



**ORIENTATION HANDBOOK
FOR THE 2015-16
RRCC COLLABORATION COUNCIL**

September 21, 2015



I. History of the RRCC Collaboration Council.

In January, 2009 RRCC launched the AQIP Action Project that would establish the Collaboration Council. The goal was to “improve the strategic planning process by increasing the engagement of college stakeholders in making recommendations and carrying out and measuring the outcomes of the decisions.” The Council would be “comprised of representatives from students and all employee groups” to improve communication, and “review and make recommendations concerning proposed initiatives and programs to ensure alignment with the mission and vision of the college.”

The Collaboration Council project was prompted by the review of the RRCC System Portfolio that noted the RRCC planning process needed improvement. This included systematic benchmarking to document measurable improvements resulting from quality improvement initiatives. The review also cited the need to clarify the kinds of communication and decision making processes with and between committees and councils of the college.

It is interesting to note that the main challenges faced by the project were:

“....continual changes in representation of each constituency group. With this change new members need to be “brought up to speed” on the issues under discussion and role of the Collaboration Council. The focus of the group tends to change with changes in membership as well. While this can be a challenge, it also adds a fresh perspective to the group and includes more college personnel over time. Budget limitations within the state have restricted the ability for Collaboration Council to focus on very few projects beyond day-to-day operations due to strict spending limitations. Another challenge is how to effectively include adjunct faculty in order to more consistently represent their valuable perspective to the Collaboration Council.”

The Collaboration Council AQIP project was considered complete in 2010 based on its successful incorporation into the life of the College. The “100 Great Ideas” all-college meeting, initiated by the Collaboration Council, was a pivotal event for both planning and the next round of AQIP Action Projects. While improved communication was cited as a major outcome of the Council’s formation, it, along with increased, broad-based involvement and benchmarking, still had room for improvement.



II. The Purpose and Scope of the RRCC Collaboration Council

The Collaboration Council advises the President and her direct reports on college-wide issues. Collaboration is defined as faculty and staff bringing a voice of equal weight to the table for communication and problem-solving, and is the structure for participatory alignment of the college's Vision, Mission and Values with annual goals and priorities.

The Collaboration Council is also a shared governance group that integrates planning, AQIP accreditation, and review of new initiatives. Shared governance is a partnership among college leadership, constituencies, and divisions that promotes collaboration toward building a culture of quality. As it was in the initiative that launched the Council in 2009, student achievement remains a primary focus. The Council also serves as the college planning council and the strategic planning steering committee. The Council agenda culminates each year in the development of recommendations for annual goals and budget priorities in the coming year.

In summary, The Collaboration Council assesses what is important for the college as a whole. What do we need to address as a college, both annually and on a long-term basis? Where should we put our efforts? How do we translate what we hold as important into priorities, especially cross-functional priorities? How can we assess whether these efforts have resulted in the expected results we specified?

The Collaboration Council only concerns itself with those procedures and issues that affect all constituencies. The Collaboration Council is not involved with curriculum issues, individual salary, benefits, assignments, or individual department decisions. All employees are encouraged to attend the meetings should schedules permit.



III. Composition of the Current Collaboration Council

The Collaboration Council will be composed of the following individuals:

1. The President and the Executive Assistant to the President;
2. The three Vice Presidents;
3. At least two students, typically the Student Government President and the President of Phi Theta Kappa;
4. At least two faculty, typically the Faculty Senate President and a second faculty member involved in governance representation;
5. At least two classified staff, one of which should be the Chair of the Classified Council;
6. At least two administrative, technical, and professional staff, one of which should be the Chair of the Admin/Pro/Tech Council;
7. The Executive Director of Planning, Research, and Effectiveness.

The remaining Cabinet members will be asked to join the council when issues arise that involves their areas of responsibility.

