



AUGUST 29, 2018

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS
FOR RIVERSIDE COMMUNITY COLLEGE DISTRICT

PRESENTED BY: DISTRICT STRATEGIC PLANNING SWOT ANALYSIS TEAM

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Riverside Community College District

Strengths, Weaknesses, Opportunities and Threats Analysis – Executive Summary

A team was convened to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis for the District to support the formulation of the District's upcoming Strategic Plan. Using existing SWOT analyses as models, the committee reviewed different SWOT surveys to select questions that would be included in a computer-based survey administered online.

The committee determined that input from multiple stakeholder groups was necessary to inform the analysis. Once the survey questions were decided upon and sequenced, the survey was administered to all staff, faculty, administrators and students with a District email address. Additionally, using lists provided by the office of each college president, the survey was sent to community members and members of the RCCD Foundation to help inform the perspectives for these constituencies. The survey was conducted during the time period of December 2017 and March 2018. In total, the survey collected responses from 2,433 different individuals.

The findings of the survey informed much of the SWOT analysis that follows. Additionally, the committee reviewed the RCCD Environmental Scan draft report to identify other elements that would help give a more complete SWOT analysis.

For our purposes, the SWOT analysis defines strengths as those institutional attributes that are deemed good, positive and or effective and are within our span of internal control and influence. A weakness represents an element of the organization that is not positive but is within our control. Opportunities exist external to the institution but provide an occasion for activity that can foster greater progress in advancing our mission. Threats are factors that also exist outside the institution but can impede or hinder progress toward achieving our mission.

To aid in determining which were the most salient strengths, weaknesses, opportunities and threats, the committee examined all the survey responses and applied a statistically-based selection criteria. While this was a useful technique for parsing the responses on the survey (which yielded mostly internal strengths and weaknesses as the survey was RCCD-centered), to determine external opportunities and threats, an analysis of the key findings from the RCCD Environmental Scan was also conducted.

The SWOT model that follows is the result of these analyses. Appended to this report are documents that were instrumental in informing the SWOT model.

Strengths, Weaknesses, Opportunities and Threats Analysis Summary

Strengths (Internal Locus of Control – Positive)

- We offer a wide range of educational programs.
- We value diversity / inclusion.
- FTES increasing since 2012/2013.
- Student population increasing since 2013/2014, reflecting demographic changes in area.
- Our faculty members are highly rated.
- Overall, student services highly rated.
- Full time faculty levels increasing.
- Classified staffing levels increasing.
- We have an effective high school outreach mechanism.
- Students receiving financial aid increasing.
- Percentage of first-time freshman passing college level math increasing.
- Percentage of first-time freshman passing college level English increasing.
- Students transferring to CSUs / UCs increasing.
- Awards and Certificates steadily increasing, somewhat proportionately by ethnic group.
- We have great success in acquiring extramural funding.
- We maintain strong reserve balances.
- RCCD continues to earn growth apportionment.
- Each campus has a facilities master plan.
- MVC has developable space for campus growth and expansion.

Weaknesses (Internal Locus of Control – Negative)

- Our feeder high school capture rate is decreasing.
- Full-time student (taking 12+ units /semester) enrollment not increasing.
- Transferable course success rates stagnant.
- Equity gap persists for Hispanics, African Americans, men of color and foster care students.
- Our admission & records processes need improvement
- Our student advising & counseling services need improvement.
- We do not provide job placement services.
- We do not provide adequate adult education/ worker training needs.
- We do not provide clear pathway to university transfer.
- Completion rates (AA, certificates or transfer readiness) remain stagnant and low.
- RCCD population aged 40+ steadily decreasing.
- Recruitment to hire timeline is quite long.
- Significant reduction in District Office staffing levels.
- Heavily dependent on state appropriation.
- Employee compensation costs increasing.
- We provide inadequate parking.
- Employees perceive workplace as inflexible.
- Significant deferred maintenance backlog exists.
- MVC & NC lack adequate facilities typical of a comprehensive community college.
- NC has limited ingress and egress capacity.
- RCC has a significant number of old and poorly functioning facilities.

Opportunities (External Locus of Control – Positive)

- Most feeder districts increased percentage of graduates with A-G requirements.
- Public high schools under pressure to increase college-going rates.
- Public high schools under pressure to develop CTE pathways.
- CSUs and UCs have state mandates to increase community college transfers relative to freshman enrollments.
- New Student Centered Funding Formula focusing on completions.
- Improved technology can enhance student experience.
- Regional population increases represents a growth market.
- Colleges are centrally located in ethnically diverse region.
- Increasing state budget translates into more offerings.
- Growing industry sectors are region-specific.

Threats (External Locus of Control – Negative)

- College going rates in Inland Empire are lower than SD, LA and Orange counties.
- Hispanic / African American HS graduation rate lower in RCCD feeder districts.
- Low unemployment rates deter college attendance.
- Competition increasing from other institutions of higher education.
- Increasing cost of education keeps potential students from attending.
- No predicted growth in Riverside County for high school age groups.
- This region has lower per capita income of residents.
- Employee benefits costs keep increasing.

