

## Executive Summary:

ARC is currently engaged in a college redesign effort to improve the student experience as well as outcomes for all students. As part of this effort, ARC recently adopted its new Strategic Plan and a redesign of its governance process. We joined Achieving the Dream to assist the college in its efforts to improve efficiency, assess its capacity, and integrate efforts to improve outcomes and equity.

Foundational to this work was the ARC Student Equity Plan work group's participation in two Center for Urban Education Student Equity Implementation Institutes (Feb 2015 and October 2015). This team examined ARC's equity data which showed student populations that were disproportionately impacted, particularly African American, Hispanic, and American Indian/Alaska Native students. Also foundational was ARC's decision in fall 2016 to become an Achieving the Dream (ATD) college. ATD assisted the college with improving student outcomes through a redesign of the college. ARC held 3 college wide summits in the 2016-17 academic year to discuss ways to improve the ARC student experience and to gather input for the college strategic plan. In these conversations, equity emerged as a major theme, as reflected in the college's new strategic plan.

The newly adopted strategic plan includes an equity statement to provide an equity lens through which to view the strategic goals and to emphasize the college's orientation toward reducing the achievement gap by 40% within 5 years and eliminating the achievement gap within ten years. The college's equity data shows that African American, Hispanic, and American Indian/Alaskan Native students are experiencing disproportionate impact in course completion, degree and certificate completion, and transfer. ARC's student success implementation strategies (Start Right, Integrated Planning and Support for Students - IPASS, and Clarify Program Paths) are specifically aimed at closing these gaps. Additionally, through a college governance task force, the college has also been examining its governance and decision making structure, including its committee structure and functions, planning, reporting and action/implementation alignment with a goal of maximizing institutional effectiveness. The task force has produced a proposal to adopt a redesigned governance structure, which will include specific implementation work groups focused on each of the three student success implementation strategies. The transition to this new governance structure will be completed by January 2018, and the student success strategies implementation teams are currently engaged in redesigning the student experience to improve outcomes (milestone achievement, first term course success rates, fall to spring persistence rates, completion of degrees, certificates, and transfer, and closing equity gaps). A summary of the strategic plan, student success strategies and metrics, and activities follows:

### **Student Success Implementation Strategies**

#### **Start Right**

A structured early experience for newly entering students that builds a strong foundation for

success and guides students onto an informed program path.

**Integrated Planning & Support for Students (IPaSS)**

Personal, individual and integrated guidance and support that monitors student progress and proactively intervenes to ensure students’ timely progress towards goal achievement along their chosen pathway.

**Clarify Program Paths**

Clear and coherent academic and career pathways within established areas of interest that as a supportive foundation for Start Right and IPaSS.

**Student Success Metrics at a Glance**

	<b>Improved and Equitable Starts: 1st Term Course Success*</b>	<b>Improved and Equitable Progress: Fall to Spring Persistence**</b>	<b>Improved and Equitable Completion: Degree, Certificate, Transfer***</b>	<b>Improved and Equitable Student Experience</b>
<b>Start Right (SG 1)</b>	X			X
<b>Integrated Planning &amp; Support for Students (IPaSS) (SG 1 &amp; 2)</b>		X		X
<b>Clarify Program Paths (SG 2)</b>			X	X

### Goals by 2022:

- **1st Term Course Success**

\*Increase 1st Term Course Success rates by 5 percentage points, from 67% to 72%<sup>[1]</sup>

- **Fall to Spring Persistence**

\*\*Increase 1st Term to 2nd Term (Fall to Spring) Persistence rates by 5 percentage points, from 68% to 73%<sup>[2]</sup>

- **Degree, Certificate, & Transfer** (the following goals, including the equity goals, are aligned with California Community College systemwide goals to meet statewide needs, as stated in Foundation for CCC's [Vision for Success: Strengthening the California Community Colleges to meet California's Needs](#))

\*\*\*Increase the number of students annually who earn degrees and certificates by 20 percent

\*\*\*Increase the number of students annually who transfer to CSU and UC by 35 percent

\*\*\*Decrease the average number of units accumulated by ARC students who earn degrees from ## units to ## units

### Equity Goals

Reduce equity gaps across above measures by 40%<sup>[3]</sup>

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<sup>[1]</sup> A 5 percentage point increase is approximately equivalent to an increase of 3 Standard Deviation units based upon three years of longitudinal data.

<sup>[2]</sup> A 5 percentage point increase is approximately equivalent to an increase of over 3 Standard Deviation units based upon three years of longitudinal data.

<sup>[3]</sup> A 40 percent reduction in equity gaps is aligned with California Community College systemwide goals to meet statewide needs as stated in CCC's [Vision for Success: Strengthening the California Community Colleges to meet California's Needs](#))

**Budget at a Glance**

	<b>BSI</b>	<b>SSSP</b>	<b>SEP</b>
<b>2014-15</b>	198,611	\$3,685,905	waiting for Chris Thomas
<b>2015-16</b>	205,008	\$ 4,883,843	\$ 2,526,502
<b>2016-17</b>	218,765	\$4,850,276	\$2,491,736

The BSI, SSSP, and SEP allocations support our three student success strategic implementation teams and our redesign efforts. The college is making progress toward achieving its student equity goals. A new strategic plan with a specific focus on equity was adopted, and the governance process was redesigned to implement the strategic plan. The student success strategic implementation teams are established and the major redesign (in a scaleable model) of the student experience will be delivered to the first cohort beginning in fall 2018.

For additional information regarding this plan, contact Dr. Lisa Aguilera Lawrenson, Vice President of Instruction at American River College (916) 484-8412.