



Performance Report for 2018-19 Annual College Goals

Accomplishment of goals for 2018-19

Educational Leadership

- Last year saw the completion of the HUB & Main Lakewood Campus Project. The remodel is approximately 5,000 square feet of space that expands the current Hub location to allow for inclusion of the Career Success Center (internships, job shadowing, volunteering) and to improve the functioning of the spaces. The HUB: Center for Engagement and Innovation is RRCC's home for experiential learning opportunities. Programs in The Hub provide applied opportunities for students to engage in a different type of learning for unmatched success in their next stage of education or employment.
- The new Student Recreation Center (SRC) launched the new Outdoor Adventure program and the Personal Training Program for students this year. The SRC also opened the R&R Lounge on the Lakewood Campus. This lounge was specifically designed by students for students. The room features lounge furniture, aroma therapy, wellness books, healthy snacks, and much more. The Lounge provides RRCC students a safe space to relax and recharge while on campus.
- The RRCC Student Health Clinic added another mental health counselor.
- The RRCC Foundation awarded 310 Scholarships, the most ever. The total amount of Scholarships Awarded was \$650,000, the highest amount ever. The Foundation is on track to raise over \$1.1 million in 2019-2020.
- The Instructional Division formed a Student Learning Assessment Council, and the Student Success Division established a Co-curricular Council comprised of faculty and staff. These two Committees will have a critical responsibility for assessing and improving student learning outcomes, as well as consultation and coaching faculty and staff in program assessment.
- The Office of Inclusion and Diversity and the Veteran's Services Office were highlights as Campus Pride ranked RRCC in the top five community colleges in the nation for LGBTQ+ inclusion. RRCC was also ranked 16th in the nation by Best for Vets for being a military-friendly institution. In the past year, RRCC opened the Center for Multicultural Excellence to support students of color and launched a veteran mentoring program with a Boots to Suits component.
- Internships, apprenticeships, and the First Year Experience for entering students all achieved growth in 2018-19. Staff from our Office of International Students are training sister colleges ACC and CCD in Homeland Security best practices. RRCC also became an approved passport facility to better serve the college and community. The Office Director, Linda Yazdani, received the 2019 Werner Kubsch Award for Outstanding Achievement in International Education.
- The Arvada Campus has expanded internship and concurrent enrollment options for the Nurse Aide program. Interprofessional Education trainings for healthcare professionals were conducted during the year while JeffCO GED NEXT program opened in August of 2018.

Over 20 students have enrolled at Red Rocks to date. The Arvada campus cadaver lab also offered workshops to external partners. Over 700 middle and high school kids have been to a cadaver workshop in the past year. Our first Physician Assistant Master's degree class will graduate in fall 2019.

- Our EMS first responder programs received recognition as having high impact simulation practices while the Arvada Police Department decided to send their graduates through the RRCC Law Enforcement Academy rather than Jefferson County's Academy.
- Four of our students who attended the KCACTF (Kennedy Center American College Theater Festival) festival are invited to attend the prestigious Stella Adler Academy of Acting in L.A. for an intensive 8-week summer program.
- The RRCC Cyber Team competed in a regional competition in March 2019. They placed 2nd only to last year's winner from Utah. The RRCC Cyber Team beat all other Colorado schools including, School of Mines, CU Boulder, CSU, and the US Air Force Academy. They were recognized as the best team in Colorado and a local cybersecurity company, LogRhythm, recognized them as one of the best in the country. LogRhythm then invited our RRCC Cyber Team to a global competition in Singapore this June. LogRhythm will be sponsoring our Cybersecurity faculty and Team Advisor and four of the RRCC Cyber Team members. We also submitted our application for final HLC approval for a new BAS in Secure Software Development.
- In addition to new collections and a variety of new events for faculty, staff, and students, Library staff taught 64 Library Instruction classes during fall and spring semesters. They also conducted 162 Book a Librarian Appointments (20-30 minute one-on-one appointments with a student to assist with finding and evaluating sources).