RCCD Strengths, Weaknesses, Opportunities and Strengths Survey 2017

The following document is the survey that was administered via the surveymonkey.com site during the months of December 2017 through April 2018. In total, the survey was answered by 2,433 students, faculty members, administrators, support staff and community members.

The survey was structured in the following sections:

- RCCD Affiliation & Demographics
- RCCD Strengths & Weaknesses
- Opportunities
- Threats
- District Office-Specific Questions
- Moreno Valley College -Specific Questions
- Norco College-Specific Questions
- Riverside City College-Specific Questions
- Overall RCCD Questions
- College Leadership Questions

Based on suggestions from a preliminary presentation, where appropriate, all interval measures (that is, point-based or ranked scales) were recalibrated into five point scales, with lower scores designating less favorability/agreement and higher scores indicating more favorability/agreement with the item in question.

Dear Riverside Community College District students, faculty, staff, administrators, community and Board members,

As part of our strategic plan development process, we invite you to provide us with your perception of our strengths, areas where we need to improve, potential challenges that are looming that we need to plan for, and opportunities we should be prepared to seize that will allow us to more effectively achieve our mission. Your candid and honest feedback is welcomed and is greatly appreciated. Survey responses will be aggregated and not attributed to an individual respondent. Your feedback will help us chart the strategic direction of the District over the next five years. I encourage you to participate in this survey.

Thank you for your valuable input.

Sincerely,

Wolde-Ab Isaac

**Wolde-Ab Isaac, Ph.D., Chancellor
Riverside Community College District**

RCCD Affiliation & Demographics

1. The following questions are voluntary. What stakeholder group do you belong to?

- Faculty
- Classified staff
- Administrator / Manager
- Student
- Board of Trustee
- Community member

2. What RCCD entity are you primarily associated with?

- Riverside City College
- Moreno Valley College
- Norco College
- District Office
- Other (please specify)

3. How long has your affiliation with RCCD been?

- Less than 1 year
- 1 - 5 years
- 6 - 10 years
- Over 10 years

4. To which gender identity do you most identify?

- Male
- Female
- Not listed
- Prefer not to answer

5. Ethnicity

- African American / Black
- Asian
- White
- Hispanic
- Native American
- Pacific Islander
- Other (please specify)

RCCD Strengths & Weaknesses

6. Please indicate the areas of institutional strength of Riverside Community College District (RCCD) (check all that apply):

- Governance & leadership
- Quality of its faculty
- The range of educational programs (number and assortment of classes)
- Career technical education
- Quality of its student support services
- Relationship with its local community
- Financial & physical resources
- Commitment to diversity & inclusion
- Student success & achievement
- Student engagement & leadership development

7. RCCD is distinctively excellent in:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
General Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transfer Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career Technical Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic Skills Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Degree / Certificate Completion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student Support Services/programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lifelong Learning Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Athletics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural/performing arts programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

* 8. What RCCD functions/services need to be improved most? (Checkup to 5 functions/services)

- Admission & registration process
- Financial aid
- Quality of instruction
- Range of academic programs
- Quality of student support services
- International programs & support services
- Student advising and counseling
- Food services
- Safety and security
- Board meetings
- Community engagement
- Fundraising
- Marketing & communication
- Facilities planning & development
- Facilities maintenance & operations
- Faculty support & development
- Staff support & development
- Other (please specify)

Please rate your agreement with these statements:

9. RCCD has sufficient knowledge, skills or capabilities in academics.

10. RCCD has sufficient knowledge, skills or capabilities in Student Services

11. RCCD has sufficient knowledge, skills or capabilities in administrative support services.

12. Specify the degree to which the activities/functions listed below are value-added in advancing the RCCD mission (From "Not Much at All" to "Very Much")

	Not Much at All		Neutral		Very Much
Student Government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student Clubs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sporting Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff professional development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Faculty professional development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community outreach & engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Study abroad program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please rate RCCD's effectiveness in advancing its mission.

Opportunities

Indicate, in your opinion, the degree to which changes in the following represent potential opportunities for RCCD in the near future:

14. Technology

- Very likely
- Likely
- 50/50
- Unlikely
- Very Unlikely

15. Emerging markets/industries

- Very likely
- Likely
- 50/50
- Unlikely
- Very Unlikely

16. Government policies

- Very likely
- Likely
- 50/50
- Unlikely
- Very Unlikely

17. Population (migration in and out of this region)

- Very likely
- Likely
- 50/50
- Unlikely
- Very Unlikely

18. Social patterns (caused by changes in the population)

- Very likely
- Likely
- 50/50
- Unlikely
- Very Unlikely

19. Lifestyle (personal individual choices)

- Very likely
- Likely
- 50/50
- Unlikely
- Very Unlikely

20. RCCD is uniquely qualified to address the following community needs?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
Worker (re)training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
English language acquisition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring recent high school grads attend college	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job placement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community outreach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural enrichment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lifelong learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. The following trend has great potential for increasing RCCD operational effectiveness?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
Expanded use of robotics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workplace flexibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduced hierarchy / bureaucracy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Higher prioritization of innovative initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telecommuting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

