams/advising pathways</li> <li>Dashboard usage/satisfaction rates</li> <li>Volume and resolution of early alerts</li> <li>Program review and redesign activity</li> <li>Research outputs and usage in decisions</li> </ul>                                                                                                                                          | <ul style="list-style-type: none"> <li>ROI 1: Personalized advising improves outcomes and completion</li> <li>ROI 2: Predictive analytics reduce costs and attrition</li> <li>ROI 3: Strong research capacity drives impact and accountability</li> </ul>  |

### Strategic Priority 3: Place

Transform RCC's physical and digital spaces into dynamic, inclusive, and future-ready environments that empower learning, foster community, and advance sustainability. Build a campus that reflects the vibrancy of Roxbury and meets the evolving needs of students, faculty, and the region.

**Goal 3.1:** Future-proof RCC's campus through modernization and smart infrastructure

*Objective 3.1.1:* Conduct a comprehensive audit of RCC's facilities and technology.

- Evaluate building systems, classroom technology, and digital infrastructure.
  - Prioritize capital improvement projects based on safety, accessibility, and instructional impact.
  - Publish audit findings and progress dashboard for public transparency.
- 

*Objective 3.1.2:* Achieve full ADA compliance and universal design in all campus spaces.

- Upgrade classrooms, labs, and common areas using inclusive design principles..
  - Involve students with disabilities in campus planning processes.
  - Establish a standing accessibility task force for continuous review.
- 

*Objective 3.1.3:* Enhance visibility, safety, and wayfinding across campus.

- Replace outdated signage with multi-language, high-contrast, and ADA-compliant designs.
- Install smart lighting systems and increase security camera coverage.
- Conduct annual safety audits with student and community input.

## **Metrics to Track Progress of Goal 3.1**

### *Metric 1. Completion and transparency of comprehensive facilities and technology audit*

Tracks whether RCC conducts and publicly shares a full review of building systems, classroom technology, and digital infrastructure. Includes documentation of priority capital projects, timelines, and progress via a public-facing dashboard.

### *Metric 2. % of campus facilities meeting ADA compliance and universal design standards*

Measures progress toward full accessibility in classrooms, labs, and communal areas, with upgrades going beyond legal requirements to embrace universal design principles that enhance usability for all.

### *Metric 3. Frequency and impact of accessibility task force reviews*

Monitors how often the accessibility task force meets, the recommendations it issues, and the number of implemented changes—ensuring accessibility remains an ongoing commitment rather than a one-time project.

### *Metric 4. Safety and security improvement indicators*

Includes annual safety audit completion rates, number of identified hazards, and percentage of issues resolved. Also tracks installation of smart lighting, expanded camera coverage, and updated signage for visibility and navigation.

### *Metric 5. User satisfaction with campus navigation and safety features*

Assessed through surveys and focus groups with students, employees, and visitors, evaluating perceptions of safety, accessibility, and ease of finding campus resources.

## **Return on Investment (ROI) for Goal 3.1**

### *ROI 1: Modern, inclusive learning and workspaces increase student engagement, employee satisfaction, and long-term retention*

Investments in ADA-compliant, universally designed facilities reduce barriers to participation and foster an inclusive campus culture. Students are more likely to persist and succeed when they feel physically and psychologically safe. Employees are more satisfied working in environments that reflect institutional values of respect, accessibility, and care. Over time, these improvements lower attrition and the associated costs of recruitment and re-engagement.

### *ROI 2: Proactive safety and accessibility measures reduce long-term costs*

Addressing safety hazards, upgrading infrastructure, and integrating smart systems lowers the risk of accidents, legal claims, and costly emergency repairs. Preventive investments save resources over time while enhancing daily campus life. This results in operational cost savings, better decision-making via real-time data, and stronger alignment between departments.

### *ROI 3: Transparent and visible campus improvement efforts strengthen community trust, support accountability, and attract new funding*

Publishing audit results and progress dashboards demonstrates accountability to stakeholders. This transparency builds community confidence, enhances RCC's reputation, and increases the likelihood of securing public and private funding for future capital projects.

### ADA and Universal Design Roadmap (2025–2030)

To ensure full accessibility and inclusivity, RCC will integrate ADA compliance and universal design principles into all campus infrastructure and digital platforms.

This roadmap complements Strategic Priority 3: Place by establishing a clear, time-bound plan for equitable access to facilities, technology, and learning environments.

| Year      | Milestone                             | Description                                                                                                                                      | Equity Link                                                                                                              |
|-----------|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| 2025      | Campus-wide ADA Audit                 | Conduct a comprehensive audit of all buildings, outdoor spaces, transportation access points, and digital platforms to identify compliance gaps. | Ensures a baseline for equitable access and removes hidden barriers for students, staff, and visitors with disabilities. |
| 2026      | Priority Barrier Removal              | Complete first round of facility upgrades targeting high-traffic student service areas (admissions, advising, classrooms).                       | Prioritizes access where students experience the greatest day-to-day impact.                                             |
| 2027      | Universal Design Standards Adoption   | Formalize RCC design guidelines to include universal design principles in all new construction, renovations, and digital tools.                  | Embeds accessibility into all future projects, reducing retrofit costs and ensuring inclusion by default.                |
| 2028      | Digital Accessibility Certification   | Achieve third-party certification of RCC's websites, learning management systems, and online student services to WCAG 2.2 AA standards.          | Expands equitable access for online learners, students with disabilities, and multilingual users.                        |
| 2029–2030 | Full Compliance and Continuous Review | Complete final round of upgrades and launch an annual ADA/universal design review cycle with student and staff input.                            | Institutionalizes accessibility as an ongoing practice rather than a one-time project.                                   |

### Strategic Priority 3 - Place: Summary Table – Goals, Objectives, Key Metrics, and Return on Investment

| Goal                                                                         | Objectives                                                                                                                                                                                                                             | Key Metrics                                                                                                                                                                                                                                                                                                                                                                                                                                   | Return on Investment (ROI)                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1 Future-proof RCC's campus through modernization and smart infrastructure | <p>3.1.1 Conduct a comprehensive audit of RCC's facilities and technology</p> <p>3.1.2 Achieve full ADA compliance and universal design in all campus spaces</p> <p>3.1.3 Enhance visibility, safety, and wayfinding across campus</p> | <ul style="list-style-type: none"> <li>• Completion and transparency of comprehensive facilities and technology audit</li> <li>• % of campus facilities meeting ADA compliance and universal design standards</li> <li>• Frequency and impact of accessibility task force reviews</li> <li>• Safety and security improvement indicators from annual audits</li> <li>• User satisfaction with campus navigation and safety features</li> </ul> | <ul style="list-style-type: none"> <li>• ROI 1: Modern, inclusive spaces increase engagement, satisfaction, and retention</li> <li>• ROI 2: Proactive safety and accessibility measures reduce long-term costs</li> <li>• ROI 3: Visible, transparent campus improvements strengthen trust and attract investment</li> </ul> |

## Strategic Priority 4: Programs

Reimagine and deliver innovative, equity-driven academic and workforce programs aligned with evolving labor market needs. Combine rigorous curricula with experiential learning to ensure graduates are career-ready, community-minded, and prepared to lead positive change.

**Goal 4.1:** Strengthen academic pathways that lead to meaningful careers and four-year degrees.

*Objective 4.1.1:* Expand dual enrollment, early college, and articulation pipelines.

- Deepen partnerships with BPS and regional high schools to increase early college access.
  - Create fast-track transfer pathways with four-year institutions in high-demand fields.
  - Promote dual enrollment through targeted outreach and student success campaigns.
- 

*Objective 4.1.2:* Align curricula with transfer requirements and industry credentials.

- Review all program learning outcomes against transfer and career standards.
  - Engage transfer institutions and employers in curriculum advisory reviews.
  - Embed stackable credentials that articulate into both degrees and jobs.
- 

*Objective 4.1.3:* Integrate digital literacy and essential skills across programs.

- Require digital tools, communication, and problem-solving assignments in all general education courses.
- Offer workshops and online modules to strengthen tech and professional skills.
- Embed real-world scenarios into courses to build transferable competencies.



## **Metrics to Track Progress of Goal 4.1**

### *Metric 1. Enrollment and completion rates in dual enrollment, early college, and transfer pathways*

Tracks the number and percentage of students participating in early college, articulation agreements, and transfer programs, as well as their persistence and completion rates. Disaggregated by high school, demographic background, and program of study to ensure equitable access.

### *Metric 2. Number and effectiveness of active transfer and articulation agreements*

Measures both the quantity of formal partnerships with four-year institutions and the success rate of students transferring with full credit recognition. Includes alignment of agreements to high-demand and high-wage career fields.

### *Metric 3. Curriculum alignment with transfer requirements and industry credentials*

Assesses the percentage of programs that have reviewed and updated learning outcomes to meet the expectations of transfer institutions and employers. Tracks inclusion of stackable, industry-recognized credentials embedded within degree programs.

### *Metric 4. Student achievement of essential skills and digital literacy benchmarks*

Evaluates mastery of competencies such as communication, collaboration, problem-solving, and technology use through course-embedded assessments, portfolio reviews, and completion of related workshops or module.

### *Metric 5. Employer and transfer institution satisfaction with RCC graduates*

Gathers feedback from partner universities and employers on the preparedness, skills, and adaptability of students completing RCC pathways.

## **Return on Investment (ROI) for Goal 4.1**

### *ROI 1: Improved transfer and career outcomes increase student success and institutional performance*

Students who enter RCC through dual enrollment or well-structured articulation agreements are more likely to persist, graduate, and transfer with minimal credit loss. These outcomes improve institutional completion rates, strengthen RCC's academic reputation, and enhance its standing with state performance-based funding models.

### *ROI 2: Curriculum aligned with industry and transfer standards strengthens graduate employability*

Embedding stackable credentials and real-world skills into programs ensures students leave RCC with both immediate workforce readiness and a clear path to further education. This dual benefit increases alumni success, employer satisfaction, and demand for RCC graduates.

### *ROI 3: Stronger partnerships attract more students and funding*

Robust pipelines with high schools, four-year universities, and employers enhance recruitment, create competitive advantages in the region, and open doors to grants, scholarships, and philanthropic support targeted at workforce and transfer success.

**Goal 4.2:** Build future-ready workforce programs in high-growth sectors.

**Objective 4.2.1:** Launch new degrees and certificates in high-demand industries.

- Use labor market data to identify and prioritize programs in healthcare, mental health, and clean energy.
  - Co-develop new offerings with employer partners and workforce boards.
  - Build interdisciplinary pathways that connect technical and social impact fields.
- 

**Objective 4.2.2:** Scale noncredit, accelerated training for immediate workforce entry.

- Develop micro-credentials and bootcamps aligned with industry certifications
  - Bundle noncredit programs with career coaching and job placement services.
  - Create on-ramps for adult learners seeking quick reentry into the workforce.
- 

**Objective 4.2.3:** Establish employer advisory councils for all career-focused programs.

- Formalize advisory boards with quarterly input on curriculum, competencies, and hiring trends.
  - Involve employees in capstone projects, mock interviews, and student showcases.
  - Use employer feedback to continuously evolve programs.
- 

**Objective 4.2.4:** Partner with industry to develop registered apprenticeships.

- Build apprenticeship tracks in business, IT, healthcare, and green technology.
- Integrate classroom learning with paid, on-the-job experience.
- Pursue state and federal funding to subsidize apprenticeship models.

## **Metrics to Track Progress of Goal 4.2**

### *Metric 1. Number and enrollment of new degree and certificate programs in high-demand industries*

Tracks how many new academic offerings are launched in priority fields such as healthcare, mental health, and clean energy, along with enrollment, retention, and completion rates for these programs. Disaggregated data ensures equitable access across student demographics.

### *Metric 2. Participation and completion rates in noncredit, accelerated training programs*

Measures engagement in micro-credentials, bootcamps, and other rapid training formats, along with job placement rates within six months of completion. Tracks bundling of training with career coaching and other wraparound supports.

### *Metric 3. Employer advisory council engagement and impact*

Assesses the number of active employer councils, meeting frequency, and integration of employer feedback into curriculum design. Tracks participation of employers in student-facing activities like mock interviews, project critiques, and mentorship.

### *Metric 4. Apprenticeship program growth and outcomes*

Measures the number of registered apprenticeship tracks created, employer partners engaged, student participation, and completion rates. Tracks post-apprenticeship employment in the same or related fields.

### *Metric 5. Graduate employment and wage outcomes*

Tracks the percentage of graduates (credit and noncredit programs) employed in-field within six to twelve months of program completion, along with median wages compared to regional averages.

## **Return on Investment (ROI) for Goal 4.2**

### *ROI 1: Increased graduate employability and earnings strengthen community economic mobility*

Programs aligned with labor market demand ensure RCC graduates secure jobs in high-growth sectors with competitive wages. This boosts alumni economic stability, strengthens the local workforce, and positions RCC as a primary driver of regional talent development.

### *ROI 2: Industry partnerships deepen employer engagement and unlock funding opportunities*

Active employer advisory councils, co-developed curricula, and apprenticeship models foster trust and long-term partnerships. These relationships often result in internship pipelines, direct hiring agreements, and access to public and private funding streams for workforce development.

### *ROI 3: Flexible, accelerated training models expand RCC's reach to adult learners and career changers*

Micro-credentials, bootcamps, and apprenticeships allow RCC to serve learners seeking rapid reentry into the workforce. This attracts new student segments, diversifies revenue streams, and strengthens RCC's role as a hub for lifelong learning.

**Goal 4.3:** Make work-based learning a standard part of the RCC experience.

*Objective 4.3.1:* Embed experiential learning into every program.

- Require internships, co-ops, or practicums as part of graduation requirements.
  - Develop credit-bearing work-based learning options across disciplines.
  - Offer career readiness courses that prepare students for professional environments.
- 

*Objective 4.3.2:* Expand access to paid, flexible experiences for nontraditional students.

- Partner with employers to offer evening/weekend and remote internships.
  - Develop stipends and grants for students balancing work, school, and caregiving.
  - Match part-time students with micro-internships and virtual co-op opportunities.
- 

*Objective 4.3.3:* Position RCC as a regional leader in apprenticeship-integrated education.