Administrative Management

- The Arvada Campus improved services for students. The Arvada Fitness Center opened in the spring of 2019. The campus also has full-time IT presence and 40-hour-a-week Campus Police.
- The Early Childhood Education (ECE) program successfully went through, NAEYC accreditation, with two degree now accredited. ECE also updated its curriculum to meet workforce standards
- The overall response rate to our VE-135 follow-up was 82.4%. We also improved our accuracy rate for Spring FLAC contracts to 97% through staff cross training and data processing interoperability improvements supported by the Office of Institutional Research.
- The Children's Center at RRCC received the top Program Quality rating from Colorado Shines.
- The Lakewood Space Planning Project completed the Design phase and began Construction. The Lakewood Campus main building has two wings, built in 1973 and 1976. The project will consist of extensive library renovations allowing the Community Room to be relocated adjacent to the Main Entry; constructing a second floor to connect the existing library and study areas. The College has successfully completed the planning and design phases of the project, and will be kicking off the construction phase in May 2019.
- The College expended \$1,362,400 of unrestricted reserves, as approved by the SBCCOE, for the Hub & Main project that renovated to the main campus entry adjacent student success area.
- The College will expend approximately \$1,884,369 of the \$9.87 million dollars of unrestricted reserves, as approved by the SBCCOE, for the Lakewood Space Planning Project that will focus on eliminating/repurposing spaces that are a health/life safety concern and

re-organizing academic support services to improve student use and collaboration opportunities for staff.

- Our unrestricted reserves are \$43,276,888, which is 80.9% of our operating expense as defined for this calculation. Our requirement per board policy is \$4,084,165 calculated at 7.25%.
- Campus security has undergone major upgrades with the completion of our nearly 2-year Safety and Security project completed with nearly \$1,000,000. This project allowed us to upgrade many original (1969) Exit-only doors and install electronic Position Switches on them to prevent them from being propped open. RRCC now has the ability to Lockout with electronic locks on all primary entrances and exits; all campus doors can be locked with one activation command from Campus Police Dispatch. RRCC also has over 100 surveillance cameras at all ingress/egress points and some areas requiring higher security and asset protection. RRCC phones are also equipped with Panic Buttons that connect directly with Campus Police.
- The Financial Aid Office developed a tiered awarding structure for Colorado Student Grant (CSG) funds to assist students who still have financial need but their Federal Pell Grant eligibility is reduced or diminished. So far, 400 students have an eligible EFC who would not have received CSG funds in the past, and 161 received awards who would not have qualified in prior years. At the same time, RRCC reduced our cohort default rate by an additional 4.6% from last year. It is currently one of the lowest in CCCS, at 11.2%.
- The 2018-2019 RRCC Foundation Return on Investment was as follows.
 - Total Cash Received - \$1,100,000
 - Irrevocable Planned Gifts - \$1,000,000
 - Total Cash Received and Irrevocable Planned Gifts - \$2,100,000
 - Total College Provided Support - \$325,000
 - Foundation Expenses – \$73,000
 - Total Expenses - \$398,000Return on Investment Calculations: \$2,100,000 divided by \$398,000 equals 5.28. Therefore, the RRCC Foundation produced a 5.28 to 1 return on investment during 2018-2019.
- Academic Year 2019-2020 Fundraising Goals as defined by contributions and grants on Form 990.
 - Cash Contributions - \$1,250,000
 - Grants Goal - \$1,000,000
 - Total Fundraising Goal - \$2,250,000

Results of 2018-19 Goals

1. The number of undergraduate credentials issued (KPM 1). Increase by 2% the number of undergraduate credentials: 2016-17 -> 3,057 credentials; 2017-18 -> 3,241 credentials (+6.0% from the previous year).
2. Increase the transfer-out rate to public and private four-year institutions of degree seeking students with twelve or more credit hours in FY 2015-FY 2016 (KPM 13). Increase by 1% the transfer out rate to public and private institutions of total degree seeking students: 2016-17 -> 1,000 transfers; 2017-18 -> 1,170 transfers (+1.7%) from the previous year.
3. Increase the fall-to-fall retention rate among full and part-time students (KPM 2). Increase by 1% the retention rate across all levels of full and part time students from fall to fall: 2016-17 -> 51.8% retention rate; 2017-18 -> 51.5% (-0.3% from the previous year).
4. Improved Remedial Course Completion (No KPM). Improve by 1% remedial course

completion rates: 2016-17 → 64.1% with grades; 2017-18 → 65.1% with grades (+1.0% from the previous year).