22. What community needs are under-supplied that the RCCD can meet efficiently and effectively? (Check all that apply)

- Job placement / Worker training
- Adult education needs / Pathway to university transfer
- Information resources for local agencies
- Addressing critical community challenges
- Community-based research
- Service-learning
- Strategic partnering

Threats

Rate the potential for future threats to RCCD from the following:

23. Governmental regulation

- Low
- Average
- High
- Don't Know

24. Economic forces

- Low
- Average
- High
- Don't Know

25. Underprepared students

- Low
- Average
- High
- Don't Know

26. Decreased operating revenue

- Low
- Average
- High
- Don't Know

27. Other threat (please specify)

Assess the level of threat from our competitors :

28. ...Public colleges

- Low
- Average
- High
- Don't Know

29. ...Private Colleges & Trade schools

- Low
- Average
- High
- Don't Know

30. ...Online education

- Low
- Average
- High
- Don't Know

Indicate the potential likelihood of each institutional resource to adversely affect the long-term success of the District:

31. Financial

- Low
- Average
- High
- Don't Know

32. Human Resources

- Low
- Average
- High
- Don't Know

33. Technological

- Low
- Average
- High
- Don't Know

34. Facilities

- Low
- Average
- High
- Don't Know

District Office

35. Please rate your agreement with these statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
The District Office effectively meets the diverse needs of the students at all three colleges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The District Office is a positive and welcoming place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The District Office efficiently uses its resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
District Office policies & procedures are understandable & appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The District Office does a good job of advancing its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rate the quality of District support services:

36. Business Services

- Poor
- Fair
- Good
- Excellent
- Don't Know

37. Legal

- Poor
- Fair
- Good
- Excellent
- Don't Know

38. Facilities Planning & Development

- Poor
- Fair
- Good
- Excellent
- Don't Know

39. Fundraising

- Poor
- Fair
- Good
- Excellent
- Don't Know

40. Grants Management

- Poor
- Fair
- Good
- Excellent
- Don't Know

41. Human Resources

- Poor
- Fair
- Good
- Excellent
- Don't Know

42. Risk Management

- Poor
- Fair
- Good
- Excellent
- Don't Know

43. Public Affairs

- Poor
- Fair
- Good
- Excellent
- Don't Know

Moreno Valley College (MVC) Specific Questions

44. Please rate your agreement with these statements regarding Moreno Valley College:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
MVC effectively meets the diverse needs of its students.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MVC is a positive and welcoming place to learn & work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MVC efficiently uses its resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MVC's policies & procedures are understandable & appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MVC does a good job of advancing its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MVC operates in a manner consistent with its stated values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate Moreno Valley College on the following items:

45. Range of programs offered

- Poor
- Fair
- Good
- Excellent
- Don't Know

46. Quality of instruction

- Poor
- Fair
- Good
- Excellent
- Don't Know

47. Quality of student support services

- Poor
- Fair
- Good
- Excellent
- Don't Know

48. Adequacy of its facilities

- Poor
- Fair
- Good
- Excellent
- Don't Know

49. Campus climate

- Poor
- Fair
- Good
- Excellent
- Don't Know

50. Quality of business services functions [e.g., food service, bookstore, facilities operation, parking & police, Technology services, etc.]

- Poor
- Fair
- Good
- Excellent
- Don't Know

Norco College (NC) Specific Questions

51. Please rate your agreement with these statements regarding Norco College:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
NC effectively meets the diverse needs of its students.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NC is a positive and welcoming place to learn & work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NC efficiently uses its resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NC's policies & procedures are understandable & appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NC does a good job of advancing its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
NC operates in a manner consistent with its stated values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate Norco College on the following items:

52. Range of programs offered

- Poor
- Fair
- Good
- Excellent
- Don't Know

53. Quality of instruction

- Poor
- Fair
- Good
- Excellent
- Don't Know

54. Quality of student support services

- Poor
- Fair
- Good
- Excellent
- Don't Know

55. Adequacy of its facilities

- Poor
- Fair
- Good
- Excellent
- Don't Know

56. Campus climate

- Poor
- Fair
- Good
- Excellent
- Don't Know

57. Quality of business services functions [e.g., food service, bookstore, facilities operation, parking & police, Technology services, etc.]

- Poor
- Fair
- Good
- Excellent
- Don't Know

Riverside City College (RCC) Specific Questions

58. Please rate your agreement with these statements regarding Riverside City College:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know
RCC effectively meets the diverse needs of its students.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RCC is a positive and welcoming place to learn & work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RCC efficiently uses its resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RCC's policies & procedures are understandable & appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RCC does a good job of advancing its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
RCC operates in a manner consistent with its stated values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate Riverside City College on the following items:

59. Range of programs offered

- Poor
- Fair
- Good
- Excellent
- Don't Know

60. Quality of instruction

- Poor
- Fair
- Good
- Excellent
- Don't Know

61. Quality of student support services

- Poor
- Fair
- Good
- Excellent
- Don't Know

62. Adequacy of its facilities

- Poor
- Fair
- Good
- Excellent
- Don't Know

63. Campus climate

- Poor
- Fair
- Good
- Excellent
- Don't Know

64. Quality of business services functions [e.g., food service, bookstore, facilities operation, parking & police, Technology services, etc.]

