

Strategic Plan

Rio Salado College has a long history of innovation and improvement, and is a leader in higher education because of recognizing and implementing the principles of Total Quality Management, Customer Service and Customer Astonishment, the Learning Organization, and other practices that promote the sustainability of the college's unique mission, vision, and culture. As such, Rio Salado's Strategic Plan is the result of more than three decades of disciplined effort.

Rio Salado College has now moved into the comprehensive implementation phase. While the strategic plan is central to the initiatives that will keep Rio Salado vibrant and effective, its six strategic goals align with the Maricopa Community College District Governing Board Goals and Measures and the Beyond Boundaries initiatives established by the MCCCDCancellor, Dr. Rufus Glasper.

Strategic Goals:

Goal 1 People Development

We support individual, team, and organizational learning through a system of people development and effective communication.

Goal 2 Sustainability

We integrate environmental, economic and social sustainability practices.

Goal 3 Student Success

We review, measure, and improve processes, practices and services to increase student success.

Goal 4 Student Learning

We focus on increased student learning through effective teaching, assessment, and customized learning environments.

Goal 5 Engagement, Innovation and "Blue Ocean"

We innovate to support and engage our current and future stakeholders to serve their educational needs.

Goal 6 Finance & Compliance

Through innovative approaches, we secure and allocate adequate resources to accomplish the College's strategic goals and ensure compliance with local, state, and federal regulations.

Vision:

We astonish our customers!

Mission:

Rio Salado College transforms the learning experience through:

- » Choice, Access and Flexibility
- » Customized, High Quality Learning Design
- » Personalized Service & Organizational Responsiveness

Purposes:

Serving our local, national and international communities through eLearning and collaborative partnerships, we provide:

- » General education and courses for university transfer
- » Applied programs that are aligned with workforce needs in business, industry and government
- » Adult basic education
- » Comprehensive student services
- » Cultural enrichment and community service
- » Continuing education and lifetime learning opportunities

Core Values:

Through living our values, Rio Salado College creates a climate of high expectations for the success of our current and future students, customers and employees. We are unalterably committed to demonstrating and being accountable for the following core organizational values:

- » Sustainability
- » Customer Focus
- » Relentless Improvement
- » Inclusiveness
- » Professionalism
- » Teamwork

Core Practices:

In the context of our core values, and sustained by disciplined people, thought and action, our work is focused on the following core organizational practices:

- » Learning
- » Innovating
- » Partnering

Service Standards

In order to implement our vision, we are committed to the following service standards:

- » Accuracy
- » Consistency
- » Timeliness

Definitions and Characteristics

Core Values

Sustainability is caring about the environment and representing a lifestyle change that blends into daily routines. Rio Salado College tries to meet the needs of the present generation while taking care of the future.

Customer Focus is working with students, employees, and the community to achieve common goals; treating all internal and external customers justly, and expecting the same in return. Characteristics of customer focus include, but are not limited to:

- » Providing consistent and informed service
- » Responding to inquiries and requests promptly
- » Treating internal and external customers with courtesy and respect
- » Applying rules with equity and displaying a willingness to seek solutions
- » Remaining helpful and forgiving in difficult situations
- » Looking beyond self-interests and building consensus toward positive results
- » Making decisions that support student success when given a number of appropriate options

Inclusiveness is valuing internal and external customers as whole persons while respecting both differences and commonalities. Characteristics of inclusiveness include, but are not limited to:

- » Seeking intercultural and social understanding and competence
- » Promoting conditions and practices that are dignified and non-discriminatory
- » Creating an environment that helps all feel included and helps develop their potential
- » Understanding the needs of our diverse workforce and student populations

Relentless Improvement involves robust, customer-focused progress in processes, practices, and behaviors that go beyond the cumulative advancements occurring with continuous improvement. Relentless improvement is focused on what is important and central to our college and to our internal and external customers. Characteristics of relentless improvement include, but are not limited to:

- » Being clear about goals, needs, expectations, and measures
- » Having skills, processes, and tools to help us achieve this work
- » Focusing on communication and systems during this work
- » Having an appropriate commitment to the discipline of this work
- » Having a shared understanding and vocabulary to do this work
- » Recognizing everyone's responsibility for relentless improvement

Professionalism is demonstrating appropriate personal conduct, job knowledge and skills, along with the quality and quantity of effort necessary for competent job performance. Characteristics of professionalism include, but are not limited to:

- » Maintaining knowledge of current policies, procedures, regulations, and technical skills in functional areas
- » Continuing to learn and develop skills and expertise
- » Completing work thoroughly, neatly, and with attention to detail
- » Effectively managing time, prioritizing projects or tasks, and meeting deadlines
- » Maintaining appearance/dress that is appropriate to job/position
- » Offering/accepting suggestions and criticism in a cooperative and positive manner

Teamwork is collaboratively and productively interacting with other employees internal and external to one's department. Characteristics of teamwork include, but are not limited to:

- » Exchanging information and expertise with others
- » Contributing actively to the development and deployment of actions/projects
- » Encouraging higher levels of group performance

Core Practices

Learning

The transformation of thinking and behavior through the acquisition of knowledge and skills, observation, research, study, and reflection.

Innovating

The intersection of invention and insight, leading to the creation of social and economic value; it involves talent, investment, risk taking, courage, and challenging the limits of tradition.

Partnering

A collaborative and cooperative relationship that is built on mutual trust and respect and results in shared benefit.



Goal - Description			College Action Plan
Goal 1	People Development & Communication	We support individual, team, and organizational learning through a system of people development and effective communication.	Increase employees' knowledge and support of the Rio Vision, Mission, Purposes, Core Values, Core Practices and Service Standards.
Goal 1	People Development & Communication	We support individual, team, and organizational learning through a system of people development and effective communication.	Increase employees' attainment of core competencies.
Goal 1	People Development & Communication	We support individual, team, and organizational learning through a system of people development and effective communication.	Improve communication processes to build an atmosphere of inclusiveness and interdepartmental engagement.
Goal 1	People Development & Communication	We support individual, team, and organizational learning through a system of people development and effective communication.	Implement a comprehensive online Adjunct Faculty Orientation Process that prepares new hires for effective teaching upon assignment of the first course.
Goal 2	Sustainability	We integrate environmental, economic and social sustainability practices.	Assess and report on sustainable practices throughout the College using the STARS system. https://stars.aashe.org/ Sustainability Tracking Assessment Rating System
Goal 2	Sustainability	We integrate environmental, economic and social sustainability practices.	Complete annual carbon audit from ACUPCC.
Goal 2	Sustainability	We integrate environmental, economic and social sustainability practices.	Involve the community in projects/opportunities/initiatives that contribute to the advancement of sustainability.
Goal 3	Student Success	We review, measure, and improve processes, practices and services to increase student success.	Increase the degree completion rate by launching a multipronged Student Success initiative.
Goal 3	Student Success	We review, measure, and improve processes, practices and services to increase student success.	Increase year over year persistence rates for program seeking students.
Goal 3	Student Success	We review, measure, and improve processes, practices and services to increase student success.	Improve the time to completion rate for program seeking students.
Goal 3	Student Success	We review, measure, and improve processes, practices and services to increase student success.	Increase student in-course success (retention).
Goal 4	Student Learning	We focus on increased student learning through effective teaching, assessment, and customized learning environments.	Deliver courses that are accessible and mobile-ready across devices and operating systems.
Goal 4	Student Learning	We focus on increased student learning through effective teaching, assessment, and customized learning environments.	Deliver courses that incorporate identified best practices for personalization, engagement, and assessment for all learning environments.
Goal 4	Student Learning	We focus on increased student learning through effective teaching, assessment, and customized learning environments.	Provide strategies, tools, and training to adjunct faculty that will facilitate personalization, engagement and assessment for teaching in all learning environments.
Goal 5	Engagement, Innovation and "Blue Ocean"	We innovate to support and engage our current and future stakeholders to serve their educational needs.	Continuously engage the community and partners served by Rio to assess educational opportunities, programs and services; and respond to their feedback and needs.
Goal 5	Engagement, Innovation and "Blue Ocean"	We innovate to support and engage our current and future stakeholders to serve their educational needs.	Assess the current environment and forecast evolving (or emerging) educational needs, opportunities, services and delivery systems to better serve Rio's community and partners.

Goal - Description			College Action Plan
Goal 5	Engagement, Innovation and "Blue Ocean"	We innovate to support and engage our current and future stakeholders to serve their educational needs.	Obtain authorization from the states in which we want to provide programs and services.
Goal 6	Finance and Compliance	Through innovative approaches, we secure and allocate adequate resources to accomplish the College's strategic goals and ensure compliance with local, state, and federal regulations.	Develop opportunities for fourth revenue streams.