5. Underrepresented students' completion/transfer (KPM 3). Reduce disparity in transfer and completion between resident underserved and resident non-underserved students by 3% by increasing minority student transfer and completion: 2016-17 → 654 minority graduates\transfers; 2017-18 → 729 minority graduates\transfers (11.5% from the previous year).

Results of Individual College Goals Set During Last Year's Evaluation

1. *Stabilize and grow enrollment through enrollment management.* Our student FTE recovered this fiscal year from the decline in FY18. Our FY19 budget considered additional loss in FTE; however, with the increase we anticipate additional contribution to reserves further supporting the renovation projects.
2. *Continue to establish Guided Pathways in instructional and support programs.* Academic plans for Guided Pathways are nearly ready for a go live date in fall 2019. The Advising Department has shifted to a Guided Pathways model. RRCC advisors are now assigned Primary and Secondary Advisor roles for our Career and Academic Communities (CACs). This model allows our advisors to become experts in specific fields and collaborate more closely with departments to serve our students.
3. *Expand community and business partnerships.* The RRCC Workforce Development Division developed and Launched an Industry Partnership with PIIAC (Professional Independent Insurance Agents of Colorado) creating a talent training pipeline. The Division also developed an HVAC Training Pipeline Program with McClain High School (Jeffco Schools District), and new partnerships with:
 - Asian Chamber of Commerce;
 - First Bank;
 - American Association of Sub-Contractors of Colorado;
 - National Association of Women in Construction;
 - Girls in Transportation;
 - Workforce Solutions.
4. *Develop innovative instructional and support programming.* We have expanded STEM Core model of delivery in the Math Pathways sequence. We received the LSAMP Metro Denver Alliance NSF Award and five Math department faculty participated in Center for Urban Development Equity Training. Our first students in the Water Quality Management Technology program graduated with a Bachelor of Applied Science. The IDEA Lab is offering the Johns Hopkins University Engineering Innovation Summer Program for high schools, with Hopkins credit available for students earning an A or B. The Spanish program conducted a complete redesign of its curriculum based on assessment results, using Quality Matters standards and incorporating OER, with hybrid and online offerings. Faculty from the English department offered a series of creative writing workshops for the community; they also conducted their first annual writing contest. *Obscura*, the student run literary journal, published its sixteenth annual issue.
5. *Continue to develop the Honors Program and the Innovation Hub to support new initiatives.* - The Trefny Honors Program doubled in size in the second year. Six Honors students were awarded competitive summer internships. The program co-hosted the Denver Metro Water Festival with Denver Water involving 1,300 high school students, while Honors and the IDEA Lab ran the first Faculty Innovation Institute focusing on High Impact teaching and learning practices. The IDEA Lab hosted a high school innovation challenge while the Lab worked collaboratively to develop robotic dragons for the RRCC Theatre production of *She Kills Dragons*.

6. *Prepare for the 2018 Comprehensive Quality Review visit to continue HLC/AQIP accreditation.* RRCC successfully completed the Comprehensive Quality Review visit from the Higher Learning Commission with no concerns, and with the recommendation that we choose which of the HLC pathways that we would like to take in the future, rather than assigned to one. We also successfully went through a review of the new Arvada campus and received approval for its status as a Branch Campus. A total of 318 RRCC faculty and staff participated in the visit.
7. *Increase the diversity of the college: students, faculty, and staff.* To expand the inclusion of applicants from underrepresented groups, the faculty selection process was revised to include an expanded number/pool for first level interview candidates. RRCC Affirmative Action goals were integrated into the search and selection process. Human Resources provided search training to all faculty search groups for the 2019-20 faculty search with an emphasis on adding diversity of race and ethnicity to the faculty. Five of ten new full-time faculty hires were from underrepresented groups. RRCC participated in the first CCCS minority centered job fair in January 2019, and reached out to three ethnic special professional organizations to collaborate in recruitment of part time instructors.
8. *Address professional development as a climate and performance improvement measure.* Several efforts addressed faculty professional development and improvement of teaching and learning. Ten faculty attended the Equity and Pedagogy workshop in Denver to help develop an Instructional plan for addressing equity gaps in achievement. All RRCC full-time faculty have completed the Accessibility 101 training.
9. *Market nationally award-winning, innovative, high-impact programs.* – The Marketing Office underwent a re-organization to address this goal more effectively.