- Poor
- Fair
- Good
- Excellent
- Don't Know

Overall RCCD Questions

65. The District is heading in the right direction.

66. I am optimistic about the future of the District.

67. I feel valued and support as a member of the RCCD community.

68. What is the greatest community need that the District is not meeting or is inadequately meeting?

- Preparing students for university transfer
- Career Technical Education training
- Adult education needs
- English language acquisition
- Job placement
- Economic development

Other (please specify)

College Leadership

Based on your experience, please rate the performance of the following leaders:

69. College Management / Administration

- Poor
- Fair
- Good
- Excellent
- Don't Know

70. District Management / Administration

- Poor
- Fair
- Good
- Excellent
- Don't Know

71. Board of Trustees

- Poor
- Fair
- Good
- Excellent
- Don't Know

72. Academic Senate Members

- Poor
- Fair
- Good
- Excellent
- no experience with this

73. Associated Students Government

- Poor
- Fair
- Good
- Excellent
- Don't Know

THANK YOU!

Thank you for your participation in this important survey.

SWOTs Frequencies Summary Table

The following document is a table of all the average (statistical mean) responses from the SWOTs survey. These scores have all been recalibrated to a 5 point scale for easier comparison.

Some of the survey questions were not scored on a scale, but rather were “Check All That Apply.” For those question, the percentage of the total sample is given instead of a mean. These percentages are listed under the heading of “Affirm.”

For this document, the questions are presented in the sections as they appeared in the survey. However, these responses are sorted by their mean (or affirm percentage) from highest to lowest. This was done to help the committee more clearly identify the most salient responses.

An 80% criteria was used to select the most salient items for inclusion in the SWOTs analysis. This means that for survey items scaled on a 5 point range, items with an overall mean of 4.0 (80% of 5) were included in the SWOTs analysis. For the “Affirm” questions, any items that were at least 80% of the highest item were also considered meaningful for SWOTs inclusion.

Question	Please indicate the areas of institutional strength of Riverside Community College District (RCCD) (check all that apply):	Affirm	Cases
q0006_0003	The range of educational programs (number and assortment of classes)	36.9%	897
q0006_0008	Commitment to diversity & inclusion	34.4%	837
q0006_0002	Quality of its faculty	34.0%	827
q0006_0005	Quality of its student support services	31.3%	761
q0006_0009	Student success & achievement	29.5%	717
q0006_0004	Career technical education	24.9%	605
q0006_0007	Financial & physical resources	24.1%	586
q0006_0006	Relationship with its local community	20.6%	501
q0006_0010	Student engagement & leadership development	20.2%	491
q0006_0001	Governance & leadership	13.0%	316

Question	RCCD is distinctively excellent in:	Mean	Cases
q0007_0001	General Education	4.08	1549
q0007_0003	Career Technical Education	4.01	1232
q0007_0006	Student Support Services/programs	3.93	1505
q0007_0002	Transfer Education	3.89	1395
q0007_0009	Cultural/performing arts programs	3.83	1218
q0007_0004	Basic Skills Programs	3.82	1354
q0007_0005	Degree / Certificate Completion	3.79	1384
q0007_0007	Lifelong Learning Education	3.62	1299
q0007_0008	Athletics	3.60	1102

Question	What RCCD functions/services need to be improved most? (Check up to 5 functions/services)	Affirm	Cases
q0008_0007	Student advising and counseling	27.5%	668
q0008_0001	Admission & registration process	21.9%	533
q0008_0008	Food services	21.1%	513
q0008_0009	Safety and security	18.2%	442
q0008_0004	Range of academic programs	17.1%	416
q0008_0002	Financial aid	15.4%	375
q0008_0005	Quality of student support services	15.0%	365
q0008_0011	Community engagement	13.7%	334
q0008_0013	Marketing & communication	13.0%	317
q0008_0017	Staff support & development	12.8%	312
q0008_0003	Quality of instruction	12.3%	299
q0008_0015	Facilities maintenance & operations	11.8%	286
q0008_0014	Facilities planning & development	11.0%	267
q0008_0016	Faculty support & development	10.5%	256
q0008_0012	Fundraising	6.8%	166
q0008_0006	International programs & support services	6.1%	148
q0008_0010	Board meetings	2.4%	59

Question	RCCD has sufficient knowledge, skills or capabilities in...	Mean	Cases
q0009	...academics	4.02	1588
q0010	...student services	3.80	1550
q0011	...administrative support services	3.58	1461

Question	Specify the degree to which the activities/functions listed below are value-added in advancing the RCCD mission	Mean	Cases
q0012_0007	Faculty professional development	3.68	1574
q0012_0005	Service learning	3.66	1559
q0012_0002	Student Clubs	3.65	1584
q0012_0008	Community outreach & engagement	3.64	1577
q0012_0006	Staff professional development	3.63	1585
q0012_0004	Cultural Events	3.62	1578
q0012_0009	Study abroad program	3.43	1568
q0012_0001	Student Government	3.41	1580
q0012_0003	Sporting Events	3.29	1574