- Develop a Center for Work-Based Learning to coordinate partnerships and placements.
  - Host regional convenings to share RCC's apprenticeship model.
  - Partner with unions, nonprofits, and businesses to scale registered apprenticeships.
- 

*Objective 4.3.4:* Redesign programs with employer-embedded learning outcomes.

- Collaborate with employers to co-author syllabi and learning assessments.
- Include industry mentors in project-based learning experiences.
- Use alumni feedback to improve alignment between classroom and workplace.

### **Metrics to Track Progress of Goal 4.3**

#### *Metric 1. Percentage of academic programs embedding work-based learning as a graduation requirement*

Tracks the proportion of degree and certificate programs that integrate internships, co-ops, practicums, or other experiential learning. Monitors student completion rates of these requirements and variations across academic disciplines.

#### *Metric 2. Participation and completion rates in credit-bearing experiential learning*

Measures the number of students enrolling in credit-bearing internships, practicums, and co-ops each semester, along with successful completion and reflection assessments tied to learning outcomes.

#### *Metric 3. Access to paid and flexible work-based learning opportunities for nontraditional students*

Monitors the availability and uptake of evening, weekend, remote, micro-internship, and virtual co-op options, with data disaggregated by student demographics to ensure equitable participation.

#### *Metric 4. Employer engagement in program and curriculum design*

Tracks the number of employers actively collaborating on syllabi, learning assessments, project-based learning, and mentorship roles. Measures employer satisfaction with RCC student preparedness and skill alignment.

#### *Metric 5. Growth and outcomes of apprenticeship-integrated education*

Measures the number of active apprenticeships coordinated through the Center for Work-Based Learning, student participation rates, and post-apprenticeship employment outcomes. Includes data on union, nonprofit, and business partnerships.

### **Return on Investment (ROI) for Goal 4.3**

#### *ROI 1: Embedding experiential learning improves graduate employability and career readiness*

Integrating internships, co-ops, and apprenticeships into academic programs ensures graduates have direct, relevant work experience. This shortens the transition from school to employment, increases placement rates, and enhances RCC's reputation among employers and transfer institutions.

#### *ROI 2: Paid and flexible opportunities expand access and retention for nontraditional students*

By offering stipends, remote roles, and flexible schedules, RCC removes barriers for students balancing work, caregiving, and studies. This increases persistence, completion, and employment outcomes while expanding the institution's reach to a broader student base.

#### *ROI 3: Deep employer partnerships strengthen RCC's role as a regional workforce leader*

Co-designed curricula, mentorship programs, and apprenticeship models cement RCC's position as a trusted workforce development partner. These relationships often result in sustained hiring pipelines, joint funding opportunities, and regional influence in shaping industry talent strategies.

**Goal 4.4:** Launch Innovation Labs to connect students with real-world problems and professionals.

*Objective 4.4.1:* Build interdisciplinary innovation hubs that foster collaboration.

- Create labs where students tackle real-world challenges alongside practitioners.
  - Include faculty, employers, and community partners in lab design and mentorship.
  - Center labs on solving problems with social and economic impact.
- 

*Objective 4.4.2:* Focus labs on high-impact sectors with regional relevance.

- Launch signature labs in behavioral health, clean energy, and allied health.
  - Tie lab participation to academic credit and career credentials.
  - Use community input to evolve focus areas over time.
- 

*Objective 4.4.3:* Support pathways to entrepreneurship and innovation careers.

- Provide mini grants for students to prototype solutions and launch ventures.
- Offer courses in innovation, design thinking, and startup basics.
- Host pitch events, showcases, and industry networking nights to elevate student work.

## **Metrics to Track Progress of Goal 4.4**

### *Metric 1. Number of interdisciplinary Innovation Labs established and operational*

Tracks the creation and functionality of labs that bring together students, faculty, employers, and community partners to collaborate on solving real-world challenges. Includes lab utilization rates and participation across multiple academic disciplines.

### *Metric 2. Student participation and completion rates in lab-based experiences*

Measures how many students engage in Innovation Lab projects, earn academic credit or career credentials, and complete deliverables tied to lab challenges. Disaggregated data ensures equitable access across student demographics and programs

### *Metric 3. Diversity and depth of partnerships supporting Innovation Labs*

Assesses the number and range of external collaborators—such as industry experts, nonprofits, and government agencies—involved in lab design, mentorship, and project sponsorship. Tracks partner contributions in funding, materials, and expertise.

### *Metric 4. Number and quality of projects with measurable social or economic impact*

Monitors the volume of projects completed through the labs, with outcomes such as implemented solutions, community benefits, or contributions to industry innovation. Includes evaluation of student skill development through project work.

### *Metric 5. Entrepreneurship and innovation pathway outcomes*

Tracks student engagement in entrepreneurship courses, mini-grant programs, pitch competitions, and venture launches stemming from lab experiences. Includes rates of venture continuation or funding post-graduation.

## **Return on Investment (ROI) for Goal 4.4**

### *ROI 1: Hands-on, interdisciplinary problem-solving enhances student employability and career readiness*

By working on real-world challenges alongside professionals, students gain industry-relevant skills, practical experience, and a professional network—making them more competitive for jobs, internships, and graduate programs.

### *ROI 2: Industry and community collaboration positions RCC as an innovation hub*

Partnerships formed through the labs deepen employer relationships, attract high-profile projects, and increase opportunities for funding from public, private, and philanthropic sources. RCC becomes a go-to institution for applied problem-solving.

### *ROI 3: Entrepreneurial pathways drive regional economic growth and alumni success*

Mini-grants, innovation coursework, and pitch events support the creation of new products, services, and businesses. This fosters a pipeline of entrepreneurs and innovators whose ventures can generate jobs, attract investment, and strengthen the local economy.

## **Apprenticeship-Integrated and Experiential Learning Compliance Readiness Framework**

While all five strategic priorities are guided by clear goals, objectives, and equity commitments, the Programs priority requires additional operational and compliance detail because it directly involves the creation, revision, and delivery of academic offerings tied to student credit, credential attainment, and employment outcomes. These initiatives intersect with state and federal regulations, accreditation standards, and employer partnership requirements in ways that necessitate more robust planning to ensure student protections, equitable access, and seamless alignment with workforce demands. Including this expanded section demonstrates RCC's readiness to implement high-impact, compliant, and equitable programmatic innovations from the outset.

### **1. Compliance Areas and Standards**

#### **1.1 Wage and Hour Compliance**

- Fair Labor Standards Act (FLSA): Ensure all paid participants are classified correctly (employee vs. trainee/intern) and compensated in compliance with federal minimum wage and overtime regulations.
- Massachusetts Wage Act: Compliance with state minimum wage, wage payment timing, and permissible deductions.
- Apprenticeship Standards: Align with U.S. Department of Labor apprenticeship regulations (29 CFR Part 29 and Part 30) where applicable.

#### *Operational Steps*

- Develop standard employer agreements outlining wage rates, hours, and supervision expectations.
- Conduct annual compliance audits with employer partners.
- Provide training for faculty and staff on wage/hour classification.

#### **1.2 Title IX and Non-Discrimination Compliance**

- Ensure all experiential learning sites comply with Title IX protections, particularly regarding sexual harassment prevention, reporting, and investigation.
- Require signed non-discrimination agreements from employer partners affirming adherence to Title VI, Title VII, ADA, and Section 504 requirements.

#### *Operational Steps*

- Integrate site vetting into RCC's Title IX compliance procedures.
- Provide students with clear reporting protocols for workplace misconduct.
- Conduct biennial equity climate surveys for experiential learning sites.

#### **1.3 Academic Credit Mapping**

- Establish credit-bearing experiences that meet NECHE accreditation standards for learning outcomes, contact hours, and faculty oversight.
- Use credit mapping to ensure experiential learning hours translate into transcribed learning that counts toward graduation requirements.



### *Operational Steps*

- Create course codes and syllabi aligned with program learning outcomes.
- Train faculty advisors to integrate experiential learning into student degree plans.
- Periodically review alignment between experiences and curriculum frameworks.

### 1.4 Equity and Access Standards

- Ensure equitable access for Pell-eligible, BIPOC, and first-generation students.
- Include funding for transportation, childcare, and other barriers that limit participation.

### Operational Steps:

- Track participation by race, income, and first-gen status.
- Provide stipends or wraparound supports where wages are not feasible.
- Establish recruitment goals that reflect RCC's student demographics.

## 2. Implementation and Oversight

Responsible Parties:

Accountable: Vice President of Academic and Student Affairs

Responsible: Director of Experiential Learning, Registrar, Title IX Coordinator

Consulted: Faculty Program Chairs, Employer Partners, Student Government

Informed: Board of Trustees, DHE/BHE

### Reporting Cadence

- Quarterly: Compliance and participation report to Strategic Plan Steering Committee
- Annually: Summary of activities, compliance status, and equity outcomes in RCC's Strategic Plan Annual Report

| Date     | Milestone                                                                           | Deliverable          |
|----------|-------------------------------------------------------------------------------------|----------------------|
| Dec 2025 | Develop standardized employer agreements and experiential learning course templates | Templates, MOUs      |
| Jun 2026 | Launch credit mapping for all apprenticeship-integrated programs                    | Credit mapping guide |
| Dec 2026 | Complete first annual compliance audit                                              | Compliance report    |
| Jun 2027 | Implement equity dashboard for participation tracking                               | Dashboard online     |

## Strategic Priority 4 - Programs: Summary Table – Goals, Objectives, Key Metrics, and Return on Investment

| Goal                                                                                   | Objectives                                                                                                                                                                                                                                                                                                         | Key Metrics                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Return on Investment (ROI)                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.1 Strengthen academic pathways that lead to meaningful careers and four-year degrees | <p>4.1.1 Expand dual enrollment, early college, and articulation pipelines</p> <p>4.1.2 Align curricula with transfer requirements and industry credentials</p> <p>4.1.3 Integrate digital literacy and essential skills across programs</p>                                                                       | <ul style="list-style-type: none"> <li>Enrollment and completion rates in dual enrollment, early college, and transfer pathways</li> <li>Number and effectiveness of active transfer and articulation agreements</li> <li>Curriculum alignment with transfer requirements and industry credentials</li> <li>Student achievement of essential skills and digital literacy benchmarks</li> <li>Employer and transfer institution satisfaction with RCC graduates</li> </ul> | <ul style="list-style-type: none"> <li>ROI 1: Improved transfer and career outcomes increase student success and performance</li> <li>ROI 2: Curriculum aligned with industry and transfer standards strengthens employability</li> <li>ROI 3: Stronger partnerships attract more students and funding</li> </ul>                |
| 4.2 Build future-ready workforce programs in high-growth sectors                       | <p>4.2.1 Launch new degrees and certificates in high-demand industries</p> <p>4.2.2 Scale noncredit, accelerated training for immediate workforce entry</p> <p>4.2.3 Establish employer advisory councils for career-focused programs</p> <p>4.2.4 Partner with industry to develop registered apprenticeships</p> | <ul style="list-style-type: none"> <li>Number and enrollment of new programs in high-demand industries</li> <li>Participation and completion rates in noncredit, accelerated training programs</li> <li>Employer advisory council engagement and impact</li> <li>Apprenticeship program growth and outcomes</li> <li>Graduate employment and wage outcomes</li> </ul>                                                                                                     | <ul style="list-style-type: none"> <li>ROI 1: Increased graduate employability and earnings strengthen economic mobility</li> <li>ROI 2: Industry partnerships deepen employer engagement and unlock funding</li> <li>ROI 3: Flexible, accelerated training models expand reach to adult learners and career changers</li> </ul> |

|                                                                                                  |                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4.3 Make work-based learning a standard part of the RCC experience</p>                        | <p>4.3.1 Embed experiential learning into every program</p> <p>4.3.2 Expand access to paid, flexible experiences for nontraditional students</p> <p>4.3.3 Position RCC as a regional leader in apprenticeship-integrated education</p> <p>4.3.4 Redesign programs with employer-embedded learning outcomes</p> | <ul style="list-style-type: none"> <li>• Percentage of programs embedding work-based learning as a graduation requirement</li> <li>• Participation and completion rates in credit-bearing experiential learning</li> <li>• Access to paid and flexible work-based learning opportunities for nontraditional students</li> <li>• Employer engagement in program and curriculum design</li> <li>• Growth and outcomes of apprenticeship-integrated education</li> </ul> | <ul style="list-style-type: none"> <li>• ROI 1: Experiential learning improves employability and career readiness</li> <li>• ROI 2: Paid and flexible opportunities expand access and retention for nontraditional students</li> <li>• ROI 3: Deep employer partnerships strengthen RCC's role as a regional workforce leader</li> </ul>  |
| <p>4.4 Launch Innovation Labs to connect students with real-world problems and professionals</p> | <p>4.4.1 Build interdisciplinary innovation hubs that foster collaboration</p> <p>4.4.2 Focus labs on high-impact sectors with regional relevance</p> <p>4.4.3 Support pathways to entrepreneurship and innovation careers</p>                                                                                 | <ul style="list-style-type: none"> <li>• Number of interdisciplinary Innovation Labs established and operational</li> <li>• Student participation and completion rates in lab-based experiences</li> <li>• Diversity and depth of partnerships supporting Innovation Labs</li> <li>• Number and quality of projects with measurable social or economic impact</li> <li>• Entrepreneurship and innovation pathway outcomes</li> </ul>                                  | <ul style="list-style-type: none"> <li>• ROI 1: Hands-on, interdisciplinary problem-solving enhances employability and career readiness</li> <li>• ROI 2: Industry and community collaboration positions RCC as an innovation hub</li> <li>• ROI 3: Entrepreneurial pathways drive regional economic growth and alumni success</li> </ul> |

## Strategic Priority 5: Partnerships

Forge powerful, equitable partnerships that expand opportunity, drive innovation, and amplify RCC's impact by building deep, mission-aligned relationships across education, industry, and community sectors that open doors for students and strengthen RCC as a force for community and regional progress.

**Goal 5.1:** Build strategic community partnerships that drive equity and local transformation.

*Objective 5.1.1:* Deepen long-term collaboration with BPS, youth-focused orgs, and nonprofits.