Relationships and Partnerships (e.g. Business & Industry, K-12, 4-Year Colleges and Universities (Description of Key Accomplishments and Challenges).

1. The Workforce Development Division also developed our First Officially Registered Apprenticeship Program in Cyber Security, and partnered with Northrop Grumman with the goal of placing 10 apprentices
2. The Rocky Mountain Education Center had the fastest growing enrollment for FY 18 for OSHA Centers at 64%. RMEC has entered into a fourth year of providing workforce readiness programs in Colorado Department of Corrections facilities. Since 2016, more than 2,000 inmates, all within 12 months of release, have completed training programs provided by Rocky Mountain Education Center. RMEC has also received a fifth year of funding from the US DOL OSHA Susan Harwood Program. The program provides underserved populations with training in workplace safety for over 900 inmates from 13 CDOC facilities.
3. The Theater program has a partnership with Westminster High School for the summer production of Wizard of Oz. Theatre Department faculty member Kelly Jo Eldridge will also be launching a course to teach students the Hunter Heartbeat Method and has collaborated with local organizations for Autistic Children to participate in these workshops that have a profound benefit for students with autism.
4. The Advising Office is collaborating with the High School Relations Office and their concurrent enrollment students in a program called Accelerated Associates Degree (AAD) program. Advising is teaming with select graduating high school seniors who have earned a certificate and would like to continue at Red Rocks and earn an AAS (Applied Associates of Science) degree.

Draft Goals for 19-20 to Incorporate the SBCCOE Key Performance Metrics for Identified Priority Areas.

1. KPM 1.1 – Increase the number of certificates and degrees awarded. RRCC has consistently increased over the past several years. However, the number of credentials does tend to fluctuate by program from year to year. RRCC will set a 1% increase as our goal.
2. KPM 1.2 – Increase the fall-to-fall retention rate for full and part-time students. Our IPEDS full-time entering student rate is 63% compared to our peer comparison group at 57%. Our IPEDS part-time entering student rate is 36% compared to 42% for our peer comparison group. RRCC will set a 1% increase for part-time students as our goal.
3. KPM 1.3 – Assure equity in outcomes for students from underrepresented groups, as compared to overall student outcomes. Successful course completion rates for underrepresented students are 5% lower than overall rates. We will set a goal to reduce the gap by 1% in 2019-20 and each year after that to 2025.
4. KPM 1.7 – Increase online, hybrid, and interactive video course success rate. These courses have a success rate that is 12% lower than the overall course success rate. RRCC will set a goal of increasing student success by 1% in 2019-20 and each year after that to 2025.
5. KPM 2.1 – Implement inclusive hiring practices and employee retention efforts to achieve a workforce that reflects student and community demographics. The RRCC Affirmative Action Plan has set a goal to increase women in the building and grounds area. RRCC has also set the goal of hiring at least one Hispanic and one Asian/Native Hawaiian/Pacific Islander full-time faculty member. We have also set the goal of hiring four adjunct faculty, one librarian, and one full-time administrator who are Hispanic/Latino.
6. KPM 3.1 – Increase successful credit completion through concurrent enrollment. Our current completion rate is 95%. Our goal will be to sustain or increase this rate.
7. KPM 3.1 – Increase matriculation of concurrent enrollment students to a CCCS institution within 4 years of high school graduation. Currently 19.8% of our Concurrent students matriculate to RRCC. In 2019-20, we will increase this matriculation rate by 1%.
8. KPM 3.2 – Increase percentage of successful transfers to four-year institutions for all students, and specifically underrepresented students. Our current IPEDS transfer rate is 38%, about double that for our peer comparison group. However, our IPEDS under-represented transfer rate is about 10 percentage points below this. Our 2019-20 goal will be to maintain our overall transfer rate while improving quality of service, and increase the underrepresented student transfer rate by 2% in 2019-20 and each year after that to 2025.