



OFFICE OF INSTITUTIONAL  
EFFECTIVENESS AND INNOVATION

# ARC 2023-2030 Strategic Plan

## STRATEGIC GOALS, STRATEGIES, AND METRICS

Updated: August 2023

### ARC Strategic Goal #1 Students First:

The College engages and connects students early and often to people, programs, and services as an integrated educational experience. By providing personalized, proactive support, the College fosters relationships that ensure all students, particularly the historically underserved and marginalized, persist, learn, and succeed.

#### Strategies to Achieve the Goal:

1. Follow the HomeBase Resource Panel recommendations and fully build out, design, and measure HomeBases for equitable outcomes in access, retention, and success.
2. Continue to build and support a quality, equity-driven dual enrollment program in partnership with K-12 school districts in our service area.
3. Thirteen newly hired Outreach Specialists will help meet the Outreach Plan objectives, including a comprehensive communication plan; a structure and a process for marketing, outreach, and recruitment efforts that are culturally responsive; and policies that are more student centered.
4. Develop course schedules that reduce obstacles to completion by aligning course offerings with Program Roadmaps, and by coordinating schedules across instructional areas to reduce conflicts and overlaps.
5. Continue to strategically and equitably expand Open Education Resources.
6. Ensure students are supported for equitable completion of transfer-level Math and English.



## ARC Strategic Goal #2 Clear and Effective Paths:

The College provides easily recognizable pathways to, through, and beyond ARC. Offering well defined and supported pathways provides a foundation for success as students enter the College, make timely progress toward achieving their informed educational goals, and seamlessly transfer to other colleges and universities or find employment in their chosen career.

### Strategies to Achieve the Goal:

1. Follow the HomeBase Resource Panel recommendations and fully build out, design, and measure HomeBases for equitable outcomes in access, retention, and success.
2. Continue to build and support a quality, equity-driven dual enrollment program in partnership with K-12 school districts in our service area.
3. Meet the Outreach Plan objectives, including a comprehensive communication plan; a structure and a process for marketing, outreach, and recruitment efforts that are culturally responsive; policies that are more student centered; and inreach efforts focused on student retention and goal completion.
4. Develop course schedules that reduce obstacles to completion by aligning course offerings with Program Roadmaps, and by coordinating schedules across instructional areas to reduce conflicts and overlaps.
5. Continue to strategically and equitably expand Open Education Resources.
6. Assess the impacts of AB705 and AB715 and ensure students are supported for equitable completion of transfer-level Math and English.



## ARC Strategic Goal #3 Exemplary Teaching, Learning, and Working Environment:

The College ensures an equitable, safe, and inclusive teaching, learning, and working environment. Culturally relevant curriculum, innovative, high- quality instructional methods and technologies, exemplary academic and student support services, and comprehensive and integrated professional development create the best conditions for teaching and learning. The College promotes liberation and honors the dignity, humanity, and contributions of all members of our community.

### Strategies to Achieve the Goal:

1. Continue to implement the recommendations of the African American, Latinx, Native American, Asian Pacific Islander, and LGBTQIA+ Disproportionate Impact Project Teams.



2. Continue to implement the Professional Development & Training Plan to provide a comprehensive and cohesive program of professional development using a variety of delivery methods and modalities to increase access and engagement and provide relevant opportunities for employees at varying stages of growth.
3. Build and implement a Bias Response Team as recommended in the Bias Response Project Team Report.
4. Identify clear priorities for employee onboarding designed to close equity gaps; develop a common set of information, skills and knowledge expected of new employees in each constituent group; and implement onboarding for each constituent group in accordance with the Employee Onboarding Project Team Report recommendations.



## ARC Strategic Goal #4 Vibrancy and Resiliency:

The College promotes a culture of innovation, entrepreneurship, sustainability, and transparent communication. Proactive, effective, and efficient operational systems and governance and data informed approaches to planning, decision-making, and resource allocation provide a high level of service to our students, community, and to one another.

### Strategies to Achieve the Goal:

1. Foster a more welcoming, inclusive, and safe physical and online environment as recommended in the Institutional Equity Plan.
2. Identify clear priorities for employee onboarding designed to close equity gaps; develop a common set of information, skills and knowledge expected of new employees in each constituent group; and implement onboarding for each constituent group in accordance with the Employee Onboarding Project Team Report recommendations.
3. Evaluate and enhance sustainability practices in buildings and the environment as outlined in the Sustainability Plan.
4. Expand and deepen partnerships with industry, federal, and state partners to continue to offer, grow, and enroll students in Apprenticeship programs that reflect the employment needs of the region.
5. Continue to provide high quality training and educational programs for public safety personnel through the Regional Public Safety Training Center to positively affect regional employment eligibility in county and city law enforcement agencies specializing in police, corrections and/or probation.