- Develop joint strategic plans with key partners tied to student success outcomes.
- Create shared staff roles and dual programming with community organizations.
- Establish early engagement pipelines for BPS students to explore RCC pathways.

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*Objective 5.1.2:* Host public convenings to align efforts and elevate RCC's community role.

- Organize sector-specific roundtables (e.g., youth development, housing, workforce).
- Co-host public forums with local leaders and community-based coalitions.
- Publish post-event reports to document shared action items.

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*Objective 5.1.3:* Formalize place-based partnership models with shared accountability.

- Launch multi-partner efforts addressing community health, education, and workforce outcomes.
- Use shared metrics and data dashboards to track progress.
- Build joint funding proposals with community orgs.

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*Objective 5.1.4:* Establish advisory councils rooted in community voice and leadership.

- Form advisory councils by theme (education, youth, workforce, health).
- Ensure members represent community residents, local leaders, and RCC stakeholders.
- Convene regularly to guide RCC decision-making and resource allocation.

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*Objective 5.1.5:* Lead place-based projects that improve community well-being.

- Launch RCC-based efforts in areas like food security, community health, or digital equity.
- Partner with local agencies to use RCC facilities for neighborhood-serving programs.
- Embed students and faculty in community action research and service learning.

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*Objective 5.1.6:* Strengthen and track mission-aligned partnerships through formal MOUs.

- Create a centralized partnership database to manage agreements and outcomes.
- Conduct annual reviews of partner activity, impact, and alignment with RCC's mission.
- Increase the number of high-quality, equity-centered MOUs across sectors.

## **Metrics to Track Progress of Goal 5.1**

### *Metric 1. Number and depth of formalized partnerships with education, nonprofit, and community organizations*

Tracks the total and year-over-year growth of signed MOUs and partnership agreements, with emphasis on equity-centered collaborations that include shared accountability, co-developed programming, and measurable student and community impact.

### *Metric 2. Implementation and impact of joint strategic initiatives*

Measures the number of joint plans developed with partners (e.g., BPS, youth-serving nonprofits) and progress toward defined milestones such as student participation rates, retention gains, and community benefit outcomes.

### *Metric 3. Community engagement in RCC-hosted convenings and advisory councils*

Assesses participation levels, diversity of representation, and frequency of public convenings, sector-specific roundtables, and thematic advisory council meetings. Includes tracking of post-event action items and policy or program changes that result from these engagements.

### *Metric 4. Utilization of RCC facilities and resources for community-serving programs*

Monitors the extent to which RCC spaces are used for neighborhood-focused activities (e.g., food security drives, health fairs, digital literacy workshops) and number of community members served.

### *Metric 5. Shared data and accountability measures across partnerships*

Tracks the development and use of joint metrics, shared dashboards, and co-authored reports to evaluate outcomes in education, workforce development, health, and other community impact areas.

### *Metric 6. Student and faculty participation in community-based learning and research*

Measures involvement in service learning, applied research, and community action projects conducted through partnerships, and evaluates the resulting benefits for both students and community stakeholders.

## **Return on Investment (ROI) for Goal 5.1**

### *ROI 1: Deep, mission-aligned partnerships amplify RCC's ability to drive equity and student success*

Collaborations with schools, nonprofits, and community agencies create expanded pathways for underrepresented students, increase access to essential services, and strengthen retention and completion rates through wraparound supports.

### *ROI 2: Place-based and sector-focused initiatives increase RCC's visibility, influence, and funding opportunities*

By co-leading high-profile projects in priority areas such as workforce readiness, health equity, and digital access, RCC enhances its public profile and credibility. These efforts attract philanthropic investment, public funding, and in-kind partner contributions.

### *ROI 3: Shared accountability and resource alignment create greater community impact at lower cost*

Pooling expertise, facilities, and funding with partners allows RCC to achieve broader impact without duplicating efforts. Shared metrics ensure that resources are directed toward the most effective strategies, maximizing both financial efficiency and measurable outcomes.

**Goal 5.2:** Expand employer and alumni engagement to accelerate student success.

*Objective 5.2.1:* Build continuous feedback loops with employers to shape curriculum and programs.

- Convene industry panels twice per year for each career program.
  - Use employer surveys and focus groups to identify skill gaps and new opportunities.
  - Embed employer co-design in curriculum development processes.
- 

*Objective 5.2.2:* Launch a robust RCC alumni network and mentorship platform.

- Build a digital alumni portal for networking, mentorship, and giving.
  - Host quarterly alumni speaker events tied to academic departments.
  - Collect alumni success stories to use in recruitment, marketing, and grants.
- 

*Objective 5.2.3:* Create direct career pipelines by connecting students with alumni and industry mentors.

- Match students with alumni by career interest, major, or identity.
  - Offer one-on-one mentoring, career panels, and industry site visits.
  - Track long-term outcomes of mentored students for impact analysis.
- 

*Objective 5.2.4:* Develop corporate-sponsored programs and internships in key industries.

- Secure employer commitments to fund or host internships tied to high-demand fields.
  - Pilot cohort-based “corporate pathways” in healthcare, finance, and technology.
  - Integrate sponsored opportunities into course sequences and advising plans.
- 

*Objective 5.2.5:* Track participation and equity in experiential learning opportunities.

- Develop a centralized system to monitor internships, apprenticeships, co-ops, and service learning.
  - Disaggregate data by race, income, and major to identify gaps and improve access.
  - Use outcomes data to shape future programming and partner engagement.
- 

*Objective 5.2.6:* Evaluate and report on the impact of employer and alumni partnerships.

- Use KPIs to assess partner engagement, student placement, and career readiness outcomes.
- Share results in annual reports, strategic updates, and board presentations.
- Adjust partnership strategies based on evidence and student feedback.

## **Metrics to Track Progress of Goal 5.2**

### *Metric 1. Employer engagement in curriculum shaping and program design*

Tracks the number of active employer panels, advisory sessions, and co-design initiatives held each year for career programs. Measures the extent to which employer feedback is incorporated into curricula and the pace at which skill gap recommendations are addressed.

### *Metric 2. Growth and activity levels in the RCC alumni network and mentorship platform*

Measures the number of alumni registered in the portal, frequency of mentorship connections, and participation in alumni-led events. Tracks alumni contributions of time, expertise, and financial support to RCC.

### *Metric 3. Student participation in alumni and industry mentoring programs*

Monitors the number and percentage of students matched with mentors, attendance at career panels, and participation in industry site visits. Includes follow-up tracking to assess the impact on student confidence, career readiness, and placement outcomes.

### *Metric 4. Number and quality of corporate-sponsored internships and programs*

Tracks the volume of paid internships, cohort-based corporate pathways, and employer-sponsored learning opportunities integrated into programs of study. Measures post-internship hiring rates and employer satisfaction.

### *Metric 5. Equity in access to experiential learning opportunities*

Assesses participation in internships, apprenticeships, co-ops, and service-learning experiences by race, gender, income level, major, and enrollment status to ensure equitable access. Identifies and addresses disparities in participation.

### *Metric 6. Impact and outcomes of employer and alumni partnerships*

Uses KPIs such as placement rates, wage outcomes, skill attainment, and student satisfaction to measure the success of partnerships. Includes publication of results in annual reports and strategic updates.

## **Return on Investment (ROI) for Goal 5.2**

### *ROI 1: Stronger employer engagement produces graduates with in-demand skills and faster career placement*

Direct input from industry ensures programs remain relevant, shortening graduates' job search time and improving placement rates in high-demand fields. This alignment strengthens RCC's value proposition to students and employers alike.

### *ROI 2: An active alumni network expands student access to mentorship, internships, and professional opportunities*

By mobilizing alumni as mentors, speakers, and connectors, RCC broadens students' career networks, increases exposure to industry pathways, and fosters a culture of giving back that benefits multiple generations of learners.

*ROI 3: Corporate-sponsored pathways and internships enhance equity, access, and institutional revenue*

Employer-funded internships and career programs lower barriers to participation for low-income students while providing employers with a talent pipeline. These partnerships can also generate new revenue streams through sponsorships and grants.

*ROI 4: Data-driven partnership evaluation ensures resources are directed toward high-impact initiatives*

Tracking outcomes across employer and alumni programs allows RCC to refine strategies, focus on the most effective partnerships, and communicate value to stakeholders—building trust and attracting further investment.



**Goal 5.3:** Leverage strategic alliances to expand funding, visibility, and institutional influence.

*Objective 5.3.1:* Pursue high-impact, mission-aligned funding opportunities.

- Identify grant and philanthropic opportunities tied to equity, workforce, and student success
  - Build internal capacity for cross-departmental grant writing and stewardship
  - Create a targeted development strategy for individual, corporate, and foundation giving
- 

*Objective 5.3.2:* Monetize RCC's physical and digital assets to generate mission-aligned revenue.

- Offer campus rentals, event services, and tech support to aligned organizations
  - Launch an "Open RCC" initiative for hosting public innovation and training events
  - Bundle services (space, A/V, catering) into revenue-generating rental packages
- 

*Objective 5.3.3:* Join high-impact regional and national networks that elevate RCC's voice.

- Participate in coalitions focused on equity in higher ed, workforce development, and community colleges.
  - Present RCC innovations at national conferences and convenings.
  - Position RCC faculty and leaders as thought partners in regional and state policy forums.
- 

*Objective 5.3.4:* Diversify institutional revenue through entrepreneurial ventures.

- Explore campus-based enterprises such as digital credentialing, training centers, or consulting.
- Support social enterprise projects that align with RCC's mission.
- Launch pilots and business cases for RCC-run community-facing services.

## **Metrics to Track Progress of Goal 5.3**

### *Metric 1. Growth and diversification of mission-aligned funding streams*

Tracks the number, size, and diversity of new grants, philanthropic gifts, and corporate sponsorships secured each year, particularly those tied to equity, workforce development, and student success priorities. Measures repeat funding and donor retention rates.

### *Metric 2. Revenue generated from monetization of RCC assets*

Measures annual income from rentals, event hosting, and bundled service packages, as well as the number of external organizations using RCC facilities for mission-aligned purposes. Tracks customer satisfaction and repeat bookings.

### *Metric 3. Participation in high-impact networks and policy forums*

Assesses the number of regional, state, and national networks joined; frequency of RCC presentations at conferences; and instances of RCC leaders contributing to policy discussions. Tracks resulting collaborations, invitations, and partnerships.

### *Metric 4. Revenue and outcomes from entrepreneurial ventures*

Monitors income generated from campus-based enterprises, digital credentialing, and consulting services. Measures participation and success of social enterprise projects, including community impact and reinvestment into RCC initiatives.

### *Metric 5. Visibility and brand recognition growth*

Uses media mentions, conference features, awards, and stakeholder feedback to track the expansion of RCC's profile locally, regionally, and nationally. Links increased visibility to opportunities for partnership and funding.

## **Return on Investment (ROI) for Goal 5.3**

### *ROI 1: Expanded funding enables RCC to scale high-impact programs without over-reliance on tuition*

Securing diverse revenue sources ensures the financial sustainability of equity-focused initiatives, innovative academic programs, and student support services—allowing RCC to expand impact while maintaining affordability.

### *ROI 2: Monetization of assets generates new, unrestricted income for reinvestment in mission priorities*

Revenue from facilities, events, and bundled services provides flexible funding that can be allocated quickly to strategic needs, from technology upgrades to emergency student aid.

### *ROI 3: Strategic alliances increase RCC's influence in shaping education and workforce policy*

Participation in regional and national networks elevates RCC's profile, strengthens advocacy efforts, and creates opportunities for collaborative funding and shared innovation.

### *ROI 4: Entrepreneurial ventures foster financial resilience and community engagement*

Campus-based enterprises and social innovation projects diversify revenue streams, create hands-on learning opportunities for students, and position RCC as a hub for community-centered business and workforce solutions.

## Strategic Priority 5 - Programs: Summary Table – Goals, Objectives, Key Metrics, and Return on Investment

| Goal                                                                                  | Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Key Metrics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Return on Investment (ROI)                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.1 Build strategic community partnerships that drive equity and local transformation | <p>5.1.1 Deepen long-term collaboration with BPS, youth-focused orgs, and nonprofits</p> <p>5.1.2 Host public dialogues to elevate RCC's community role</p> <p>5.1.3 Formalize place-based partnerships and shared accountability</p> <p>5.1.4 Establish advisory councils rooted in community voice and leadership</p> <p>5.1.5 Lead place-based projects that improve community well-being</p> <p>5.1.6 Strengthen/track mission-aligned partnerships through formal MOUs</p>                      | <ul style="list-style-type: none"> <li>• Number and depth of formalized partnerships with education, nonprofit, and community organizations</li> <li>• Implementation and impact of joint strategic initiatives</li> <li>• Community engagement in RCC-hosted convenings and advisory councils</li> <li>• Utilization of RCC facilities and resources for community-serving programs</li> <li>• Shared data and accountability measures across partnerships</li> <li>• Student and faculty participation in community-based learning and research</li> </ul> | <ul style="list-style-type: none"> <li>• ROI 1: Deep, mission-aligned partnerships amplify RCC's ability to drive equity and student success</li> <li>• ROI 2: Place-based and sector-focused initiatives increase RCC's visibility, influence, and funding opportunities</li> <li>• ROI 3: Shared accountability and resource alignment create greater community impact at lower cost</li> </ul>                                                                   |
| 5.2 Expand employer and alumni engagement to accelerate student success               | <p>5.2.1 Continuous feedback loops with employers to shape curriculum and programs</p> <p>5.2.2 Launch a robust RCC alumni network and mentorship platform</p> <p>5.2.3 Direct career pipelines bet. Students, alumni, and industry mentors</p> <p>5.2.4 Create corporate-sponsored programs/internships in key industries</p> <p>5.2.5 Track participation and equity in experiential learning opportunities</p> <p>5.2.6 Evaluate and report on the impact of employer and alumni partnerships</p> | <ul style="list-style-type: none"> <li>• Employer engaged in curriculum shaping and program design</li> <li>• Growth and activity levels in the RCC alumni network and mentorship platform</li> <li>• Student participation in alumni and industry mentoring programs</li> <li>• Number and quality of corporate-sponsored internships/programs</li> <li>• Equity in access to experiential learning opportunities</li> <li>• Impact and outcomes of employer and alumni partnerships</li> </ul>                                                             | <ul style="list-style-type: none"> <li>• ROI 1: Stronger employer engagement nets graduates with in-demand skills and faster career placement</li> <li>• ROI 2: Active alumni network expands student access to mentorship, internships, and professional opportunities</li> <li>• ROI 3: Corporate pathways internships enhance equity, access, and revenue</li> <li>• ROI 4: Data and partner-based evaluation direct resources to high-impact efforts</li> </ul> |

|                                                                                                    |                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>5.3 Leverage strategic alliances to expand funding, visibility, and institutional influence</p> | <p>5.3.1 Pursue high-impact, mission-aligned funding opportunities</p> <p>5.3.2 Monetize RCC's physical and digital assets to generate mission-aligned revenue</p> <p>5.3.3 Join high-impact regional and national networks that elevate RCC's voice</p> <p>5.3.4 Diversify institutional revenue through entrepreneurial ventures</p> | <ul style="list-style-type: none"> <li>• Growth and diversification of mission-aligned funding streams</li> <li>• Revenue generated from monetization of RCC assets</li> <li>• Participation in high-impact networks and policy forums</li> <li>• Revenue and outcomes from entrepreneurial ventures</li> <li>• Visibility and brand recognition growth</li> </ul> | <ul style="list-style-type: none"> <li>• ROI 1: Expanded funding enables RCC to scale high-impact programs without over-reliance on tuition</li> <li>• ROI 2: Monetization of assets generates new, unrestricted income for reinvestment in mission priorities</li> <li>• ROI 3: Strategic alliances increase RCC's influence in shaping education and workforce policy</li> <li>• ROI 4: Entrepreneurial ventures foster financial resilience and community engagement</li> </ul> |
|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Metrics and Indicators: Measuring What Matters