Members, with the exception of the President, will serve for two years. Terms will be staggered so that each constituency group has one member in the first year and one in the second. Additionally, the following may attend for informational purposes relating to accreditation and/or strategic planning:

- AQIP team/project committee members
- Director of Institutional Research
- Director of Grants and Planning



IV. Responsibilities of Collaboration Council Members

- a. Share Points of View (POV) on issues and problems across college constituency and division boundaries;
- b. Recommend solutions and approaches to college-wide issues based on pertinent data, trends, and information;
- c. Align planning and accreditation through review of strategic and division plans, AQIP Action Projects and AQIP accreditation;
- d. Serve as the college Strategic Plan steering committee through development of strategic directions and evaluation of goal accomplishment;
- e. Promote transparency in college decision making through review of new initiatives, procedures, and proposals for accomplishment of the Mission;
- f. Based on input from all stakeholders, review and recommend annual goals and budget priorities for the college;
- g. Provide guidance for and assessment of efforts to build a “culture of quality” at RRCC through communication across constituency and division boundaries.

The 2013-14 Collaboration Council summarized their view of the Council responsibilities in three areas. There are (1) alignment of plans, initiatives, and projects to accomplish the RRCC mission, (2) communication among constituencies in regard to issues, problems, and solutions, and (3) general oversight of AQIP and AQIP projects. The group also found areas that overlapped all three areas. The membership felt responsible for the following activities.

1. Providing oversight and review for strategic and annual goals of the college as whole;
2. Constant striving to address problems, and suggesting ways to address these problem and improve the health of the college learning and working environment;
3. Constantly “taking the temperature” of the college on present and potential issues and problems, that is, serving as the eyes and ears of the college;
4. Sharing perspectives on what these issues and problems mean and how they affect each constituency;

5. Making recommendations as to what the college should set as priorities in regard to planning and resource allocation;
6. Providing two-way communication across the college through a unified voice that broadcasts what the Council does, providing both “feed forward” as well as “feedback.”

This feedback has been incorporated into the structure of meeting agendas for the Collaboration Council for 2015-2016. We anticipate that the 2015-2016 Collaboration Council will also make suggestions that will increase collaboration and involvement across the college.



V. 2015-16 Agendas for Collaboration Council Agendas

September 21, 2015

1. Review and approval of meeting notes from last meeting (Michele)
2. Introductions (Michele)
3. Rumor Mill
4. Reports from the Constituencies and Divisions
5. College-Wide Issues and Those on The Horizon of Which We Should Be Aware (Michele)
6. Orientation to the Collaboration Council Tim and Michele
 - a. Brief discussion of Collaboration Council purpose and work
 - b. Review annual agendas for 2015-16 Collaboration Council meetings with suggestions for additions or clarifications.
7. Discuss Vision 2016 – How can the Collaboration Council advance the vision?
 - a. Arvada Health Sciences Expansion
 - i. Moving (who, what, when, and in what order)
 - ii. Lakewood Campus space
 - iii. New programs
 - b. Bachelor of Applied Science Degree – WQM Program
 - c. Master’s Degree – Physician Assistant Program
 - d. Recreation/Fitness Center
 - e. AQIP Systems Portfolio
 - f. How can Collaboration Council address the issues that arise from these initiatives?
 - i. Culture swing as a result of a new BAS and Master’s degree, two major campuses, and more diverse faculty and students.
 - ii. How do we bring people together and break down silos and disconnects?
8. Discuss proposed agenda for College Development Day – October 21, 2015.
9. Other Issues (Especially those we need to which we need to pay attention in 2015-16)?
10. Adjournment

October 19, 2015

1. Review and approval of meeting notes from last meeting (Michele)
2. Introductions (Michele)
3. Rumor Mill
4. Reports from the Constituencies and Divisions
5. Report on AQIP Systems Portfolio Development
6. College-Wide Issues and Those on The Horizon of Which We Should Be Aware (Michele)
7. Visit to Arvada Campus – Tour?
8. Strategic Plan Review
 - a. Review of suggested refinements from Executive Team and Constituencies
 - b. Additional discussion of what we have accomplished, what we still need to address and where we need to focus our resources, and expected indicator targets
9. General Comments and Concerns
10. Other Issues?
11. Adjournment