# ARC Strategic Plan

## Metrics 23-30

ARC uses these metric goals to measure our progress on achieving our four Strategic Goals.

### Strategic Goal #1: Students First

---

**Increase overall achievement by 7 percentage points (1 point/year) from 2023 to 2030 for the following metrics<sup>1</sup>:**

- Increase Success Rate (1<sup>st</sup> Term) from 59.4% to 66.4%
- Increase Success Rate (2<sup>nd</sup> Term) from 69.5% to 76.5%
- Increase Retention (to 2<sup>nd</sup> Term, Fall to Spring) from 62.2% to 69.2%
- Increase Retention (to 3<sup>rd</sup> Term, Fall to Fall) from 49.7% to 56.7%
- Increase 12+ Units Earned (1<sup>st</sup> Term) from 23.9% to 30.9%
- Increase 24+ Units Earned (by 2<sup>nd</sup> Term) from 16.6% to 23.6%
- Increase Transfer-Level Math & English (in 1 Year) from 12.9% to 19.9%

**Eliminate existing equity gaps for African American, Latinx, and Native American Students for all Goal #1 metrics**

#### **African American Students**

- Increase Success Rate (1<sup>st</sup> Term) from 42.0% to 66.4%
- Increase Success Rate (2<sup>nd</sup> Term) from 49.4% to 76.5%
- Increase Retention (to 2<sup>nd</sup> Term, Fall to Spring) from 55.6% to 69.2%
- Increase Retention (to 3<sup>rd</sup> Term, Fall to Fall) from 41.1% to 56.7%
- Increase 12+ Units Earned (1<sup>st</sup> Term) from 14.4% to 30.9%
- Increase 24+ Units Earned (by 2<sup>nd</sup> Term) from 9.2% to 23.6%
- Increase Transfer-Level Math & English (in 1 Year) from 4.8% to 19.9%

#### **Latinx Students**

- Increase Success Rate (1<sup>st</sup> Term) from 55.9% to 66.4%
- Increase Success Rate (2<sup>nd</sup> Term) from 63.9% to 76.5%
- Increase Retention (to 2<sup>nd</sup> Term, Fall to Spring) from 61.6% to 69.2%
- Increase Retention (to 3<sup>rd</sup> Term, Fall to Fall) from 42.8% to 56.7%
- Increase 12+ Units Earned (1<sup>st</sup> Term) from 21.1% to 30.9%
- Increase 24+ Units Earned (by 2<sup>nd</sup> Term) from 13.7% to 23.6%
- Increase Transfer-Level Math & English (in 1 Year) from 11.4% to 19.9%

#### **Native American Students**

- Increase Success Rate (1<sup>st</sup> Term) from 57.1% to 66.4%
- Increase Success Rate (2<sup>nd</sup> Term) from 75.9% to 76.5%



- Increase Retention (to 2<sup>nd</sup> Term, Fall to Spring) from 63.6% to 69.2%
- Increase Retention (to 3<sup>rd</sup> Term, Fall to Fall) from 53.8% to 56.7%
- Increase 12+ Units Earned (1<sup>st</sup> Term) from 18.2% to 30.9%
- Increase 24+ Units Earned (by 2<sup>nd</sup> Term) from 18.2% to 23.6%
- Increase Transfer-Level Math & English (in 1 Year) from 0% to 19.9%

### **Eliminate existing equity gaps for African American Male students<sup>2</sup>**

- Increase Success Rate (1<sup>st</sup> Term) from 40.5% to 66.4%
- Increase Retention (to 2<sup>nd</sup> Term, Fall to Spring) from 48.7% to 69.2%

---

<sup>1</sup> All metrics aligned with Strategic Goal #1: Students First apply only to New, 1st Time to College students. Fall 2021 served as the baseline term. Excludes Public Safety and Apprenticeship. Source: ARC Data on Demand – Strategic Plan Metrics.

<sup>2</sup> A review of baseline data disaggregated by both race/ethnicity and gender revealed that African American Male students were the single most disproportionately impacted population at ARC for these two metrics: Success Rate 1<sup>st</sup> Term and Retention (to 2<sup>nd</sup> Term).