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To ensure the success of RCC's strategic plan, progress will be measured across five key domains: Equity, Student Success, Institutional Culture, Operational Effectiveness, and Strategic Priorities Implementation. These domains reflect what RCC values most—closing equity gaps, empowering students, supporting communities, using resources wisely, and delivering meaningful change.

Each domain includes disaggregated, actionable indicators reviewed regularly by college leadership and shared transparently with internal and external stakeholders. Metrics will inform strategic decisions, guide resource allocation, and drive continuous improvement.

### **Equity: Advancing Justice and Opportunity**

RCC will monitor outcomes by race, ethnicity, gender identity, income level, and enrollment status to ensure all students have an equal chance to succeed.

#### *Key Metrics*

- Disaggregated data on access, retention, transfer, and completion.
- Gaps in academic outcomes across student populations.
- Representation in high-impact practices (e.g., mentoring, internships).
- Participation in equity-focused professional development by faculty/staff.

#### *Application*

- Identify structural barriers and implement targeted, data-informed equity interventions.

### **Student Success: Delivering on Outcomes**

Student achievement is the heart of RCC's mission. RCC will measure whether students are completing, transferring, and securing jobs in their fields.

#### *Key Metrics*

- Completion and credential attainment rates (associate, certificate).
- Transfer rates to four-year institutions.
- Post-graduation job placement and earnings.
- Success rates for part-time, adult, and first-gen students.

#### *Application*

Track progress across student groups and improves support services to ensure persistence and long-term success.

### **Institutional Culture: Supporting People and Purpose**

RCC's ability to thrive depends on the strength, satisfaction, and diversity of its people. These metrics reflect how well RCC is living its values.

#### *Key Metrics*

- Faculty and staff engagement and satisfaction scores.
- Diversity of faculty, staff, and leadership.
- Participation in wellness, professional development, and leadership pathways.
- Integration of RCC's mission and values in departmental plans and decisions.

#### *Application*

Cultivate a values-driven culture of belonging, growth, and purpose.

## Operational Effectiveness: Ensuring Sustainability and Service

Operational excellence supports everything else. RCC will measure how efficiently it delivers high-quality services and stewards its resources.

### Key Metrics

- Cost per graduate and per credential
- Compliance with audits and performance reviews
- Student and employee access to technology and campus services
- Infrastructure modernization and digital campus expansion benchmarks

### Application

- Drive smart investment, reduce friction, and improves service delivery across the college.

## Crosswalk of RCC Strategic Goals to DHE Frameworks

The following table maps selected RCC 2030 Strategic Goals to key policy frameworks from the Massachusetts DHE framework. It demonstrates alignment with the BHE's Strategic Priorities, the Student Success Framework, and the New Undergraduate Experience (NUE) design principles.

| Strategic Priority  | Sample RCC Goal for the Priority                                      | BHE Strategic Priorities Alignment                                                       | Student Success Framework Alignment                                            | NUE Design Principles Alignment                                    |
|---------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------|
| <b>Purpose</b>      | Infuse RCC's mission and core values into all institutional practices | Institutionalizes equity through mission-driven leadership and transparent policies      | Guides equity-minded strategic planning and governance                         | Mission-driven institutional culture and values alignment          |
| <b>People</b>       | Close equity gaps in access, retention, and completion                | Directly addresses racial and economic opportunity gaps                                  | Supports proactive advising, mental health services, and basic needs resources | Holistic student support and inclusive teaching practices          |
| <b>Place</b>        | Modernize and make campus fully ADA compliant                         | Promotes access and inclusion for students with disabilities and marginalized identities | Enhances learning environments and physical safety                             | Student-ready environments and universal design                    |
| <b>Programs</b>     | Integrate work-based learning into all academic programs              | Centers equity in experiential learning and job readiness                                | Ensures career-aligned curricula and transfer pathways                         | Flexible, real-world curricula with culturally sustaining pedagogy |
| <b>Partnerships</b> | Expand community and employer partnerships to drive student success   | Builds pathways for underserved communities via equitable external partnerships          | Strengthens wraparound supports via coordinated stakeholder engagement         | Shared accountability and systems-level equity partnerships        |

Each strategic priority includes outcome-based indicators to assess the institution's progress in transforming ideas into action.

**Strategic Priority 1 – Purpose: Embedding Mission, Values, and Vision**

- Percentage of departments aligning annual plans with RCC's mission and vision
- Public recognition and brand awareness ratings
- Attendance at mission-driven events and engagement with storytelling campaigns
- Number of new or revised policies evaluated for equity and mission alignment

**Strategic Priority 2 – People: Elevating Students, Staff, and Faculty**

- Reduction in racial, gender, and income-based achievement gaps
- Retention and graduation rates by demographic group
- Growth in staff and faculty diversity across roles
- Participation in mentoring, wellness, and inclusive professional development
- Satisfaction scores from student and employee climate surveys

**Strategic Priority 3 – Place: Creating Future-Ready, Inclusive Spaces**

- Percentage of campus infrastructure projects completed on time and on budget
- Number of public and community events hosted at RCC
- Revenue generated from community-aligned space rentals
- Achievement of sustainability targets (e.g., energy, waste, emissions)
- Enrollment and satisfaction in hybrid and online learning programs

**Strategic Priority 4 – Programs: Connecting Learning to Work and Transfer**

- Number of new credentials aligned with high-demand industries
- Percentage of programs embedding internships, co-ops, or apprenticeships
- Student participation in work-based and experiential learning
- Employer satisfaction with RCC graduates and trainees
- Innovation lab projects launched, and student-led ventures supported

**Strategic Priority 5 – Partnerships: Expanding RCC's Reach and Impact**

- Number of active, mission-aligned partnerships with schools, nonprofits, and employers
- Increase in alumni participation, mentorship, and philanthropic giving
- Number of employer advisory councils engaged in program development
- Amount of external grants and strategic investments secured
- Partnerships resulting in shared services, co-hosted programs, or joint initiatives

Roxbury Community College's 2025–2030 Strategic Plan is directly aligned with the Commonwealth of Massachusetts' higher education reform agenda, led by the Department of Higher Education (DHE). RCC's priorities reflect and advance state efforts to close equity gaps, boost student success, and create a more responsive, workforce-aligned public higher education system.

This alignment ensures that RCC is not only meeting local and institutional needs but also contributing to statewide transformation. The following three policy frameworks have significantly influenced RCC's strategic direction:

### **Racial Equity and the DHE Strategic Priorities**

RCC is a committed leader in dismantling structural inequities in higher education. In alignment with DHE's Strategic Priorities and initiatives like CESJ, SUCCESS, and RA2MWA, RCC prioritizes:

- Disaggregated data use to identify and close opportunity gaps
- Culturally responsive policies and practices
- Targeted student support and inclusive governance

These efforts position RCC as a frontline institution advancing racial justice, educational equity, and community accountability.

### **Student Success Frameworks**

RCC's approach aligns with the Massachusetts Student Success Framework and Student Bill of Rights, which emphasize:

- Timely academic progress and on-time graduation
- Intrusive advising and proactive intervention
- Wraparound services that support the whole student

By implementing holistic advising, early alerts, mental health services, and financial aid counseling, RCC removes academic and non-academic barriers that prevent completion—particularly for first-generation and underserved students.

### **New Undergraduate Experience (NUE)**

RCC is actively transforming the student experience in line with the state's NUE vision, through:

- Culturally sustaining pedagogy embedded across disciplines
- Expansion of early college, dual enrollment, and credit-bearing high school partnerships
- Flexible learning modalities, including hybrid and asynchronous online options

These innovations increase access, support diverse learners, and promote curricular equity and relevance.



## Collaboration and Stakeholder Engagement

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The strategic planning process was deeply collaborative and intentionally inclusive, designed to engage a wide range of internal and external stakeholders in the development and refinement of RCC's five-year vision. Stakeholder engagement not only informed the plan's priorities and actions but also ensured campus-wide and community buy-in, building a strong foundation for successful implementation and accountability.

### Internal

RCC faculty, staff, and students were engaged through a series of structured forums, including town halls, listening sessions, planning retreats, surveys, and cross-functional steering committees. These opportunities allowed for open dialogue, idea generation, and feedback on draft goals, ensuring that the plan reflected the lived experiences and insights of the campus community.

#### **Members of the Steering Committee:**

*Co-Chairs:* Reverend Ray Hammond and Sheriff Steve Tompkins

*Members:* Jonathan Jefferson, Sal Pina, Randi Korn, Kiara Rosario, Loretta Minor, Sharlene Malcolm, Jordan Smock, Dianne Wilkerson, Roeshana Moore-Evans, Israul Marrero, Keren Cezar, Luciano Ramos, and James Whitley

#### **Students and Faculty**

Students and faculty played a central role in shaping RCC's strategic vision. Their perspectives—rooted in lived experience, daily teaching and learning, and direct service—were essential to defining priorities that are both ambitious and grounded in real campus needs. Students contributed through focus groups, surveys, student government forums, and one-on-one interviews, offering critical insight into barriers, aspirations, and ideas for institutional transformation.

Faculty contributed through department-led strategy sessions, curriculum planning workshops, and cross-disciplinary working groups. Their input directly influenced goals related to pedagogy, academic pathways, and inclusive excellence. Across the planning process, RCC worked to ensure that student and faculty voices were not just heard but embedded into the core of the plan—affirming their roles as co-creators of RCC's future.

#### **Administrative Staff**

Administrative staff were essential contributors to the development of RCC's strategic plan, bringing operational insight, institutional knowledge, and a commitment to student service. Staff participated in working groups, listening sessions, department meetings, and surveys that helped identify opportunities for innovation, efficiency, and equity across college operations.

Their feedback shaped goals related to infrastructure modernization, digital systems, student support services, and organizational culture. Staff also helped surface process improvements and policy changes needed to ensure that RCC's systems are aligned with its mission and values. By including administrative staff throughout the planning process, RCC underscored their vital role in delivering a student-centered, high-performing institution.

## External

RCC sought input from a broad network of partners and community stakeholders, including employers in healthcare and technology sectors, local nonprofits, K-12 education leaders (particularly Boston Public Schools), civic organizations, and cultural institutions. Community dialogues and targeted outreach sessions ensured that the voices of Roxbury residents and regional allies were embedded in the plan's design.

### Members of the Advisory Committee

*Co-Chairs:* Reverend Ray Hammond and Sheriff Steve Tompkins

*Members:*

Tanya Anderson, Boston City Councilor

Tesfay Aradom

Jay Ash, President and CEO, Massachusetts Competitive Partnership

Liz Miranda, State Senator for the Massachusetts Senate's 2nd Suffolk district

Melissa Beltran

Alba Bernabel

Neil Sullivan

Brian Carrasquillo

Stephen Chan

Gerald Chertavian, Founder Year Up United

Bishop William Dickerson, Senior Pastor, Greater Love Tabernacle Church

Mary Margaret Earl, Executive Director and Senior Minister, Unitarian Universalist Urban Ministry

Tomas Gonzales

Barbara Greene

Gregory Grooger

Alfreda Harris, Roxbury Community Leader

Russell Holmes, Massachusetts State Representative

Segun Idowu, Executive Director, Boston Office of Fair Housing and Equity

Sadike Kambon

Edward Markey, Massachusetts State Senator

Keith McDermott

Mechelle Myles

Trinh Nguyen

Lee Pelton, President and CEO, The Boston Foundation

Ayanna Pressley, Representative for Massachusetts's 7th Congressional District

MJ Ryan

Joanne Pokaski, Senior Director of Workforce Development and Community Relations, Beth Israel Deaconess Medical Center

Claudia Reid

Linda Rowbotham, President, Massachusetts State Track Coaches Association

Mark Schafer

Neil Sullivan, Executive Director, Boston Private Industry Council

Richard Taylor, Vice Chancellor for Athletics and Recreation, UMass Boston

Charlie Titus, Vice Chancellor for Athletics and Recreation, UMass Boston

Abigail Thomas

Chynah Tyler, Massachusetts State Representative for the 7th Suffolk District

David Wright

Xzavion Youngblood, RCC Student Trustee

Nunotte Zama

Elizabeth Zulick, Senior Vice Chancellor for Education Innovation, Northeastern University

RCC Staff, Students, Faculty: Daveen Blythe, Adiel Escobar, Tunde Giwa, Boromain Jeanty, Jennie McDonald Brown, Leo Savala, Hillel Sims, Kimberly Stieglitz, Michael Turner, Jeff Van Dreason, Joshua Ziemman

*Implementation Support:* To carry the work forward, RCC has established implementation advisory councils and task forces aligned with each strategic priority. These groups will be responsible for overseeing progress, analyzing data, and recommending course corrections. Their continued engagement reinforces transparency, shared ownership, and a culture of continuous improvement.