November 19, 2015

1. Review and approval of meeting notes from last meeting (Michele)
2. Introductions (Michele)
3. Rumor Mill
4. Reports from the Constituencies and Divisions
5. Report on AQIP Systems Portfolio Development
6. College-Wide Issues and Those on The Horizon of Which We Should Be Aware (Michele)
7. Review of AQIP Action Projects
 - a. Common Learning Outcomes
 - b. Strategic Scheduling
 - c. Common Data Repository
 - d. Do we need to retire the Scheduling Project and develop a new Action Project based on the results of the college visioning session/College Development Day on October 21st?
8. General Comments and Concerns
9. Other Issues?
10. Adjournment

February 15, 2016

1. Review and approval of meeting notes from last meeting (Michele)
2. Introductions (Michele)
3. Rumor Mill
4. Reports from the Constituencies and Divisions
5. Report on AQIP Systems Portfolio Development
6. College-Wide Issues and Those on The Horizon of Which We Should Be Aware (Michele)

7. Review process for college-wide annual goal setting
8. Review and Discussion of the First Draft of the AQIP Systems Portfolio
9. General Comments and Concerns
10. Other Issues?
11. Adjournment

March 15, 2016

1. Review and approval of meeting notes from last meeting (Michele)
2. Introductions (Michele)
3. Rumor Mill
4. Reports from the Constituencies and Divisions
5. Report on AQIP Systems Portfolio Development
6. College-Wide Issues and Those on The Horizon of Which We Should Be Aware (Michele)
7. Review of current budget situation
8. 2016-2017 Annual Goal Setting
 - a. Review 2015-16 accomplishments
 - b. Review suggestions from constituency groups and divisions
 - c. Discuss the most important areas on which the college should expend time and money in the coming year, and the expected improvements that will result
9. General Comments and Concerns
10. Other Issues?
11. Adjournment

April 18, 2016

1. Review and approval of meeting notes from last meeting (Michele)
2. Introductions (Michele)
3. Rumor Mill
4. Reports from the Constituencies and Divisions
5. Report on AQIP Systems Portfolio Development
6. College-Wide Issues and Those on The Horizon of Which We Should Be Aware (Michele)
7. Make final recommendations for annual goals
8. Make final recommendations for annual priorities
9. General Comments and Concerns
10. Other Issues?
11. Adjournment



VI. Key Process – 2013-18 Strategic Plan

Strategic Goal and Direction

Indicator(s)

Goal 1 – Student Success

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| 1. Increase remedial completion | Course & sequence completion |
| 2. Improve retention and completion rates | Retention, completion & transfer |
| 3. Develop innovative academic programming | Development of programs & curricula |
| 4. Develop ongoing program review for all programs | Fully implemented review procedures |
| 5. Expand innovative use of instructional technology | Tech plan + professional development |
| 6. Upgrade facilities to resolve space issues | Completed plans & upgrades |
| 7. Improve advising and “smart scheduling” | Reduced student time to completion |

Goal 2- Community Engagement

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|--|--------------------------------------|
| 1. Increase access for underserved students | Underserved student enrollment |
| 2. Increase attainment for underserved students | Retention, completion & transfer |
| 3. Lower student debt load & default rates | Debt load, default, and scholarships |
| 4. Build programs & services that benefit community | Workforce & community partnerships |
| 5. Build enrollment through community partnerships | Concurrent enrollment & retention |
| 6. Build International education and global programs | Programs & curricular articulation |
| 7. Higher education marketing in West Metro | Marketing plan & community data |