---

## **Strategic Goal #2: Clear & Effective Paths**

---

### **Restore and increase enrollment<sup>3</sup>**

- Increase enrollment for all students by 7% from 57,332 enrollments to 61,345 enrollments
- Increase enrollment for all New, 1<sup>st</sup> Time to College students by 7% from 10,325 enrollments to 11,048 enrollments

### **Meet the Vision for Success Goals (Increase awards by 20%, transfers by 35%, and reduce units at degree by 15%)**

- Increase Total Certificates by 20% from 1,085 to 1,302
- Increase Total Degrees by 20% from 2,573 to 3,088
- Increase Total ADT Degrees by 20% from 759 to 911
- Increase Total Transfers to CSU and UC by 35% from 1,118 to 1,509
- Decrease the average units at degree by 15% from 78.4 units to 66.6 units

### **Increase certificate, degree, and transfer-ready rates by 7 percentage points**

- Increase Certificate Rate (in 3 years) by 7 percentage points from 5.6% to 12.6%
- Increase Degree Rate (in 3 years) by 7 percentage points from 7.6% to 14.6%
- Increase Transfer-Ready Rate (in 3 years) by 7 percentage points from 8.1% to 15.1%



## Eliminate equity-gaps in certificate, degree, and transfer-ready rates for African American, Latinx, and Native American Students<sup>4</sup>

### **African American Students**

- Increase Certificate Rate (in 3 years) from 3.2% to 12.6%
- Increase Degree Rate (in 3 years) from 5.4% to 14.6%
- Increase Transfer-Ready Rate (in 3 years) from 4.3% to 15.1%

### **Latinx Students**

- Increase Certificate Rate (in 3 years) from 6.4% to 12.6%
- Increase Degree Rate (in 3 years) from 7.6% to 14.6%
- Increase Transfer-Ready Rate (in 3 years) from 6.6% to 15.1%

### **Native American Students**

- Increase Certificate Rate (in 3 years) from 11.1% to 12.6%
- Increase Degree Rate (in 3 years) from 11.1% to 14.6%
- Increase Transfer-Ready Rate (in 3 years) from 5.6% to 15.1%

## Improve Career Education outcomes<sup>5</sup>

- Increase Career Education Graduates Employed Rate by 7 percentage points from 78.8% to 85.8%
- Eliminate Equity-Gaps in Career Education Graduates Employed Rate for African American, Latinx, and Native American Students
  - Increase African American Career Education Students Employed rate from 66.7% to 85.8%
  - Increase Latinx Career Education Students Employed rate from 35.9% to 85.8%
  - Increase Native American Career Education Students Employed rate from n/a to 85.8%<sup>6</sup>

---

<sup>3</sup> Enrollment metrics include Public Safety and Apprenticeship.

<sup>4</sup> Where applicable—in some cases, equity-gaps did not exist for a particular group on a particular metric.

<sup>5</sup> Data Source: CTE Outcomes Survey. Due to variability in survey response rates, large variations from year-to-year may occur.

<sup>6</sup> No data for Native American students was available from the CTE Outcomes Survey in 2020-2021.

---



## Strategic Goal #3: Exemplary Teaching & Learning Environment

---

**Improve overall achievement by 7 percentage points (1 point/year) from 2023 to 2030 for the following metrics<sup>7</sup>:**

- Increase Course Success Rate from 69.6% to 76.6%
- Increase A-B Rate from 56.2% to 63.2%
- Decrease Drop Rate from 17.0% to 10.0%

**Eliminate existing equity gaps for African American, Latinx, and Native American Students for all Goal #3 metrics**

### **African American Students**

- Increase Course Success Rate from 55.5% to 76.6%
- Increase A-B Rate from 41.1% to 63.2%
- Decrease Drop Rate from 23.5% to 10.0%

### **Latinx Students**

- Increase Course Success Rate from 64.9% to 76.6%
- Increase A-B Rate from 50.6% to 63.2%
- Decrease Drop Rate from 19.0% to 10.0%

### **Native American Students**

- Increase Course Success Rate from 63.4% to 76.6%
- Increase A-B Rate from 51.2% to 63.2%
- Decrease Drop Rate from 18.9% to 10.0%

## Strategic Goal #4: Vibrancy & Resiliency

---

**The metric goals for Strategic Goal #4 are in development and may include:**

- Improve ratings on Employee Satisfaction/Campus Climate Surveys
- Improve ratings on Governance and Project Team Evaluation Surveys
- Improve ratings on Professional Development Evaluation Surveys
- Increase the number of faculty, classified staff, and administrators who have received professional development in all eight professional development competencies
- Increase the number of faculty, classified staff, and administrators who have increased their level of competency from Level 1 Introductory (Awareness) to Level 2 or Higher (Action/Skill Development and/or Inquiry, Outcome, and Assessment) for one or more professional development competencies

---

<sup>7</sup> Excludes Public Safety and Apprenticeship.

---