### **Members of the Community**

RCC's strategic plan was shaped in deep partnership with the communities it serves. Community voices—representing neighborhood leaders, nonprofit partners, public agencies, employers, and local residents—were engaged through listening sessions, roundtables, and targeted outreach efforts. These conversations surfaced shared priorities around equity, access, economic mobility, and RCC's role as a civic anchor in Roxbury and Greater Boston.

Community partners provided critical feedback on how RCC could strengthen its impact beyond campus, particularly through workforce development, youth engagement, and public programming. Their input helped inform strategies related to partnerships, place-based initiatives, and innovation hubs. By centering community in the planning process, RCC reaffirmed its commitment to mutual accountability, shared prosperity, and inclusive regional development.

## Resource Allocation and Financial Plan

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RCC's strategic plan is grounded in realistic financial modeling that reflects both the institution's current fiscal capacity and the investments required to achieve its long-term goals. A well-structured financial plan is essential for translating vision into action—ensuring RCC can scale successful initiatives, sustain innovation, and meet the evolving needs of its students and the community.

This plan includes detailed cost projections, a diversified funding strategy, and scenario-based modeling to ensure that implementation remains financially sustainable under a range of conditions.

### **Projected Budget: Estimated \$30M over five years**

The total estimated cost of fully implementing the 2025–2030 Strategic Plan is approximately \$30 million. This investment supports initiatives across all five strategic priorities:

#### *Purpose*

- Institutional branding, mission-driven communications, performance dashboards, and leadership retreats.

#### *People*

- Student wraparound services, equity audits, mentoring, wellness programs, faculty/staff development, and inclusive hiring strategies.

#### *Place*

- Campus infrastructure improvements, ADA compliance, sustainability initiatives, and digital expansion.

#### *Programs*

- New and revised academic programs, innovation labs, experiential learning infrastructure, and curriculum alignment with workforce needs.

#### *Partnerships*

- Development and management of MOUs, alumni engagement, employer councils, and cross-sector collaborative initiatives.

This figure includes one-time capital expenditures, recurring personnel costs, and programmatic funding necessary to build momentum and institutionalize successful practices.

### **Key Assumptions**

The pro forma and projections are built on the following baseline assumptions:

#### *Enrollment Growth*

- Base case assumes 2% annual headcount growth with a stable FTE-to-headcount ratio; conservative case assumes flat enrollment; optimistic case assumes 3% growth.

#### *Tuition and Fees*

- Held constant in real terms, adjusted for ~2% annual inflation in nominal terms.

#### *State Appropriations*

- Continuation of MassReconnect and stable base appropriations in the base case; conservative case assumes a 5% reduction beginning FY2028.

#### *Grants and Philanthropy*

- \$2M/year average in competitive grants and fundraising, aligned to equity, workforce, and innovation initiatives.

### *Inflation*

- 3% annually for operating costs; 5% for capital and facility projects.

### *Capital vs. Operating*

- One-time capital investments front-loaded in first three years; operating investments are ongoing and built into the base budget.

### **Funding Strategy: Diversified and Mission-aligned**

RCC will pursue a balanced funding strategy leveraging public and private revenue streams to support the strategic plan:

### *State Appropriations and Equity-Driven Investments*

- Sustained support from the Commonwealth for community colleges, particularly for equity-focused and workforce-aligned programs

### *Federal and Competitive Grants*

- Targeted pursuit of funding through Title III, TRIO, NSF, and Department of Labor programs that align with RCC's apprenticeship model, digital learning, and student support systems

### *Philanthropy and Fundraising*

- Building on the \$6M raised in 2023, RCC will launch targeted campaigns focused on scholarships, innovation spaces, and student success initiatives

### *Commercial Revenue and Facility Rentals*

- Strategic use of RCC's campus for community and nonprofit use, event rentals, and corporate training services will generate additional earned income

### **Projected Revenue Scenarios**

#### *Projection 1*

- \$10–12 million from philanthropic contributions over five years, based on historical giving trends and campaign expansion

#### *Projection 2*

- \$8–10 million in state allocations directed toward plan-aligned programs, particularly under workforce and equity banners

#### *Projection 3*

- \$5–6 million in federal and competitive grant funding across multiple initiatives

#### *Projection 4*

- \$2–4 million from commercial revenue, including space rentals, workforce training, and partnerships

Total Conservative Estimate: \$25–32 million

This aligns with the projected implementation cost if current revenue strategies are maintained and moderately expanded.

**Projected Funding Sources – Dollars by Year** *(in \$M)*

| <b>Funding Source</b>               | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> | <b>2030</b> | <b>5-Year Total</b> |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| State Appropriations & Equity Funds | \$11.10     | \$11.10     | \$11.10     | \$11.10     | \$11.10     | \$11.10     | \$11.10             |
| Federal & Competitive Grants        | \$7.77      | \$7.03      | \$7.03      | \$6.66      | \$6.66      | \$7.03      | \$7.03              |
| Philanthropy                        | \$14.06     | \$14.06     | \$14.06     | \$14.43     | \$14.43     | \$14.06     | \$14.06             |
| Commercial Revenue & Partnerships   | \$3.33      | \$3.33      | \$2.96      | \$2.96      | \$2.96      | \$2.96      | \$2.96              |
| Other/Unrestricted Reserves         | \$0.74      | \$1.48      | \$1.48      | \$1.85      | \$1.85      | \$1.85      | \$1.85              |
| Total                               | \$37.00     | \$37.00     | \$37.00     | \$37.00     | \$37.00     | \$37.00     | \$37.00             |

**Additional Funding Detail – Year-by-Year** *(in \$M)*

|                                       | <b>2025</b> |       | <b>2026</b> |       | <b>2027</b> |       | <b>2028</b> |       | <b>2029</b> |       | <b>2030</b> |        | <b>5-Year Total</b> |        |
|---------------------------------------|-------------|-------|-------------|-------|-------------|-------|-------------|-------|-------------|-------|-------------|--------|---------------------|--------|
| <b>Funding Source</b>                 | Low         | High  | Low         | High  | Low         | High  | Low         | High  | Low         | High  | Low         | High   | Low                 | High   |
| State Appropriations and Equity Funds | \$1.6       | \$2.4 | \$1.6       | \$2.4 | \$1.6       | \$2.4 | \$1.6       | \$2.4 | \$1.6       | \$2.4 | \$8.0       | \$12.0 | \$8.0               | \$12.0 |
| Federal & Competitive Grants          | \$1.2       | \$1.4 | \$1.0       | \$1.4 | \$1.0       | \$1.4 | \$0.9       | \$1.4 | \$0.9       | \$1.4 | \$5.0       | \$7.0  | \$5.0               | \$7.0  |
| Philanthropy                          | \$2.2       | \$2.4 | \$2.0       | \$2.4 | \$2.0       | \$2.4 | \$1.9       | \$2.4 | \$1.9       | \$2.4 | \$10.0      | \$12.0 | \$10.0              | \$12.0 |
| Commercial Revenue & Partnerships     | \$0.5       | \$0.8 | \$0.5       | \$0.8 | \$0.4       | \$0.8 | \$0.3       | \$0.8 | \$0.3       | \$0.8 | \$2.0       | \$4.0  | \$2.0               | \$4.0  |
| Other/Unrestricted Reserves           | \$0.2       | \$0.4 | \$0.2       | \$0.4 | \$0.2       | \$0.4 | \$0.2       | \$0.4 | \$0.2       | \$0.4 | \$1.0       | \$2.0  | \$1.0               | \$2.0  |
| Total                                 | \$5.7       | \$7.4 | \$5.3       | \$7.4 | \$5.2       | \$7.4 | \$4.9       | \$7.4 | \$4.9       | \$7.4 | \$26.0      | \$37.0 | \$26.0              | \$37.0 |

## Scenario and Risk Analysis

### *Base Case*

- Achieves \$30M investment with balanced revenue mix. Supports all initiatives on planned timelines.

### *Conservative Case*

- Revenue shortfall of \$2–3M due to lower enrollment, reduced grants, or state cuts.  
Mitigation: Delay capital projects, phase program rollouts, and focus resources on highest-impact equity and student success initiatives.

### *Optimistic Case*

- Revenue surplus of \$2–3M from higher-than-expected fundraising, enrollment growth, or state/federal awards.

Allocation: Accelerate deferred maintenance, expand paid work-based learning placements, enhance student support services.

## Contingency Plan

If revenues fall short of projections:

- Phase Investments – Prioritize high-ROI initiatives that drive enrollment, retention, or external funding.
- Expense Controls – Implement targeted hiring freezes, deferred capital projects, and procurement efficiencies.
- Revenue Diversification – Expand non-credit workforce training, corporate partnerships, and facility rentals.
- Emergency Fund Use – Access Board-approved reserves to safeguard student success and essential operations.

## Addressing Funding Gaps and Institutional Inequities

Despite its importance and impact, RCC continues to face chronic underfunding relative to peer institutions—especially in light of the high-need, under-resourced student populations it serves. Critical funding gaps remain in:

- Deferred campus maintenance and modernization
- Instructional technology and digital infrastructure
- Competitive compensation for faculty and staff
- Scalable and sustainable wraparound student support services

Closing these gaps will require continued advocacy at the state and federal levels, stronger cross-sector partnerships, and innovative fiscal planning. RCC will also conduct annual reviews of strategic plan investments and outcomes to reallocate resources toward the highest-impact initiatives.

Through strategic, transparent, and equity-focused financial planning, RCC is well-positioned to deliver on its 2025–2030 vision—and to become a model of inclusive, student-centered innovation in higher education.

### Five-Year Pro Forma (Base Case)

(in \$000s)

| Category                | FY26          | FY27          | FY28          | FY29          | FY30          | Total         |
|-------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Revenue</b>          |               |               |               |               |               |               |
| State Appropriations    | 7,200         | 7,416         | 7,638         | 7,867         | 8,103         | 38,224        |
| Tuition and Fees        | 4,500         | 4,590         | 4,682         | 4,776         | 4,872         | 23,420        |
| Grants and Philanthropy | 2,000         | 2,000         | 2,000         | 2,000         | 2,000         | 10,000        |
| Other Earned Revenue    | 800           | 824           | 849           | 874           | 900           | 4,247         |
| <b>Total Revenue</b>    | <b>14,500</b> | <b>14,830</b> | <b>15,169</b> | <b>15,517</b> | <b>15,875</b> | <b>75,891</b> |
| <b>Expenses</b>         |               |               |               |               |               |               |
| Purpose                 | 1,500         | 1,250         | 1,000         | 1,000         | 1,000         | 5,750         |
| People                  | 2,500         | 2,750         | 2,750         | 2,500         | 2,500         | 13,000        |
| Place                   | 3,500         | 3,500         | 2,000         | 1,000         | 1,000         | 11,000        |
| Programs                | 2,000         | 2,250         | 2,500         | 2,500         | 2,500         | 11,750        |
| Partnerships            | 1,000         | 1,250         | 1,500         | 1,500         | 1,500         | 6,750         |
| Contingency/Reserves    | 500           | 500           | 500           | 500           | 500           | 2,500         |
| <b>Total Expenses</b>   | <b>11,000</b> | <b>11,500</b> | <b>10,250</b> | <b>9,000</b>  | <b>9,000</b>  | <b>50,750</b> |



## Implementation Plan

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The successful execution of RCC's strategic plan depends on a phased and adaptive implementation model that emphasizes early wins, capacity-building, and iterative refinement. Implementation will be led by designated cross-functional teams aligned with each strategic priority and supported by advisory councils. These teams will develop annual work plans, track key performance indicators, and coordinate institutional resources to ensure progress toward stated goals.

Each year will emphasize specific milestones aligned with the 5Ps. Cross-functional implementation teams, guided by annual work plans and progress reviews, will ensure that each objective moves toward full realization. The following timeline outlines major milestones across the five-year planning horizon.

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### 2025 - 26 | Foundation and Mobilization

- Launch RCC-wide communication and engagement campaign for Strategic Plan. *(Purpose)*
- Establish implementation teams aligned with each Strategic Priority. *(Purpose)*
- Begin data collection to set baselines for all metrics. *(Purpose)*
- Start operationalizing institutional branding and mission alignment. *(Purpose)*
- Pilot new advising, mentoring, and wellness support programs. *(People)*
- Conduct facilities audit and identify priorities for infrastructure investments. *(Place)*
- Begin curriculum review and planning for innovation labs. *(Programs)*
- Formalize key MOUs with schools, employers, and nonprofits. *(Partnerships)*

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### 2026 - 27 | Program Design and Early Wins

- Embed new branding and equity values into campus operations. *(Purpose)*
- Scale up SUCCESS, CESJ, and RA2MWA initiatives and intrusive advising. *(People)*
- Begin campus renovation projects and launch digital learning strategy. *(Place)*
- Finalize new workforce-aligned degree and certificate program designs. *(Programs)*
- Launch alumni speaker series and employer advisory councils. *(Partnerships)*

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### 2027 - 28 | Expansion and Integration

- Use data to refine mission-aligned practices and outcomes reporting. *(Purpose)*
- Expand faculty development in culturally sustaining pedagogy. *(People)*
- Launch innovation lab spaces and multi-use campus zones. *(Place)*
- Implement new programs and embed work-based learning in curricula. *(Programs)*
- Increase student participation in experiential learning; evaluate MOU effectiveness. *(Partnerships)*

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**2028 - 29 | Evaluation and Institutionalization**

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- Conduct mid-plan review with campus and external stakeholders. *(Purpose)*
- Integrate performance data into decision-making and resource allocation. *(Purpose)*
- Assess equity outcomes and adjust student support services. *(People)*
- Expand community rental and event usage; deepen RCC's cultural hub presence. *(Place)*
- Track graduate outcomes and refine employer-aligned curriculum *(Programs)*
- Pursue additional grants and philanthropic funding tied to partnerships. *(Partnerships)*

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**2029 - 30 | Sustainability and Next-Generation Planning**

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- Publish final Strategic Plan outcomes report and present to DHE and community. *(Purpose)*
- Institutionalize successful practices and sunset ineffective ones. *(Purpose)*
- Launch strategic planning process for 2030–2035 cycle based on lessons learned. *(Purpose)*
- Expand RCC's regional and national leadership in apprenticeship-integrated innovation, equity, and community impact. *(Programs)*

## Governance Structure and Accountability Framework

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Successful execution of the 2025–2030 Strategic Plan requires clear lines of responsibility, transparent decision-making, and consistent communication. RCC will use a structured governance model to ensure all initiatives are implemented on time, on budget, and in alignment with institutional mission and equity commitments.