Question	Please rate RCCD's effectiveness in advancing its mission.	Mean	Cases
q0013	Please rate RCCD's effectiveness in advancing its mission.	3.61	1574

Question	Indicate, in your opinion, the degree to which changes in the following represent potential opportunities for RCCD in the near future:	Mean	Cases
q0014	Technology	4.20	1336
q0015	Emerging markets/industries	3.79	1321
q0017	Population (migration in and out of this region)	3.68	1322
q0018	Social patterns (caused by changes in the population)	3.68	1319
q0019	Lifestyle (personal individual choices)	3.60	1317
q0016	Government policies	3.57	1312

Question	RCCD is uniquely qualified to address the following community needs?	Mean	Cases
q0020_0003	Ensuring recent high school grads attend college	4.01	1211
q0020_0007	Lifelong learning	3.81	1183
q0020_0002	English language acquisition	3.80	1121
q0020_0001	Worker (re)training	3.75	1145
q0020_0006	Cultural enrichment	3.71	1167
q0020_0005	Community outreach	3.59	1140
q0020_0004	Job placement	3.45	1096

Question	The following trend has great potential for increasing RCCD operational effectiveness?	Mean	Cases
q0021_0002	Workplace flexibility	4.04	1173
q0021_0004	Higher prioritization of innovative initiatives	3.94	1142
q0021_0003	Reduced hierarchy / bureaucracy	3.83	1114
q0021_0006	Telecommuting	3.67	1083
q0021_0005	Job sharing	3.62	1065
q0021_0001	Expanded use of robotics	3.49	1128

Question	What community needs are under-supplied that the RCCD can meet efficiently and effectively? (Check all that apply)	Affirm	Cases
q0022_0001	Job placement / Worker training	31.4%	764
q0022_0002	Adult education needs / Pathway to university transfer	28.8%	701
q0022_0004	Addressing critical community challenges	21.5%	523
q0022_0007	Strategic partnering	19.7%	480
q0022_0005	Community-based research	18.1%	440
q0022_0006	Service-learning	18.0%	439
q0022_0003	Information resources for local agencies	16.7%	407

Question	Rate the potential for future threats to RCCD from the following:	Mean	Cases
q0025	Underprepared students	3.95	1121
q0024	Economic forces	3.80	1056
q0026	Decreased operating revenue	3.74	936
q0023	Governmental regulation	3.55	1008

Question	Assess the level of threat from our competitors...	Mean	Cases
q0030	...Online education	3.46	1103
q0029	...Private Colleges & Trade schools	2.92	1095
q0028	...Public colleges	2.70	1095

Question	Indicate the potential likelihood of each institutional resource to adversely affect the longterm success of the District:	Mean	Cases
q0031	Financial	3.86	1053
q0033	Technological	3.70	1059
q0034	Facilities	3.47	1047
q0032	Human Resources	3.44	1013

Question	Please rate your agreement with these statements:	Mean	Cases
q0035_0001	The District Office effectively meets the diverse needs of the students at all three colleges.	3.31	855
q0035_0005	The District Office does a good job of advancing its mission.	3.24	827
q0035_0002	The District Office is a positive and welcoming place to work.	3.24	703
q0035_0004	District Office policies & procedures are understandable & appropriate.	3.20	819
q0035_0003	The District Office efficiently uses its resources.	3.04	764

Question	Rate the quality of District support services:	Mean	Cases
q0037	Legal	3.45	597
q0036	Business Services	3.30	711
q0040	Grants Management	3.30	624
q0042	Risk Management	3.20	581
q0038	Facilities Planning & Development	3.07	721
q0043	Public Affairs	3.04	633
q0041	Human Resources	2.99	770
q0039	Fundraising	2.82	577

Question	Please rate your agreement with these statements regarding Moreno Valley College:	Mean	Cases
q0044_0002	MVC is a positive and welcoming place to learn & work.	3.83	460
q0044_0005	MVC does a good job of advancing its mission.	3.66	429
q0044_0006	MVC operates in a manner consistent with its stated values.	3.66	434
q0044_0001	MVC effectively meets the diverse needs of its students.	3.59	460
q0044_0004	MVC's policies & procedures are understandable & appropriate.	3.53	424
q0044_0003	MVC efficiently uses its resources.	3.41	428

Question	Please rate Moreno Valley College on the following items:	Mean	Cases
q0046	Quality of instruction	3.78	412
q0049	Campus climate	3.53	413
q0047	Quality of student support services	3.40	384
q0050	Quality of business services functions [e.g., food service, bookstore, facilities operation, parking & police, Technology services, etc.]	3.38	396
q0045	Range of programs offered	3.28	437
q0048	Adequacy of its facilities	3.16	412

