

REDESIGN

ARC's Student-Centered Journey from Tradition to Transformation



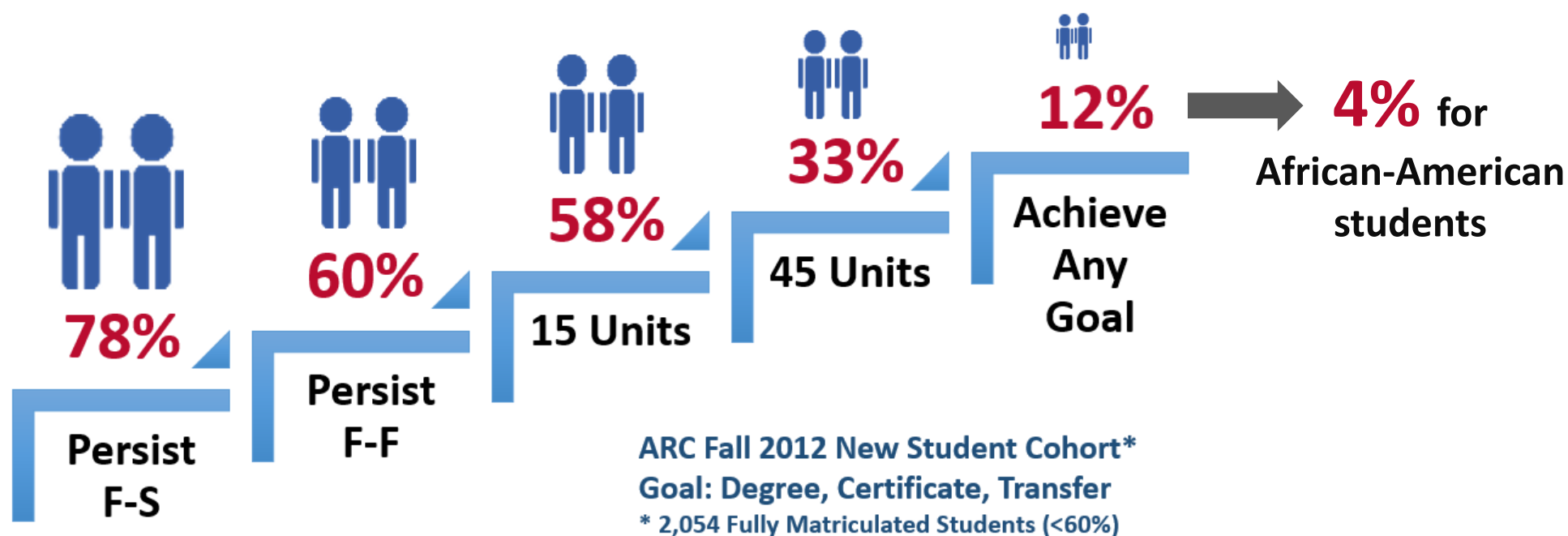
A Little History

- Largest college in the Sacramento region
- One of four colleges in the Los Rios district
- Proud of our legacy of academic excellence
- Steeped in tradition and traditional thinking about higher education



Milestone Achievement Over 4 Yrs.

Entire Cohort



What We Realized

Despite years of effort and initiatives, we were:

- NOT moving the needle on outcomes
- NOT using effective practices at scale
- NOT working synergistically
- NOT student-oriented (institutional)
- NOT equity-focused





**ARC was perfectly designed
to achieve the results it was getting**

Sounding the Alarm

- **Widely communicated the problem**
- **Sought out supportive expertise**
- **Began shifting resources to the redesign effort**



Achieving
the Dream™



REDESIGN
AMERICAN RIVER COLLEGE

Setting the Stage

- Vision
- Mission
- Four strategic goals

Strategic Plan 2017 - 2021



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.

SG1

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.

SG2

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.

SG3

Exemplary Teaching, Learning & Working Environment

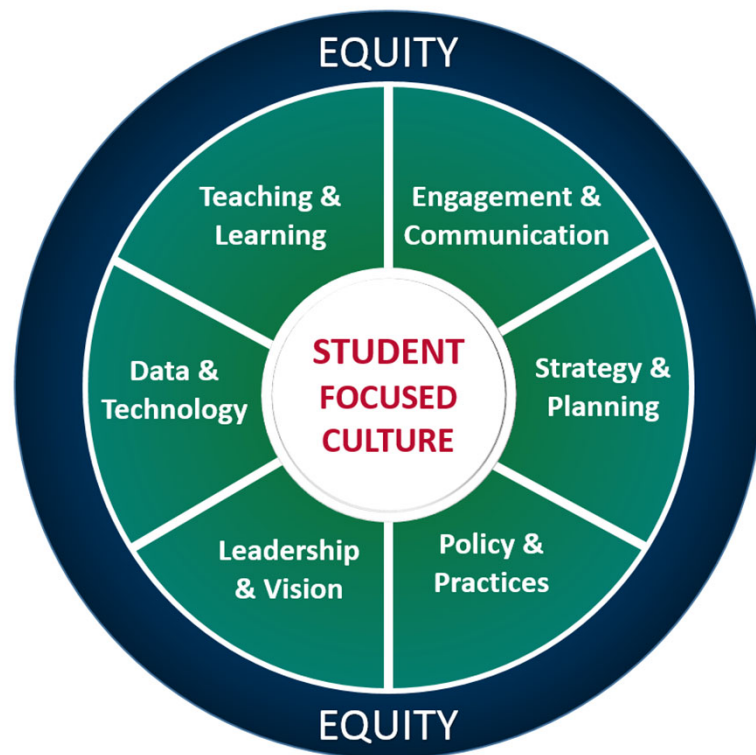
The College ensures an equitable, safe, and inclusive teaching, learning, and working environment. Culturally relevant curriculum, innovative, high-quality instructional methods and technologies, exemplary academic and student support services, and comprehensive and integrated professional development 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.