Goal 3 – Institutional Renewal

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|--|---|
| 1. Digitize and share student information for advising | Data tools and student planning |
| 2. Develop technological & facilities infrastructure | Services, repositories, and usage |
| 3. New methods and platforms for instruction | Documented changes and outcomes |
| 4. Increase diversity through hiring | Diversity plan and climate survey |
| 5. Develop health and wellness services & training | Completion of facilities and assessment |
| 6. Expand professional development opportunities | Climate & effectiveness assessment |
| 7. Implement Process Improvement Team findings | Enrollment growth & completion time |

Goal 4 – Culture of Inquiry & Evidence

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|---|---------------------------------------|
| 1. Develop Common Student Learning Outcomes | Integration and assessment results |
| 2. Develop co-curricular learning goals | Integration and assessment results |
| 3. Establish clear pathways to completion | Student progression & completion data |
| 4. New instructional delivery centers and options | Completion and enrollment growth |
| 5. Complete an Academic Master Plan | Complete & implement plan |
| 6. Develop career planning & experiential education | # of career learning opportunities |
| 7. Develop systemic data collection and dissemination | AQIP reaffirmation of accreditation |



VII. Key Process - 2015-16 Annual Goals and Priorities

RRCC Annual Goals for 2015-16

1. Increase the number of undergraduate credentials issued by 4% from 2,254 to 2,344.
2. Increase the transfer out rate to public and private institutions of degree seeking students both in total and for those with at least twelve credit hours by 2% from 712 to 726.
3. Increase the retention rate across all levels of full and part time students from fall to fall from 51.2% to 52.2%.
4. Improve remedial course completion rates by 3% (from 65% to 68%) through progress toward implementation of the CCCS remedial task force recommendations.
5. Increase the number of degrees and certificates and transfers of underserved students by 1.5% from 315 to 320.
6. Increase in the overall number of underserved students by 1% from 2,867 to 2,897.
7. Increase resident FTE enrollment by 1% from 5,585 to 5,641 through enrollment management.
8. Goals specific to your college's strategic plan and initiatives.
 - a. Implement Smart Scheduling and Analytics software with special attention to related procedures.
 - b. Continue infrastructure development (both physical environment and technological platform) including the Arvada campus.
 - c. Begin development of the new RRCC Student Recreation Center.
 - d. Develop a teaching and learning initiative to promote learning and assessment throughout the whole college.
 - e. Continue work on obtaining Master's level certification from ARC-PA for our Physician Assistant Program.
 - f. Continue work with CCCS to obtain Higher Learning Commission accreditation in support of a Bachelor of Applied Science in Water Quality Management.
 - g. Continue to expand innovative professional development opportunities, such as job sharing and cross training.
 - h. Promote excellence through improvement of communication across the college.
 - i. Develop a new AQIP Systems Portfolio to meet HLC accreditation requirements.

RRCC Collaboration Council Priorities for 2015-16

Givens (We will do these in 2015-16)

1. Increase the number of undergraduate credentials.
2. Increase student transfer rates.
3. Increase fall-to-fall retention rate.
4. Improve remedial course completion rates.

5. Reduce disparities between minority and non-minority student achievement.
6. Maintain enrollment levels while increasing minority enrollment.
7. Continue building Arvada campus.
8. Continue work on the BAS-WQM Degree.
9. Develop a new AQIP Systems Portfolio.

*Additional Goals in Prioritized Order (after discussion of results)**

1. Smart Scheduling with special attention to related policies and procedures.
2. Technology (as budget allows) support and innovative use for faculty and students.
3. Teaching and Learning (promoting learning throughout the whole college)
4. Excellence through Communication through an Integrated Communications Plan
5. Infrastructure development for both the physical environment and technological platform.
6. Increase level and quality of advising and tutoring.
7. Innovative instructional delivery in the community (e.g. concurrent, Weekend College, etc.)
8. Professional development opportunities for faculty and staff.
9. Opportunities for creative classified staffing such as job sharing, and cross-training.
10. "Soft landing" for students not accepted for developmental classes at RRCC

*These additional goals will be applied as strategies to advance the "Given" goals listed above.