Question	Please rate your agreement with these statements regarding Norco College:	Mean	Cases
q0051_0002	NC is a positive and welcoming place to learn & work.	3.95	449
q0051_0005	NC does a good job of advancing its mission.	3.84	432
q0051_0006	NC operates in a manner consistent with its stated values.	3.83	423
q0051_0001	NC effectively meets the diverse needs of its students.	3.82	451
q0051_0003	NC efficiently uses its resources.	3.74	413
q0051_0004	NC's policies & procedures are understandable & appropriate.	3.74	415

Question	Please rate Norco College on the following items:	Mean	Cases
q0053	Quality of instruction	3.89	401
q0056	Campus climate	3.86	408
q0054	Quality of student support services	3.84	390
q0055	Adequacy of its facilities	3.61	420
q0052	Range of programs offered	3.57	433
q0057	Quality of business services functions [e.g., food service, bookstore, facilities operation, parking & police, Technology services, etc.]	3.55	397

Question	Please rate your agreement with these statements regarding Riverside City College:	Mean	Cases
q0058_0002	RCC is a positive and welcoming place to learn & work.	3.84	759
q0058_0001	RCC effectively meets the diverse needs of its students.	3.83	761
q0058_0005	RCC does a good job of advancing its mission.	3.70	720
q0058_0006	RCC operates in a manner consistent with its stated values.	3.69	712
q0058_0004	RCC's policies & procedures are understandable & appropriate.	3.59	711
q0058_0003	RCC efficiently uses its resources.	3.50	701

Question	Please rate Riverside City College on the following items:	Mean	Cases
q0059	Range of programs offered	3.94	777
q0060	Quality of instruction	3.88	741
q0061	Quality of student support services	3.66	701
q0063	Campus climate	3.57	741
q0062	Adequacy of its facilities	3.47	735
q0064	Quality of business services functions [e.g., food service, bookstore, facilities operation, parking & police, Technology services, etc.]	3.23	718

Question	Overall RCCD Questions	Mean	Cases
q0066	I am optimistic about the future of the District.	3.71	948
q0065	The District is heading in the right direction.	3.52	918
q0067	I feel valued and support as a member of the RCCD community.	3.40	969

Question	What is the greatest community need that the District is not meeting or is inadequately meeting? (Select Only One)	Percent	Cases
q0068	Preparing students for university transfer	31.7	260
	Job placement	27.0	221
	Adult education needs	15.9	130
	Economic development	11.0	90
	Career Technical Education training	10.1	83
	English language acquisition	4.4	36
	Total	100.0	820

Question	Based on your experience, please rate the performance of the following leaders:	Mean	Cases
q0073	Associated Students Government	3.62	609
q0072	Academic Senate Members	3.43	563
q0069	College Management / Administration	3.40	888
q0070	District Management / Administration	3.14	751
q0071	Board of Trustees	3.14	609

Recoding Open Ended Comments

The SWOTs survey contained seven questions where respondents were given the option to include open-ended responses to questions. For some of the questions, the responses clarified demographic and descriptive categories. Other questions asked opinions and suggestions. In order for these responses to be more useful, these open-ended questions were recoded into closed (but broad) categories. The following documents provides both the summaries of these responses, and complete, unedited responses (placed in their recoded categories).

Recoding Open Ended Comments

Background: Throughout this survey, respondents were given the opportunity to make open-ended comments on specific questions. These took the form of the category of “Other” and asked for respondent input. In order to help analyze these responses, these open-ended comments were close-coded into discrete categories. Two coders independently coded these into categories. While the frequencies for each of the recoded categories is presented herein, Appendix A has all the categories and the raw data that informed these groups.

Since many of these items were included as “Other” options in questions that asked for ratings, these “Other” responses do not have any ratings. However, the breadth of these responses give insight into respondent perspectives.

What RCCD entity are you primarily associated with?	
q2_keep	Total
Mix	15
Other	9
District Office	6
MVC	3
Grand Total	33

Ethnicity	
Q5_keep	Total
Multi	71
Other	44
Hispanic	20
Asian	5
White	1
Grand Total	141

RCCD is distinctively excellent in:	
q7_keep	Total
Academics-Based	30
Services (Student)	20
Personnel Related	11
Other	11
External Relations	6
Facilities	6
Communication	3
Grand Total	87

What RCCD functions/services need to be improved most?	
q8_keep	Total
Parking	67
Academics-Related	51
Services (Student)	49
Personnel-Based	39
Facilities	18
Communication	18
Process-Related	14
Technology	12
N/A	11
Other	12
Grand Total	291

The following trend has great potential for increasing RCCD operational effectiveness?	
q21_keep	Total
Academics-Related	11
Process-Related	8
Technology	4
Other	4
Personnel-Based	4
Communication	2
Services (Student)	2
Grand Total	35

Rate the potential for future threats to RCCD from the following (Other):	
q27_dt	Total
Philosophical	25
Personnel based	24
Academics	13
Safety/Violence	13
N/A	12
Student based	8
Societal	7
Technology	7
Facilities	4
Procedural	3
Multiple	3
Grand Total	119

What is the greatest community need that the District is not meeting or is inadequately meeting?	
q68_keep	Total
Service (Student)	28
Academics-Related	22
N/A	17
Personnel	15
Facilities	13
Technology	8
Safety/Security	7
Communication	6
Process-Related	5
Philosophical	4
Economic Support	3
Multi	1
Grand Total	129

The appendix with the complete, unedited survey responses begins on the next page.