### 1. Strategic Plan Steering Committee

#### Role

- Oversees the overall implementation of the strategic plan, ensuring alignment with RCC's mission, equity priorities, and financial capacity.

#### Membership:

- President (Chair), Chief of Staff, Vice Presidents, Faculty Senate Representative, Student Government Representative, and a Community Partner Representative.

#### Responsibilities

- Review progress toward goals at least quarterly
- Approve major implementation adjustments
- Ensure cross-departmental coordination
- Communicate updates to the Board of Trustees and campus community

### 2. Priority Area Implementation Teams

#### Role

- Drive day-to-day execution of objectives within each of the five strategic priorities (Purpose, People, Place, Programs, Partnerships).

#### Membership

- Priority area lead (usually a Vice President or Director), project managers, faculty/staff champions, and student or community liaisons as relevant.

#### Responsibilities:

- Create detailed work plans and timelines for each objective
- Track progress and escalate risks to the Steering Committee
- Monitor budget use and resource needs in collaboration with the CFO

### 3. Accountability Tools

RCC will maintain a Strategic Plan Dashboard accessible to internal stakeholders. The dashboard will include:

- KPIs and baseline data for each objective
- Target milestones and deadlines
- Current implementation status (On Track / At Risk / Delayed)
- Assigned owners for each initiative

#### 4. RACI Chart – Roles and Responsibilities

| Strategic Priority | Objective Example                                                       | Responsible (R)                   | Accountable (A)                    | Consulted (C)                                | Informed (I)                          |
|--------------------|-------------------------------------------------------------------------|-----------------------------------|------------------------------------|----------------------------------------------|---------------------------------------|
| Purpose            | Launch RCC rebranding campaign with equity-focused messaging            | Director of Communications        | VP of Institutional Advancement    | Faculty Senate, Student Government           | Steering Committee, Board of Trustees |
| People             | Expand mentoring program for first-generation students                  | Director of Student Success       | VP of Student Affairs              | Faculty Senate, Student Government           | Steering Committee, Board of Trustees |
| Place              | Upgrade ADA-compliant facilities                                        | Director of Facilities            | CFO                                | ADA Compliance Officer, Facilities Committee | Campus Community                      |
| Programs           | Develop new apprenticeship-integrated degree program                    | Dean of Academic Affairs          | VP of Academic and Student Affairs | Industry Advisory Board, Faculty Senate      | Steering Committee, Board of Trustees |
| Partnerships       | Establish MOU with regional healthcare provider for clinical placements | Director of Workforce Development | VP of Institutional Advancement    | Healthcare Employer Council                  | Steering Committee, Board of Trustees |

*Key:*

Responsible – Does the complete the task

Accountable – Ultimately answerable for task success

Consulted – Provides input and expertise

Informed – Kept up to date on progress

## **Governance Cadence**

To ensure the Strategic Plan remains on track, RCC will follow a structured governance cadence that leverages the Steering Committee and Advisory Committee for oversight and feedback.

### *Steering Committee*

- **Composition:** Representatives from senior leadership, faculty, staff, and student body.
- **Meeting Frequency:** Quarterly in Years 1–4; may meet more frequently in Year 5 to support final reporting and next-plan development.
- **Primary Role:** Oversee progress toward strategic priorities, review performance data, approve adjustments to initiatives, and recommend resource reallocations.

### *Advisory Committee*

- **Composition:** External stakeholders, employer partners, alumni, and community representatives.
- **Meeting Frequency:** Twice annually in Years 1–4; increase to three meetings in Year 5 for transition planning.
- **Primary Role:** Provide external perspective, advise on market trends and partnerships, and validate alignment with community and industry needs.

### *Coordination Between Committees*

- The Steering Committee will share quarterly progress summaries with the Advisory Committee.
- The Steering Committee will review feedback shared by the Advisory Committee for possible integration into operational adjustments.

## **Reporting Cadence**

Monthly: Implementation Teams submit progress reports to Steering Committee

Quarterly: Steering Committee reviews cumulative progress, approves adjustments, and communicates outcomes to Board of Trustees

Annually: Full progress report shared with the Massachusetts Board of Higher Education, highlighting KPI performance, financial status, and equity impacts

## **Continuous Improvement**

The governance framework will operate on the principle of continuous improvement: lessons learned during implementation will be documented and applied to future initiatives. Mid-course corrections will be made proactively to ensure objectives remain relevant, feasible, and impactful.

## **Dashboards and Data Use**

RCC will develop dynamic dashboards to provide real-time access to strategic indicators, including student success data, equity metrics, and institutional performance. These dashboards will be accessible to internal stakeholders and used during committee meetings and leadership retreats to assess progress, identify gaps, and inform adjustments to strategy or resource allocation.

Quarterly and annual strategic plan review meetings with the DHE will be used to assess progress on equity, student success, and workforce outcomes, using these touchpoints to adjust tactics, reallocate resources, and refine implementation strategies based on shared data and feedback.

**Reporting and Communication**

Progress on goals and objectives will be communicated regularly to the RCC community, Board of Trustees, DHE, and BHE. RCC will prepare annual strategic plan progress reports and host community briefings to maintain transparency. These reports will include narrative summaries, performance metrics, and highlights of major milestones and challenges.

**Dashboards and Data Use**

RCC will develop dynamic dashboards to provide real-time access to strategic indicators, including student success data, equity metrics, and institutional performance. These dashboards will be accessible to internal stakeholders and used during committee meetings and leadership retreats to assess progress, identify gaps, and inform adjustments to strategy or resource allocation.

RCC will conduct quarterly and annual strategic plan review meetings with the Department of Higher Education to assess progress on equity, student success, and workforce outcomes, using these touchpoints to adjust tactics, reallocate resources, and refine implementation strategies based on shared data and feedback.

### Key Performance Indicators and Equity Targets

RCC will use clearly defined Key Performance Indicators (KPIs) and equity targets to measure progress and ensure alignment with the expectations of the Massachusetts Department of Higher Education (DHE) and Board of Higher Education (BHE). These metrics will be disaggregated by relevant equity lenses to identify and close opportunity gaps.

| Strategic Priority     | Indicator                                                                  | Baseline (2024)      | 2030 Target                         | Equity Lens (Disaggregated by)           |
|------------------------|----------------------------------------------------------------------------|----------------------|-------------------------------------|------------------------------------------|
| Purpose                | Institutional awareness among target audiences (measured via brand survey) | TBD%                 | +20 percentage points over baseline | Race, age, primary language              |
| People                 | First-year retention rate                                                  | 56%                  | 70%                                 | Race, Pell eligibility, age group        |
|                        | Graduation rate (3-year)                                                   | 18%                  | 35%                                 | Race, gender identity, enrollment status |
|                        | Student satisfaction with wraparound services                              | TBD%                 | +15 percentage points over baseline | Race, income, parental status            |
| Place                  | Percentage of campus meeting ADA standards                                 | TBD%                 | 100%                                | Disability status                        |
|                        | Completion of sustainability milestones                                    | 0 of 5               | 5 of 5                              | N/A                                      |
| Programs               | Job placement within 6 months                                              | 42%                  | 65%                                 | Race, income, major                      |
|                        | Student participation in paid internships and apprenticeships              | 12%                  | 50%                                 | Race, income, parental status            |
| Partnerships           | Number of active MOUs with employers/community partners                    | TBD                  | +50% over baseline                  | Sector, geography                        |
|                        | Employer satisfaction with RCC graduates                                   | TBD%                 | +15 percentage points over baseline | Industry type                            |
| Equity (Cross-Cutting) | Gap in completion rate between BIPOC and White students                    | 22 percentage points | 5 percentage points or less         | Race and ethnicity                       |

## Conclusion

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Roxbury Community College's (RCC) Strategic Plan for 2025–2030 (RCC 2030) represents a transformative vision for public higher education in Massachusetts. Developed through months of intentional collaboration, critical reflection, and data-informed analysis, this plan articulates RCC's commitment to becoming a national model for equity-centered, apprenticeship-integrated, student success. It embraces the complexity of the challenges faced by our students and community, while offering an ambitious, yet actionable, roadmap to realize institutional excellence, long-term sustainability, and broad-based impact.

RCC 2030 is more than a roadmap—it is a bold commitment to equity, innovation, and impact. Shaped by deep collaboration and data-informed visioning, this five-year strategic plan positions Roxbury Community College to become a national leader in student success, workforce relevance, and inclusive excellence.

At the heart of RCC 2030 is the 5Ps framework—Purpose, People, Place, Programs, and Partnerships—a living structure that reflects the institution's most essential priorities. It recasts RCC's mission and vision with clarity and aspiration, affirms the centrality of students and employees to the institution's success, reimagines the campus as both a physical and virtual hub for learning and engagement, aligns academic and workforce programming with the demands of the 21st-century economy, and deepens collaboration with community, civic, and industry partners to expand opportunities for all.

The priorities and goals outlined in this plan do not exist in isolation—they are interconnected and mutually reinforcing. The success of RCC's learn-and-earn apprenticeship model, for example, depends not only on innovative program design but also on strategic partnerships with employers, wraparound services that support student well-being, and an inclusive campus culture that affirms every learner's value and potential. Similarly, elevating RCC's public profile and institutional reputation will be driven by improved student outcomes, community impact, and storytelling that authentically reflects our work and vision.

RCC's strategic planning process has also reaffirmed an enduring truth: that community colleges are essential engines of social mobility, particularly for communities historically excluded from opportunity. Our students are resilient, ambitious, and deeply rooted in the neighborhoods we serve. This plan centers their voices, needs, and dreams. It acknowledges the systemic inequities they face and commits the institution to addressing those barriers with urgency and care.

Moving forward, the challenge—and the opportunity—will be in the implementation. Success will require not only bold leadership from RCC's executive team and governance bodies, but also sustained collaboration, distributed accountability, and active participation from every corner of RCC. Strategic advisory councils, annual progress reviews, transparent data dashboards, and inclusive decision-making processes will anchor RCC's commitment to execution and continuous improvement.

In the face of growing social, economic, and environmental uncertainties, RCC is choosing a path of purpose and possibility. RCC 2030 is a declaration of what RCC stands for and what it aims to become: a resilient, inclusive, and future-ready institution that prepares learners to thrive, empowers communities to rise, and contributes meaningfully to a more just and prosperous society.

RCC remains unwavering in its commitment to measurable, equity-centered outcomes that advance the Massachusetts Department of Higher Education's strategic priorities and close persistent opportunity gaps across student populations. As such, this is more than a five-year plan. It is a bold step toward a stronger future—for RCC, for Boston, and for the thousands of students whose lives will be changed by the education and opportunities we provide.



## Glossary of Terms

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The Glossary of Terms defines key concepts, acronyms, and planning terminology used throughout the document to ensure clarity and consistency for all readers.

### ADA

Americans with Disabilities Act – A U.S. law prohibiting discrimination against individuals with disabilities in all areas of public life, including education.

### Apprenticeship-integrated Model

An education model that integrates academic coursework with paid, career-relevant work.

### BHE

Board of Higher Education – The Massachusetts state board responsible for oversight and policy for public higher education.

### Campus Strategic Planning Guidelines

Guidelines issued by the DHE that outline expectations for campus-based strategic plans, including alignment with equity goals, stakeholder engagement, financial planning, and measurable outcomes.

### CESJ

Center for Equity, Social Justice, and Inclusion – RCC’s hub for equity-related programming.

### Commercial Revenue

Income generated from non-tuition sources such as facility rentals, corporate training programs, and events hosted on campus.

### Core Values

The fundamental beliefs and guiding principles that shape institutional culture and decision-making. RCC’s core values—such as equity, integrity, and excellence—inform its actions and strategic direction.

### DHE

Massachusetts Department of Higher Education – Sets state education policy and guidelines.

### Federal and Competitive Grants

Funding opportunities from federal agencies and competitive programs, such as Title III, TRIO, NSF, and the Department of Labor.

### Goals

Specific, high-level outcomes RCC seeks to achieve within each strategic priority. Goals provide direction and describe what success will look like over the plan’s duration.

### IPEDS

Integrated Postsecondary Education Data System – A system of surveys conducted annually by the U.S. Department of Education to collect data from all postsecondary institutions participating in federal student financial aid programs.

### MassReconnect

A Massachusetts-funded initiative that offers free community college for adults aged 25 and older who do not already have a college degree, aiming to remove financial barriers and upskill the workforce.

### Mission

A concise statement that defines the institution's core purpose, audience, and approach. RCC's mission highlights its commitment to equity, innovation, and apprenticeship-integrated learning.

### MOUs

Memoranda of Understanding – Formal agreements between institutions or organizations that outline shared responsibilities, resources, and goals.

### NECHE

New England Commission of Higher Education – RCC's accreditor ensuring quality and compliance.

### New Undergraduate Experience (NUE)

A statewide initiative to redesign the undergraduate experience with an emphasis on equity, relevance, and student-centered design that includes flexible learning models, inclusive pedagogy, and culturally sustaining curricula.

### NSF

National Science Foundation – A federal agency that supports research and education in science and engineering.

### Objectives

Actionable, measurable steps taken to accomplish each goal. Objectives are time-bound and serve as benchmarks for progress and accountability.