SG4

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.

Building Capacity



Bold, Holistic, and Sustainable

- Equity as the foundation
- Continually nurturing a student-focused culture
- Balancing action with strategic capacity-building

Capacity-Building: Governance

- Governance framework (shared concept)
- New design of councils and project teams
- IGOR - Institutional Governance Online Repository (communication)
- Clearly documented processes (e.g., charters)
- **Training**
 - facilitative leadership
 - project management
 - effective participation
 - how to use IGOR



OPEN DISCUSSION AND
TIMELY DECISION-MAKING

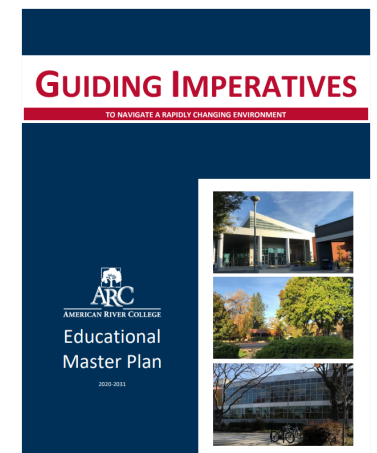
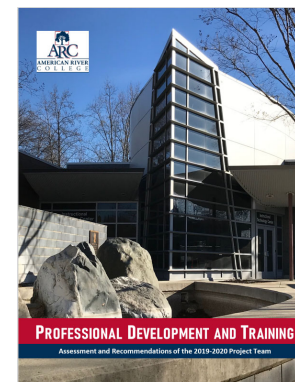
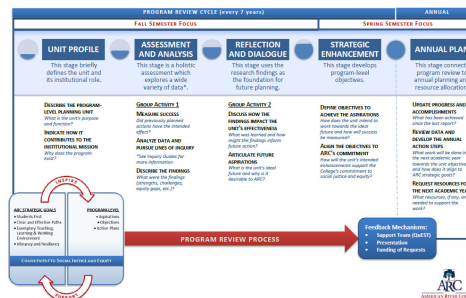
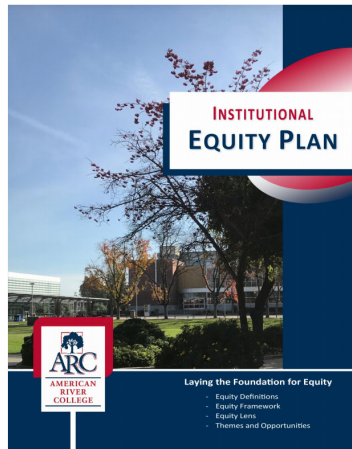
COLLABORATIVE GOAL-SETTING
AND PROBLEM-SOLVING

TRUST

COMMUNICATION

Rapid Progress

- Fast-paced collaborative projects
- Tasked with clearly chartered objectives
- Produced actionable plans and recommendations