Recoded Categories and Raw Responses

q2_keep	q0002_other Entity	Total
Mix	AAA	1
	all	5
	All 3 campuses	1
	All 3 colleges.	1
	All campuses and District office as I work for CBU and we have interaction with all.	1
	district police responsible for all campuses	1
	RCC and MVC	1
	RCC and Norco College	1
	RCCD Foundation	1
	Riverside and MorenoValley equally	1
	Riverside and Norco campus	1
Mix Total		15
Other	Foundation	2
	have been involved at all colleges and the DO	1
	Honors program	1
	InlandEmpire.US & RedFusion	1
	Online	1
	state worker	1
	Veteran Non Profit	1
	X	1
Other Total		9
District Office	CITD (California International Trade Development)	1
	Coil School of the Arts	1
	OED	1
	Office of Economic Development	1
	Office of Economic Development	2
District Office Total		6
MVC	Ben Clark Training Center	3
MVC Total		3
Grand Total		33

Q5_keep	q0005_other Ethnicity	Total
Multi	3rd generation American / multi-ethnic	1
	African American AND Native American	1
	african american/ afro latino	1
	African American/Pacific Islander	1
	All of the above	1
	Asian , hispanic	1
	Asian American	1
	Asian and Hispanic	1
	Asian and white	1
	Asian/White	1
	Austrian, Black	1
	biracial	4
	Biracial, black and white	1
	Black and white	1
	Black, White, Native, Hispanic	1
	Black/Filipino	1
	Black/white	2
	European, Portuguese	1
	Filipino/German	1
	Half his/white	1
	Half Lebanese, then French, Irish & German	1
	Half-White/Half-Hispanic	1
	Hispanic and African Americans	1
	hispanic/irish	1
	Hispanic/White	1
	I am mixed ethnicity	1
	I am mixed race. Welsh, Hawaiian, and Chinese.	1
	I am Mixed. Half Mexican and half Black.	1
	I'm mix	1
	Italian/ Ecuadorian	1
	Middle-east&Europe	1
	mix	3
	Mixed	7
	Mixed black and mexican	1
	Mixed Race	2
	mixed race black/ white	1
	Mixed; Native American, White, Black, Hispanic	1
	More than one race or ethnicity	1
	More that one race	1
	Multi Racial	1
	multicultural, american Indian, white and African american	1
	Multiple	1

	Multiracial	2
	multi-racial	2
	Thai-rican	1
	This question should allow the user to select multiple responses	1
	Two or more races	2
	White and Hispanic	2
	White Filipino	1
	White, Native American	1
	White/Hispanic	3
	White/Hispanic/Native American Mix	1
Multi Total		71
Other	.	1
	AAA	1
	Choose not to answer	2
	Creole	2
	Don't believe in ethnicity	1
	Haitian	1
	Hebrew Israelite	1
	human	3
	I am	2
	Indian	1
	Jewish	1
	Klingon	1
	Martian	1
	Middle eastern	3
	N/A	1
	NA	1
	Other	1
	Pashtun	1
	prefer not to answer	10
	prefer not to identify	1
	Prefer not to specify	1
	prefer to not answer	1
	shouldn't matter	1
	Slavic	1
	Starseed	1
	Why would ethnicity even matter?	1
	x	2
Other Total		44
Hispanic	Central American	1
	Chicana	1
	Chicano	4
	Chicanx is not Hispanic (to the crown of Spain) or Latino (Latin language)	2

	Latin American	1
	Latina/o	1
	Latino	2
	Mexican	2
	Mexican American	1
	Mexican/American	2
	Mexican-American	2
	Yaqui & Mexican	1
Hispanic Total		20
Asian	Filipino	2
	South asian	2
	South Asian — Indian	1
Asian Total		5
White	German,Irish	1
White Total		1
Grand Total		141

Count of RespondentID		
q7_keep	q0007_other - RCCD is distinctively excellent in:	Total
Academics-Based	Accepting Transfer Credits	1
	as a district no. RCC may have sports but RCCD does not	1
	Athletics are not available at all three colleges.	1
	Automotive technology	1
	Biological Sciences	1
	Culinary Arts	2
	Discovering new goals or desires for education	1
	Distant education	1
	General edo	1
	Great Engineering department at NORCO	1
	High-Achievment Programs (Honors Program)	1
	I am not sure how to answer these questions. Some institutions within RCCD excel in sports for example while another in CTE.	1
	International Business Management degree associate of science. Please Introduce as course. only certifcate available	1
	Moreno valley college does not have a nursing program	1
	Music	1
	Music and Nursing	1
	Need to offer more freaken English classes because I need to take English 14 dammit.	1
	Need to offer Russian 1,2&3	1
	Nursing	1
	Nursing Education	1
	RCC Drumline	1
	School of Nursing	1
	Staffing of highly motivated professors and teachers.	1
	The Nursing program wait list is ridiculous and needs improvement.	1
	There should be more options for online courses (sciences, math, English, etc.) with the in class labs. Living so far away and driving for a class that should have an online presence like other schools.	1
	This school is seriously in need of a sports team such as a soccer team, there is too open fields not being used, maybe building a stadium. Needs a track team and it's own cross country team please	1
	Within a department, there is no coordination of classes. The chemistry department is in trouble.	1
	Would like to see basic education courses that are free.	1
	YOUNG-AT-HEART PROGRAM	1
Academics-Based Total		30
Services (Student)	Bookstore	1
	Counseling	2