### PESTEL Analysis

Tool for understanding Political, Economic, Social, Technological, Environmental, and Legal trends.

### Performance Metrics and Equity Dashboards

DHE-mandated tools for tracking institutional progress on access, retention, graduation, and post-graduation outcomes. These tools support transparency and data-informed decision-making.

### Philanthropy

Private donations from individuals, foundations, and corporations to support scholarships, facilities, and strategic initiatives.

### RACI

Responsible, Accountable, Consulted, Informed – A matrix used in project management to clarify roles and responsibilities.

### RA2MWA

Racial Equity in Admissions and Academic Momentum Workgroup of Massachusetts – A DHE-led initiative aimed at rethinking admissions, placement, and progression policies to advance equity.

### Rox Box

RCC's on-campus center offering basic needs support like food, hygiene supplies, and clothing.

### Stakeholder Engagement

Inclusive process of involving students, staff, faculty, and community in planning and feedback.

### State Appropriations and Equity Funds

Public funding allocated by the Commonwealth of Massachusetts, with portions dedicated to equity, workforce, and student success initiatives.

### Strategic Priorities

Broad institutional focus areas that reflect key challenges or opportunities. They organize the strategic plan into major themes that guide long-term work and resource allocation.

### Student Success Framework

A strategic model that emphasizes timely academic progress, intrusive advising, holistic student support, and clear outcomes measurement to increase completion and employment rates.

### SUCCESS Program (Supporting Urgent Community College Equity through Student Services)

A statewide effort to provide high-touch coaching, wraparound services, and basic needs support to community college students.

### SWOT Analysis

Framework for identifying institutional Strengths, Weaknesses, Opportunities, and Threats.

### Title IX

Title Nine of the Education Amendments of 1972 – A federal civil rights law that prohibits discrimination based on sex in education programs or activities receiving federal financial assistance.

### Vision

A forward-looking statement that describes the desired long-term future state of the institution. RCC's vision articulates the kind of impact it seeks to make on students, the community, and the field of higher education.

### WBL

Work-Based Learning – An educational strategy that provides students with real-life work experiences to apply academic and technical skills in a professional setting. Includes internships, apprenticeships, and cooperative education.

### Wraparound Services

Holistic student supports including mental health, advising, food security, and financial aid.

## Appendix - Stakeholder Engagement Summaries

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Stakeholder Engagement Summaries include summaries and themes from town halls, surveys, community dialogues, and listening tours that informed plan development. These records capture the voices and ideas of RCC students, faculty, staff, community partners, and local leaders.

### Summary of the Incoming President Listening Tour 3 Questions

#### Introduction

The Strategic Planning Preparation document gathers insights from 22 members of the Roxbury Community College (RCC) community, outlining priorities and action areas for institutional improvement. These insights aim to address challenges, enhance student retention and experience, strengthen organizational processes, and align RCC's operations with its mission of delivering quality education.

The input revolves around three key questions:

- What should we start doing?
- What should we stop doing?
- What should we continue doing?

#### Lessons Learned and Takeaways

##### *Student Experience*

The feedback highlights opportunities to build a stronger sense of community and support for students through:

- Engagement Activities: Create interactive and inclusive spaces, such as student lounges with games (pool, ping pong, foosball), and organize community-building events like a "Welcoming Assembly" for new students.
- Student Retention: Implement Success Lunches, mentorship programs, and culturally tailored activities that provide consistent support for first-generation students and underrepresented populations.
- Leadership Development: Foster leadership opportunities for students through structured training and active participation in Student Government Association (SGA).
- Accessible Services: Develop a "new student checklist" webpage and coordinate advising efforts to ensure smooth onboarding processes. Improve access to support services, including financial aid and mental health counseling.
- Flexible Registration: Market multiple registration dates to accommodate diverse student schedules and encourage early enrollment.

##### *Staff and Faculty Development*

Key recommendations to enhance staff and faculty contributions include:

- **Streamlined Hiring Practices:** Evaluate and improves recruitment and hiring processes to attract highly qualified individuals, especially men of color, while promoting equity in pay and internal promotions.
- **Onboarding and Training:** Provide comprehensive training for new employees and advisers, including Jenzabar (student information system) training, leadership retreats, and conference attendance.
- **Retention and Accountability:** Address staff turnover by fostering a culture of celebration, support, and accountability. Promote transparency and better communication between unionized and non-unionized staff.
- **Faculty Training:** Encourage classroom technology adoption and culturally responsive pedagogy workshops.

### *Processes and Policies*

Stakeholders emphasized the need for:

- **Improved Communication:** Enhance transparency through regular department updates, in-person meetings, and a centralized intranet calendar for organizing events.
- **Streamlined Systems:** Address redundancies in requisitions and other processes to eliminate inefficiencies and delays.
- **Equity-minded Policies:** Revise enrollment barriers, such as rigid placement tests, to ensure equitable access and opportunities for success.

### *Community Engagement*

Building a strong internal and external community was a recurring theme:

- **Internal Collaboration:** Strengthen connections between departments (e.g., enrollment and workforce development) to create a seamless student experience. Break down silos and foster a cohesive organizational culture.
- **External Partnerships:** Deepen relationships with local employers, higher education institutions, and community organizations to enhance visibility, collaboration, and employment opportunities for students.
- **Campus Identity:** Increase the presence of RCC-branded materials (e.g., swag) and messaging that reflects institutional values.

### *Student Support Services*

To provide holistic support for students, RCC should:

- **Expand Campus Services:** Partner with local restaurants to offer affordable meals and improve the continuity of services for evening students.
- **Mental Health Support:** Invest in resources like counseling and wellness workshops to address trauma, stress, and nutrition.
- **Technology Access:** Expand the laptop loaner program to prioritize our most vulnerable populations and eliminate underperforming tools and redundant systems.

### *Marketing and Reputation*

Key recommendations for improving RCC's public image and enrollment strategies include:

- **Targeted Messaging:** Adjust marketing messages to highlight RCC's strengths (e.g., robust student support services, affordability, and innovative programs).
- **Enhanced Outreach:** Develop campaigns across TV, newspapers, and social media platforms to engage prospective students and stakeholders.
- **Website Optimization:** Form a committee to maintain and update the RCC website regularly to reflect current opportunities and events.

### *Governance and Cross-Unit Work*

- **Shared Governance:** Increase collaboration across departments and establish clear responsibilities for cross-unit functions, such as advising and workforce development.
- **Leadership Accountability:** Implement structures like retention committees and the Acuerdo Committee to ensure coherence and productivity.

### *Events and Space Utilization*

Improved use of RCC's physical and virtual spaces can support community and operational goals:

- **Signage and Accessibility:** Upgrade campus signage to improve navigation and communication.
- **Dedicated Spaces:** Establish areas for specific student groups, including international, veteran, and transfer students.
- **Revenue-Generating Partnerships:** Leverage campus facilities for external events to generate additional funding streams.

### **Conclusion**

The lessons learned in the listening tour reflect the aspirations of the stakeholders to foster a vibrant and supportive environment for students, staff, and faculty. By addressing these focus areas, RCC can position itself as a leader in community-focused higher education by:

- Enhancing student retention and success through meaningful engagement and support.
- Strengthening institutional operations by streamlining processes, fostering collaboration, and ensuring accountability.
- Building stronger community ties and elevate RCC's reputation as a hub for accessible, high-quality education.

# Summary of the Roxbury Community College Community Dialogues

## **Introduction** *(page 3)*

The Roxbury Community College (RCC) 50th Anniversary Community Dialogues engaged stakeholders across multiple sectors to collect insights and recommendations for strengthening RCC's impact. These dialogues were designed to gather input on RCC's reputation, academic offerings, and community engagement while reaffirming RCC's role as a convener for social and educational progress.

The discussions centered on enhancing student success, fostering partnerships, and increasing RCC's visibility within Greater Boston.

## **Arts and Culture Dialogue – April 12, 2023** *(pages 4-5)*

Discussions focused on aligning RCC's arts initiatives with its mission, broadening the definition of arts, supporting BIPOC artists and entrepreneurs, and increasing opportunities for local artists. Key themes included expanding arts programs, fostering collaboration, enhancing community engagement, and increasing RCC's visibility through the arts.

### Key Insights:

#### *Preparing Students for Careers in the Arts*

- Strengthen creative writing and pathways to an MFA.
- Teach both artistic and professional skills for career success.
- Expand arts education beyond traditional routes and archiving community knowledge.
- Provide more opportunities for BIPOC artists.

#### *Expanding and Promoting the Arts Department*

- Focus on five key art areas: visual, theater, dance, music, and media arts.
- Increase collaboration, campus visibility, and non-credit community programs.
- Strengthen industry connections and utilizing digital media (YouTube, podcasts).

#### *Community Engagement and Partnerships*

- Establish RCC as a hub for arts engagement, workshops, and partnerships.
- Create an Artist-in-Residence program and integrate therapeutic art programming.
- Host outdoor/indoor art events and developing grant/certification requirements.
- Hire key roles, such as a media arts administrator and gallery director.

#### *Art Integration and Diversity*

- Use RCC's buildings and public spaces for art installations.
- Hire a director of arts programming and diverse instructors.
- Leverage RCC's affordability to enhance its role among Boston's art institutions.
- Propose a Saturday youth arts workshop with a food component, inspired by the Black Panthers.

The dialogue underscored a shared commitment to growing RCC's arts presence, fostering inclusivity, and embedding arts deeper into RCC's identity and the wider community.

## **Interfaith Breakfast – April 26, 2023** *(pages 6 - 7)*

The discussion focused on expanding RCC's outreach through dual enrollment, community engagement, and faith-based partnerships. Key topics included leveraging Mass Reconnect funding, increasing RCC's presence in high schools, and strengthening brand awareness.

Participants emphasized offering computer literacy programs for seniors, providing offsite developmental courses at churches, and integrating cultural competency into programming.

Key Insights:

#### *Programming*

- Provide computer literacy courses for seniors through churches.
- Offer offsite and cohort-based courses in business and financial management.
- Expand job-oriented programs in emerging industries.
- Increase early childhood education internship opportunities through faith organizations.
- Integrate civic engagement and volunteerism into the curriculum.

#### *Brand Awareness and Recruitment*

- Use faith leaders as community messengers (pulpit announcements, mailings).
- Promote RCC as an affordable pathway to top universities.
- Strengthen alumni involvement as ambassadors.
- Increase RCC's visibility in high schools through branding, career fairs, and community events.
- Clearly communicate transfer opportunities to prospective students.

The dialogue underscored the need for faith-based outreach, practical skill development, and stronger branding to enhance RCC's presence and appeal within the community.

### **Youth Development – May 23, 2023 (pages 8 -9)**

The discussion emphasized RCC's role in supporting young adults through strategic partnerships, increased campus visibility, and innovative programming. Strengthening RCC's reputation and fostering a sense of belonging among youth were key themes. Participants highlighted the importance of engaging youth early, leveraging RCC's funding to enhance programs, and prioritizing student voices in decision-making.

Key Insights:

#### *Increasing Visibility and Engagement*

- Utilize RCC's 50th anniversary as an opportunity to reconnect with the community.
- Improve campus vibrancy by showcasing student activities and alumni stories.
- Strengthen recruitment through nonprofits, high schools, and youth-serving organizations.
- Brand the RCC corridor as a hub for STEM careers and education.
- Offer more RCC swag and merchandise to build school pride.

#### *Innovative Programming*

- Expand programs in youth development, non-profit management, and organizational leadership.
- Provide dual enrollment opportunities for STEM students at O'Bryant High School.
- Support an accelerated math program in partnership with local schools.
- Focus on motivating underrepresented students and providing career pathways.

#### *Strategic Partnerships*

- Strengthen relationships with HBCUs to offer continued education for Black students.
- Partner with Boys and Girls Clubs for campus tours and youth engagement.
- Educate high school guidance counselors on RCC's affordability and transfer pathways.
- Collaborate with DEI offices at area four-year colleges to promote diverse opportunities.



### *Alumni Engagement*

- Deploy Alumni focus groups to advise RCC leadership.
- Create an Alumni Speaker Series similar to TED Talks.
- Recognize and celebrate notable alumni and their career successes.
- Pair Alumni with new students to serve as mentors and advocates.

The conversation underscored RCC's commitment to youth empowerment, community partnerships, and branding initiatives that make RCC a welcoming and dynamic institution for young learners.

### **BIPOC Media – June 2, 2023** *(pages 10 -11)*

RCC hosted a luncheon for BIPOC media professionals, focusing on their role in shaping RCC's narrative and community perception and emphasizing the need for controlling RCC's own story, addressing stereotypes, and strengthening media partnerships to improve coverage of RCC and Roxbury.

#### Key Insights:

##### *Relationship Building and Community Outreach*

- Expand vocational and technical programs to serve community needs and increase RCC's visibility.
- Strategic partnerships with BPS schools and immigrant communities to better serve their needs.
- Foster critical conversations on issues impacting communities of color.

##### *Reputation Management and Media Representation*

- Challenge negative stereotypes and improve how Roxbury and RCC are portrayed in the media.
- Empower students to create their own content and tell authentic community stories.
- Amplify faculty voices as thought leaders in their fields.
- Strengthen relationships with BIPOC media outlets (e.g., Bay State Banner, El Mundo, etc.)
- Use metrics and storytelling to showcase RCC's impact.
- Recognize the role of policy in shaping media narratives.

The event underscored the importance of owning RCC's narrative, fostering positive media relationships, and elevating diverse voices to shift perceptions and strengthen community engagement.

### **Early Childhood Education – June 14, 2023** *(page 12 - 13)*

Education professionals gathered to discuss the post-pandemic challenges in early childhood education (ECE) and RCC's role in addressing them. Key concerns included learning delays from technology overuse, a severe shortage of ECE teachers, the need for stronger behavioral health training, the impact of stagnant wages, lack of career guidance, and the evolving role of ECE in public education.

#### Key Insights:

##### *Program Expansion and Innovation*

- Establish a lab school to serve as a model for community engagement and curriculum innovation.
- Ensure all RCC departments contribute to the lab school's success.
- Continue convening ECE leaders to drive systemic change in the field.
- Increase career exploration and employment guidance in RCC's ECE program.