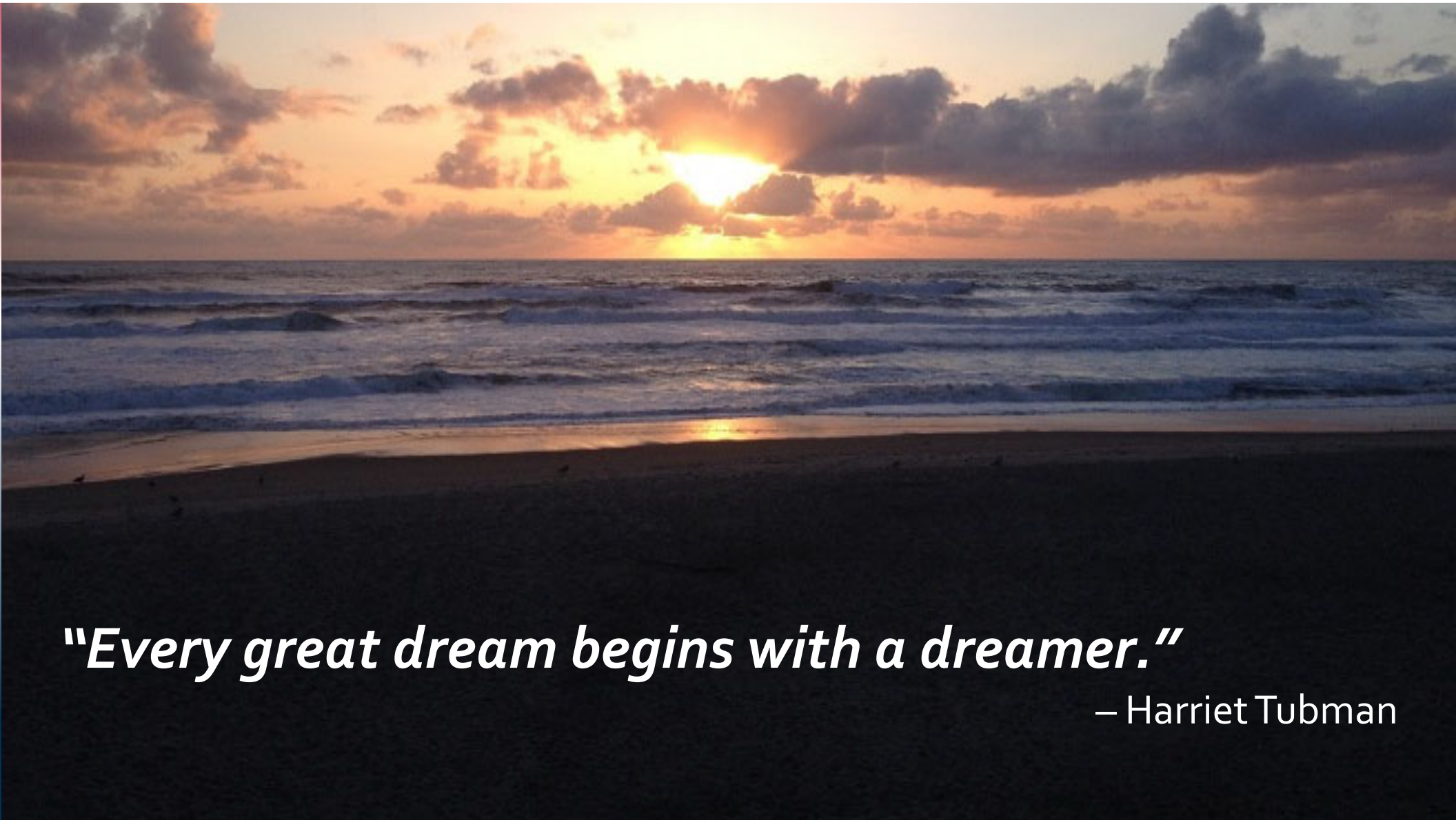


Tangible Results since 2017

Project team recommendations led to:

- **Achieve (new student program)**
- **Program roadmaps**
- **HomeBase pathway communities**
- **Integrated planning cycle**
- **Program review redesign**
- **Office of Equity and Inclusion**
- **Professional development competencies**
- **And much more...**





"Every great dream begins with a dreamer."

– Harriet Tubman

Changing Outcomes: Achieve



- Team-based case management
- Wrap-around support
- Proactive intervention
- Focused on new students in the first year

Early Indicators of Success

- **Success Rates**

Fall 2018 Cohort	Non-ACHIEVE	ACHIEVE
First Term Success Rate	64%	71%
Full-time only	69%	73%
Part-time only	58%	60%
Second Term Success Rate	69%	71%

Cohort Composition

Non-ACHIEVE (2,587 students)

ACHIEVE (1,084 students)

Early Indicators: African-American Students

- **Success Rates**

Fall 2018 Cohort	Non-ACHIEVE	ACHIEVE
First Term Success Rate	48%	66%
Full-time only	58%	65%
Part-time only	38%	67%
Second Term Success Rate	50%	68%

Early Indicators: African-American Students

- **15-units by End of First Term**

Fall 2018 Cohort	Non-ACHIEVE	ACHIEVE
New, First Time Students	6%	16%
African-American	9%	13%

- **Fall-to-Spring Retention**

Fall 2018 Cohort	Non-ACHIEVE	ACHIEVE
New, First Time Students	66%	85%
African-American	61%	81%

HomeBase

In Fall 2020, ARC launched HomeBase pathway communities to promote pathway completion.

- Engage and connect students
- Foster relationships and a sense of community
- Facilitate and encourage each student's progress





"There is no shortcut to achievement."

- George Washington Carver

Other Lessons Learned...

- Big colleges can change swiftly
- Distributed leadership succeeds
- Small teams are more nimble than large groups
- Consensus rather than voting
- Redesign affects every area of the institution
- Impossible is actually possible



Guiding Principles

- **Students first**
- **Relationships matter**
- **Design vs. initiative mindset**
- **Collaborative innovation**
- **Large-scale implementation**
- **Transparent, trust-building approach**





OUR JOURNEY CONTINUES

to transform the future of all students and our community
through inclusive, equitable education



Questions?