VIII. Key Process – HLC Team Appraisal of 2012 RRCC Systems Portfolio

Strengths to build upon

1. Shared governance
2. Student service infrastructure
3. Green economy educational initiatives
4. New HR Office, especially strategic planning for staff needs
5. Foundation connections with the community
6. Multiple ways to help underprepared students
7. Mechanisms that help transfer and CTE programs stay current
8. Range of processes to identify and respond to shareholder needs
9. Multiple ways to develop relationships with students

Improvements that must be made over the next four years

1. Develop and systemically assess college-wide student learning objectives
2. Develop and systemically assess co-curricular student learning objectives
3. Develop and systemically assess department-level student learning objectives
4. Develop and conduct systemic program review for programs other than CTE
5. Document how support services identifies new needs and changes
6. Develop and evaluate knowledge and information management system performance
7. Develop and systemically assess college planning and effectiveness



IX. Key Process – AQIP Transition Map for RRCC

Red Rocks Community College
AQIP Pathway Eight-Year Cycle Transition Map – Reaffirmation in 2018-19

Academic Year (Cycle Year)	Institutional Activities		Peer Review	Commission Decision-Making ¹
2014-15 (Year 4)	Annual Action Projects Filing		Annual Action Projects Response	
2015-16 (Year 5)				Submit Systems Portfolio
2016-17 (Year 6)				
2017-18 (Year 7)	Optional: Update Systems Portfolio			
2018-19 (Year 8)	Federal Compliance Filing & Comprehensive Quality Review (CQR) with final review of Criteria for Accreditation		Conduct Federal Compliance Review and Comprehensive Quality Review	Action on Comprehensive Quality Review & Reaffirmation of Accreditation
2019-20 (Year 1)	Attend one Strategy Forum			
2020-21 (Year 2)				
2021-22 (Year 3)	Submit Systems Portfolio		Conduct Systems Appraisal	
2022-23 (Year 4)	Possible CQR		Conduct possible CQR	Action on possible CQR
2023-24 (Year 5)	Attend one Strategy Forum			
2024-25 (Year 6)				
2025-26 (Year 7)	Submit Systems Portfolio		Conduct Systems Appraisal	
2026-27 (Year 8)	Federal Compliance Filing & Comprehensive Quality Review with final review of Criteria for Accreditation		Conduct Federal Compliance Review & Comprehensive Quality Review	Action on Comprehensive Quality Review & Reaffirmation of Accreditation



X. Key Process – AQIP Categories and Processes

Category One – Helping Students Learn

1. Determining, communicating and assessing *Common Learning Outcomes*
2. Determining, communicating and assessing *Program Learning Outcomes*
3. *Academic Program Design and Review* that meets stakeholder needs
4. Ensuring *Academic Program Quality* for all programs, modalities, and locations
5. *Academic Student Support* designed to help students be successful
6. *Academic Integrity* that ensures ethical practices while pursuing knowledge

Category Two – Meeting Student and Other Key Stakeholder Needs

1. Determining, understanding, and meeting the *Needs of Current and Prospective Students*
2. Collecting, analyzing, and distributing data of *Retention, Completion, and Persistence* to stakeholders for decision-making
3. *Determining Key Stakeholder Needs*, including alumni and community partners
4. Collecting, analyzing, and responding to *Complaints* from students and key (non-employee) stakeholders
5. *Building Collaborations and Partnerships* that further the mission of the college

Category Three – Valuing Employees

1. *Hiring* qualified/credentialed faculty, staff, and administrators to ensure effective high quality programs and services
2. *Evaluation and Recognition* of employee performance
3. *Development of Employees* that continually trains, educates and supports them to remain current in methods and contribute fully and effectively to the college