### *Addressing Workforce Challenges*

- Meet diverse community by supporting alternative pathways beyond a bachelor's degree.
- Advocate for higher wages and more male representation in ECE roles.
- Provide ECE educators with behavioral health training to better assess learning delays vs. developmental issues.
- Create teacher support networks and leadership opportunities to improve retention.

RCC has a unique opportunity to lead efforts in strengthening the ECE workforce, providing accessible quality education, and shaping policy discussions that impact early learning.

### **Workforce Community Dialogue – June 28, 2024** *(page 14 - 15)*

The discussion focused on ensuring RCC students have clear skill acquisition pathways, strengthening employer relationships, and positioning RCC as a key player in workforce development. Key themes included inclusive training, culturally responsive education, career exploration, and workforce turnover.

#### Key Insights:

#### *Programming and Student Support*

- Address structural exclusion through expanded vocational programs and ELL licensure prep.
- Ensure training language is accessible to improve student engagement.
- Offer Saturday enrichment programs for middle and high school students in critical industries.

#### *Community and Strategic Partnerships*

- Define and elevate RCC's role as a convener of workforce discussions.
- Establish RCC as a career exploration hub in industries like Healthcare and Clean Energy.
- Strengthen employer partnerships by demanding clear commitments to student success.
- Expand mentorship opportunities through strategic partnerships.
- Develop a Career Services Office with dedicated staff to enhance employer-student connections.

#### *Addressing Workforce Turnover*

- Ensure continuity in RCC's relationships by keeping partners informed of staff transitions.
- Train employers to reduce bias in hiring and retention practices.
- Help employers develop internal career growth opportunities to retain talent.

The dialogue reinforced RCC's pivotal role in workforce development, emphasizing equity, employer accountability, and student career success.

### **Youth Sports as a Catalyst for Change – September 29, 2023** *(pages 16 – 17)*

The discussion emphasized youth sports as a tool for physical, mental, and emotional development, particularly in under-resourced communities. Leaders from Boston's top youth sports programs highlighted the role of sports in building life skills, fostering teamwork, and influencing educational choices. Collaboration between sports programs, schools, and parents was identified as crucial for holistic youth development.

## Key Insights:

### *Impact of Youth Sports*

- Success in youth sports is measured by positive impact, not financial gain.
- Sports programs shape educational choices but must ensure safe spaces for young women.
- Funding should be used effectively to maximize access and resources.

### *Skill Building through Sports*

- Sports teach relationship-building, adaptability, teamwork, and life principles.
- Participation fosters confidence and resilience in unexpected situations.

### *Parental Accountability and Student Support*

- Parents must align with sports organizations to support their children.
- Behavior correction should address both discipline and emotional needs.
- Transparency about medical challenges helps programs provide better support.

### *Integrating Sports and Education*

- Schools should mirror the athlete-coach relationship to improve student engagement.
- Teachers should have one-on-one conversations with students for better outcomes.
- Strengthening partnerships between sports programs and schools can enhance student success.

This conversation reinforced youth sports as a transformative force in character development, education, and community engagement, urging better collaboration and investment to maximize its impact.

## **Community Health Dialogue – December 6, 2023 (pages 18 – 19)**

In partnership with The Dimock Center and The Health Equity Compact, this discussion focused on improving health and wellness in Roxbury through education, partnerships, and community engagement. Experts highlighted disparities in life expectancy and emphasized the need for collaborative efforts to address social determinants of health such as poverty, racism, and limited access to education.

## Key Insights:

### *Current State of Community Health*

- Life expectancy in Roxbury varies by 20 years, signaling urgent health disparities.
- RCC can play a role in supporting health initiatives that promote longevity and well-being.

### *Building Stronger Partnerships*

- Partner with organizations reflecting the communities RCC serves to provide better access to care.
- Partner with existing health advocates to drive policy changes on social determinants of health.
- Strengthen social support networks through mentorship, community events, and support groups.

### *Health and Wellness Programming*

- Expand personal health education through workshops on nutrition, exercise, and preventive care.
- Increase access to mental health services through counseling, crisis intervention, and support groups.
- Engage residents in decision-making, ensuring community health initiatives align with local needs.

This dialogue reinforced the importance of partnerships, education, and advocacy in creating a healthier, more sustainable future for Roxbury and its surrounding neighborhoods.

### **Conclusion: RCC's Role in Community Engagement and Growth** *(page 20)*

RCC's sector-specific dialogues reaffirm its commitment to community engagement, collaboration, and innovation. By convening experts and stakeholders, RCC aligns its academic programs with student and community needs, reinforcing its role as a hub for meaningful discussions and solutions.

### **Key Takeaways**

#### *RCC as a Community Convener*

- RCC's location, history, and longstanding community value make it the ideal meeting place for sector leaders.
- While RCC cannot meet every industry's needs alone, it should continue hosting critical community dialogues.

#### *Outreach and Brand Awareness*

- Increase its visibility by engaging off-campus—visiting high schools, churches, nonprofits, and businesses with promotional materials.
- Strengthen its presence in Greater Roxbury is key to enhancing reputation and enrollment.

#### *Strategic Partnerships for Growth*

- Expand relationships with Boston's largest employers will help RCC scale its programs.
- Ask for more industry support and leverage partnerships to develop new initiatives efficiently.

### **Looking Ahead**

- Despite progress, continued engagement with external supporters is essential for RCC's future success.
- RCC has a strong network of dedicated professionals committed to its mission, vision, and students.
- As RCC moves into its next 50 years, it should embrace its role as a leader in higher education, deepen its community impact, and strengthen strategic collaborations to drive lasting change.

## Appendix - Data Sources and Methodologies

The institutional research, environmental scans, SWOT and PESTEL analyses, and evaluation tools used to assess RCC's current state and project future needs. It also includes references to publicly available datasets and benchmark comparisons.

### Strategic Planning Kick-off | Community | PESTEL Analysis

March 20, 2025

#### Political

##### State Funding

RCC 2030 vision is dependent on increasing funding, which is critical to achieving mission and vision, especially:

- Retention, graduation, IEPS
- Learn and Earn
- Expand free community college
- Alumni and greater community
- Address lack of reserve

##### Supporting Language in Aspirational Vision

↔ *"As a leading apprenticeship/work-based learning model, RCC 2030's partnerships with industry leaders are pivotal."*

↔ *"We collaborate with businesses and organizations to stay abreast of market trends..."*

#### Economic

##### Alignment with Industries

- Create programs informed by existing and emerging industries.
- Collect, document, and use data.
- Develop "out-of-the-box" thinking for designing education opportunities (i.e., cannabis industry).
- Events that build engagement, as well as fundraising opportunities (i.e., sponsorships).
- Highlight the value of RCC.

##### Supporting Language in Aspirational Vision

↔ *"We aim to empower students to learn and earn simultaneously..."*

↔ *"Our focus is on preparing students to either transition seamlessly into in-demand professions or successfully transfer to complete their bachelor's degrees in high-demand fields."*

↔ *"This integration of work and study equips students with valuable experience, making them highly attractive to employers upon graduation."*

## Social

### Social Determinants

- Identify the economic decisions that inform the choices students are making that impact their ability to prioritize their education.
- Demonstrate that RCC understands the short and long-term implications of their proposed Learn and Earn model.
- Develop guidance that provides students a roadmap for how to get from education to career success.
- Highlight the value of RCC.

### Supporting Language in Aspirational Vision

- ↔ *"We aspire to create a culture where learning is deeply intertwined with the development of resilience and persistence."*
- ↔ *"RCC 2030 embraces a student-centered approach, cultivating a supportive community that values diversity, inclusivity, and mutual respect."*
- ↔ *"Our institution understands that every student's path is unique, and we are dedicated to providing personalized guidance..."*

## Technological

### Student Readiness

Improve assessment to better understand our students and how to support them in the areas of:

- Academic readiness
- Technical skills (emphasize tech in curriculum)
- Student engagement
- Make technology more accessible – invest in equipment, invest more impactful partnerships, improve/maintain RCC's tech capabilities.

### Supporting Language in Aspirational Vision

- ↔ *"RCC 2030 is at the forefront of education innovation, leveraging data-informed strategies to enhance every facet of the student experience."*
- ↔ *"By meticulously analyzing student data, we tailor our support systems to address each student's individual challenges and strengths."*

## Environmental

### **Ecological, Environmental, stakeholder values, and organizational culture.**

- Focus on economic factors, such as housing and food insecurity, impacting mental health.
- Tailor our support systems to address each student's unique challenges and strengths
- Unwavering support systems
- Add language that recognizes systemic realities and context of injustices
- Lift up more of community and its particular context

### **Supporting Language in Aspirational Vision**

- ↔ *"RCC 2030 is committed to sustainability and adaptability, constantly evaluating and refining our programs to meet the needs of future generations."*
- ↔ *"We are not content with merely keeping pace with change; we strive to be a driving force in shaping the future of education and workforce development."*

## Legal

### **NECHE Accreditation**

This accreditation is foundational to RCC's trust and credibility, which frees up RCC to focus on expanding services to cohorts, such as:

- Previously incarcerated individuals
- Individuals facing barriers to employment
- Strategic differentiator: Develop program(s) as a national model for disrupting the school-to-prison pipeline.

### **Supporting Language in Aspirational Vision**

- ↔ *"We track their progress, adjusting our teaching methodologies and resources to ensure that each student can overcome obstacles and achieve their personal and professional goals."*
- ↔ *"Through our innovative apprenticeship model... we prepare our students to thrive in high-demand, high-paying careers..."*

### **Boston Consulting Group**

RCC Strategy Update: Insights Report and External Landscape

- Click on the link to read: [Boston Consulting Group's RCC Strategy Update: Insights Report and External Landscape](#)

Massachusetts Department of Higher Education's - 2023 – 2033 Strategic Plan For Racial Equity.

- Click on the link to read: [Massachusetts Department of Higher Education Strategic Plan for Racial Equity.pdf](#)

Massachusetts Department of Higher Education Framework for Support Services for Student Success.

- Click on the link to read: [Massachusetts DHE Framework for Support Services for Student Success](#)

The New Undergraduate Experience: A Vision for Dismantling Barriers, Recognizing Students' Cultural Wealth, and Achieving Racial Equity in Public Higher Education in Massachusetts - January 2022

- Click on the link to read: [The New Undergraduate Experience](#)

Board of Higher Education's Campus Strategic Planning Guidelines Handbook – 2024

- Click on the link to read: [BHE Campus Strategic Planning Guidelines Handbook](#)



## Appendix: Strategic Risk Assessment and Mitigation Strategies

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The successful execution of the RCC 2025–2030 Strategic Plan will require sustained attention to implementation barriers and adaptive strategies. This section outlines five primary risks that could impact success, along with corresponding mitigation strategies. These risks were identified through stakeholder engagement and internal planning sessions, and they reflect common challenges in institutional transformation efforts across higher education.

### **Risk: Staff Turnover and Capacity Constraints**

RCC’s strategic ambitions may be hindered by staff attrition, limited hiring pipelines, and operational fatigue—particularly in high-demand areas such as student services, institutional research, and IT. The scale of the plan requires both continuity and cross-functional bandwidth.

#### *Mitigation Strategies*

- Launch a leadership development initiative to grow internal talent and build promotion pathways aligned with RCC’s core values.
- Implement cross-training protocols to reduce operational silos and ensure continuity during staffing transitions.
- Create flexible hiring protocols to attract diverse candidates, including part-time, hybrid, and project-based roles aligned with strategic priorities.
- Establish a contingency staffing pool for short-term coverage in mission-critical functions.

### **Risk: Budget Shortfalls and Underfunding**

Although the financial model is diversified, RCC remains vulnerable to shifts in state appropriations, unpredictable grant cycles, and limitations on unrestricted funding. Rising operational costs may also outpace revenue growth.

#### *Mitigation Strategies*

- Maintain a multi-pronged funding strategy drawing from public allocations, federal grants, philanthropic contributions, and earned income streams.
- Conduct annual financial scenario planning to project revenue shortfalls and reallocate resources accordingly.
- Build a reserve fund or contingency account designated for strategic plan initiatives, especially capital and innovation-related investments.
- Phase implementation of new initiatives based on funding availability and return on investment projections.

### **Risk: Policy Changes at the State or Federal Level**

Changes in state or federal education policy (e.g., financial aid rules, immigration regulations, workforce funding priorities) could directly affect RCC’s student population and strategic initiatives.

#### *Mitigation Strategies*

- Establish a quarterly policy monitoring function within the Office of the President or Institutional Effectiveness.

- Maintain ongoing communication with the Massachusetts Department of Higher Education (DHE), local legislators, and peer colleges to anticipate and respond to regulatory shifts.
- Develop flexible program design templates that allow rapid compliance updates or pivoting of initiatives when policy landscapes change.
- Engage with advocacy coalitions at the state and national level to shape policy decisions impacting urban community colleges.

### **Risk: Technology System Limitations**

RCC's current digital infrastructure is fragmented, and some legacy systems may hinder real-time data tracking, student service integration, and operational efficiency needed for full plan execution.

#### *Mitigation Strategies*

- Prioritize IT modernization in the first 18 months, including investment in a unified student information system and enterprise-wide dashboard tools.
- Designate a Chief Data Officer or Data Governance Committee to lead integration and alignment of data platforms.
- Provide ongoing training and support for staff and faculty in new technology use, ensuring adoption and effectiveness.
- Explore shared services with peer institutions to reduce technology costs and improves scalability.

### **Risk: Implementation Fatigue Among Stakeholders**

The breadth and intensity of the strategic plan may lead to staff and faculty burnout, competing priorities, or diminished engagement over time, especially without clear short-term wins.

#### *Mitigation Strategies*

- Break strategic goals into manageable annual work plans with visible milestones, early wins, and celebration points.
- Launch a recognition program to highlight teams and individuals advancing strategic priorities.
- Provide stipends or release time for cross-functional participation in implementation task forces.
- Integrate feedback loops (e.g., mid-year town halls, anonymous surveys) to gather input and adjust strategies based on real-time community sentiment.