GUIDING IMPERATIVES

TO NAVIGATE A RAPIDLY CHANGING ENVIRONMENT

ARC
AMERICAN RIVER COLLEGE

Educational Master Plan

2019-2031

Purpose and Intent

[This section would have narrative text including:

- *Brief introduction to what an educational master plan is (similar to the intended purpose described in the Integrated Planning Guide)*
- *Description of intent to serve as a navigational tool providing strategic directions in which to move forward, but not prescriptive steps*
- *Definition of what an imperative is; this definition would act as the prompt for the rest of the document – something similar to:*
    - *What **must** we do, regardless of the environment, in order to achieve our mission and fulfill our commitment to social justice and equity?*
    - *And recognizing the key strategic issues and emerging trends, what **should** we do to become more effective and remain relevant in a dynamic environment?]*

Executive Summary: The Imperatives

[This section would have an opening narrative followed by the chart below as a summary of imperatives.]

IMPERATIVE 1: *[INSERT TITLE]*

Observation:	ARC Response:
[insert brief observation]	*[insert brief response]*

IMPERATIVE 2:

Observation:	ARC Response:

IMPERATIVE 3:

Observation:	ARC Response:

The actual number of imperatives will emerge through dialogue with the project team. Three are shown above for example purposes only. In general, each imperative can be thought of as a theme or major call to action that is based on the project team's observation of the external/internal environment. The ARC Response would offer guidance on the direction in which the institution should travel. More detailed information would begin on page 8.

Planning Process

[This section would have descriptive text and images that provide evidence of the planning process.]

Project Team

[This section would acknowledge the effort of the project team.]

Vision, Mission, Commitment

[This section would contain an opening statement that ties the educational master plan to the mission for accreditation purposes – it would be something similar to:

The imperatives shared within this plan are essential to achieving our mission (what we do) and realizing our vision (why we do it). Moreover, the response to each imperative is grounded in our commitment to social justice and equity which defines how we will approach this work.]

OUR VISION
Transform the future of all students and our community through inclusive, equitable education.

OUR MISSION
American River College places students first in providing an academically rich, inclusive environment that inspires critical thinking, learning and achievement, and responsible participation in the community.

American River College, serving the greater Sacramento region, offers education and support for students to strengthen basic skills, earn associate degrees and certificates, transfer to other colleges and universities, and achieve career as well as other academic and personal goals.

OUR COMMITMENT
TO SOCIAL JUSTICE AND EQUITY

American River College strives to uphold the dignity and humanity of every student and employee. We are committed to equity and social justice through equity-minded education, transformative leadership, and community engagement.

We believe this commitment is essential to achieving our mission and enhancing our community.

Where the Journey Began

[This section would include a brief narrative that describes the current state and recent endeavors. It is likely to cover topics such as the ARC Redesign and strategic goals. It might also include discussion of any overarching environmental factors that influence all imperatives (e.g., new funding formula).]

Guiding Imperatives for the Route We Travel

[This section would act as an introduction to the imperatives by providing additional context. It might contend with overarching questions and offer some general assumptions as a foundation for the responses to all imperatives (e.g., alignment to the Institutional Equity Plan)].

Imperative 1: [Insert Imperative]

Summary Observation: *[brief observation that matches chart on page 3]*

[This section would have an expanded observation with narrative and highlights from supporting data or research]

ARC Response

[This section would have a narrative that identifies the general direction in which to set out and may suggest one or more possible routes to follow without prescribing any specific route. A portion of this response will need to appear in the chart on page 3]

Example Strategies: Imperative 1

- [insert strategy]
- [insert strategy]

Capacity to Respond (Resource Considerations)

[This portion would highlight major resources that may be necessary or should be considered in order to respond well to this imperative (human, physical, technology, financial); it may also discuss redeployment of existing resources and/or potential funding streams that might be pursued to develop capacity.]

The format of pages 8-9 would be repeated for each subsequent imperative (total number TBD). The length would be variable as some imperatives may need more extensive narrative.

Moving Forward

[This section would include a brief discussion of how the imperatives feed other planning processes. Any overarching recommendations that surface during the process could also be captured in this section.]

Appendix A: Mapping of ARC Strategic Goals to Imperatives

	Strategic Goals			
	Students First	Clear and Effective Paths	Exemplary Teaching, Learning and Working Environment	Vibrancy and Resiliency
Imperative 1: [insert imperative]				
Imperative 2: [insert imperative]				
Imperative 3: [insert imperative]				
Imperative 4: [insert imperative]				
Imperative 5: [insert imperative]				
Imperative 6: [insert imperative]				
Imperative 7: [insert imperative]				
Imperative 8: [insert imperative]				
Imperative 9: [insert imperative]				
Imperative 10: [insert imperative]				

Number of imperatives displayed above is for example purposes only. Actual number may vary.

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.

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.

3. Exemplary Teaching, Learning & 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.

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.

Appendix B: Ideas to Explore

[It is likely that many ideas and suggestions will come forward during the planning process that are too specific for the Educational Master Plan, but could provide food for thought for more focused planning processes.]

Planning Connection	Ideas to Consider
Distance Education	
Employee Development and Retention	
Facilities	
Strategic Enrollment Management	
Technology	
Program Review (Unit-Level Suggestions)	

Appendix C: Further Reading

[This section could be used to identify any reports, articles, or other research that informed this document and would be good reference material for subsequent planning processes.]

Appendix D: Supplemental Data

[This section could be used to insert more extensive data if needed to support any of the imperatives.]