Category Four – Planning and Leading

1. Developing, communicating and reviewing college *Mission and Vision*
2. Developing, aligning, and reviewing *Strategic Planning* to achieve mission and vision
3. Ensuring sound and effective *Leadership*, including governance and internal leadership development
4. Ensuring that we conduct our affairs with *Integrity*, demonstrating legal and ethical behavior and fulfillment of social responsibilities

Category Five – Knowledge Management and Resource Stewardship

1. *Knowledge Management* that focuses on how data, information, and performance results are used in decision-making processes at all levels throughout the college
2. *Resource Management* that gives the college a resource base to support and improve our programs and operations
3. *Operational Effectiveness* through management of present operations and continuity of operations in the future

Category Six – Quality Overview

1. Development, alignment, and integration of *Continuous Quality Improvement Initiatives* within the college
2. Building a *Culture of Quality* through the integration of continuous quality improvement into the culture of the college through infrastructure, assessment, review, and reaffirmation



XI. Key Process – A Summary of AQIP Action Projects at RRCC

1. Assessment of Student Learning (Completed in 2005)

Goal: Set clear learning goals and/or performance expectations throughout instructional processes. Develop formative strategies to reflect on student performance.

2. Faculty Advising Pilot (Completed in 2006)

Goal: Increase the number of students accessing academic advising. Engage faculty as part of the general advising team during peak times for the first two to three weeks around a semester start.

3. Tutors without Borders (Completed in 2006)

Goal: Improve the success measured by passing grades and retention of students by adding supplemental teaching activities of tutoring in classrooms and highly trafficked student areas.

4. Increase Numbers of Graduates (Completed in 2006)

Goal: Increase the number of students applying for and receiving associates degrees.

5. Improve the Retention of a Diverse Campus Population (Completed in 2009)

Goal: Implement a plan to understand the underlying barriers in the college culture and identify those strategies that will lead to the feeling of inclusiveness and support.

6. Collaboration Council: Develop Shared Decision Making (Completed in 2010)

Goal: Improve the strategic planning process by increasing the engagement of college stakeholders in making recommendations and carrying out and measuring the outcomes of the decisions.

7. Expand Presence in Mountain Communities (Completed in 2009)

Goal: Survey mountain communities to determine interest and needs and to design and implement a plan to bring educational opportunities to these communities.

8. Using Data in Continuous Quality Improvement through Documentation of Student Learning (Completed in 2011)

Goal: Design and populate a web presence to showcase best practices in documenting teaching and student learning. Encourage sharing of teaching and learning strategies throughout the college.

9. Building a Diverse Campus: Encouraging Diversity and Its Many Dimensions While Appreciating and Nurturing Campus, Local, State, and World Community (Completed in 2013)

Goal: Implement new strategies to build an organizational culture of inclusiveness and support while breaking down barriers that inhibit inclusiveness.

**10. Development of Common Student Learning Outcomes
(Currently Active)**

Goal: Develop common student learning outcomes for Red Rocks Community College, and develop assessment procedures and data capture related to common student learning outcomes.

**11. Master Plan: Improve space utilization for greater efficiencies
(Currently Active)**

Goal: This proposed project will develop processes to evaluate space needs and provide avenues to best utilize the campus physical resources as the master plan recommendations are implemented.

**12. Analyze and Define Effective Strategy for Preserving Institutional Assessment Data
(Currently Active)**

Goal: Obtain systemic access to and use of institutional assessment data. Data will be aligned with planning and budgeting processes, and with updating of the RRCC Systems Portfolio.

For more information contact Tim Griffin (Planning & Accreditation) at Tim.Griffin@RRCC.edu or 303.914.6516 or Charles Duell (Institutional Research) at Charles.Duell@RRCC.edu or 303.914.6517. Also, please visit the Planning and Effectiveness page at <http://www.rrcc.edu/office-planning-effectiveness> and the Institutional Research page at <http://www.rrcc.edu/institutional-research>.