	Counselors	1
	enforcing District's student code of conduct	1
	EOPS	1
	LGBTQAI+ Student Resources, Representation, and Personal	1
	LRC learning resource center	1
	Mental health support	1
	Online registration platform	1
	outreach	1
	RCCD is consistently excellent in tracking student completions and employment.	1
	red tape, incompetent bureaucracy	1
	Safety	1
	Safety, security, and technology	1
	Student de stressing & mental health	1
	Summer session	1
	Support Deaf Community	1
	Taking care of Veterans: Raising student fees :-(1
	The school caters more to the younger generation to get them in college and there are older adults returning to school and don't remember quite as much since returning to school and it's a bit harder for them to pass the classes, but the younger generation gets all the perks and assistance along with the younger disabled	1
Services (Student) Total		20
Personnel Related	Don't have enough faculty for more classes , resulting in overload of classrooms. Resulting in students delaying their goals . Need more classes	1
	Educator quality	1
	Executive Management and Leaders are not representative of the population we serve, diversity and inclusion continues to be an issue here. As a college we are in worse shape than we were 25 years ago. Leadership needs to listen to the needs of the individuals and programs that they represent. Continuing to bring in managers from out of state is a gross error in judgement. RCCD was once a leader within the Community College ranks. We no longer have that reputation, folks do not want to come here because we have created a culture of a swinging door. Folks come in and go right back out, we have no leadership stability. Leadership needs to listen to the folks on the front line of programs and activity to get a good sense of what the issues and concerns are. Faculty, staff and program coordinators need to receive the resources required to be successful. This success would translate into student success. Ignoring and not listening to the voices of program leaders (managers) of faculty is executive level, administrative negligence. I repeat, Executive leadership is not representative of the student population that we serve. Also needed is a support system to help retain diverse faculty, the support systems are not in place.	1

	Faculty , secretary in the counselors department, the women are very rude	1
	Faculty support from administration	1
	HRER	1
	Inconclusivity of all faculty, that is not having the same ~10 faculty faces on District Committees	1
	Need more professors	1
	Professional interaction	1
	Teachers and Program leaders mentoring students	1
	we have improved on choices of leadership, now we need staffing	1
Personnel Related Total		11
Other	Faculty Association, groundskeeping, library databases	1
	I haven't gone to RCC yet. I have just applied, but im positive that I agree to strongly agree with each one of these.	1
	I wish RCCD would stay out of politics. Also, this whole "gender" thing is absolute nonsense.	1
	N/A	1
	none	1
	Providing awareness and skill building to help our students compete globally	1
	Recreation	1
	Stop sending political fueled emails to students.	1
	Student empowerment, student-run and Equity	1
	The District is not involved in any of these programs, all these programs are at the College level.	1
	Unable to answer due to lack of information	1
Other Total		11
External Relations	Community Engagement	1
	Community interaction/involvement/awareness	1
	Connecting to under-represented students and their larger community.	1
	Economic Development	1
	OED is excellent at helping local businesses	1
	Political influence, non-partisanship	1
External Relations Total		6
Facilities	Capacity	1
	cleanliness	1
	Grounds/Facilities Management	1
	Parking affects learning process	1
	Their physical performances and gardening is absolutely magnificent and beautiful/bright!	1
	We needs four hundred more parking structures.	1
Facilities Total		6

Communication	Communication between staff and students when their is an incident	1
	communication with faculty at large	1
	ease of getting information & open hours for working students	1
Communication Total		3
Grand Total		87

Count of RespondentID		
q8_keep	q0008_other What RCCD functions/services need to be improved most?	Total
Parking	MORE PARKING	1
	more parking spaces.	1
	Parking	35
	Parking and enforcing parking rules	1
	PARKING and Tutoring	1
	PARKING AT RCC	1
	Parking avability	1
	Parking availability	1
	Parking for both staff and students	1
	parking for students	1
	Parking for visitors	1
	Parking is horrible	1
	Parking lot	1
	Parking more for students	1
	Parking Please	1
	Parking Services	1
	Parking situation and need more science classes	1
	Parking Space	1
	Parking structures	1
	PARKING!	1
	PARKING!!! For the love of God build another structure	1
	Parking!!!!!!!!!!!!	1
	Parking, parking, PARKING!!!	1
	Parking, parking, parking.	1
	Parking. Most of the parking structure is reserved for staff. I attend classes in the evening and I am forced to park further away from campus or on a lower level parking structure when half of the parkInvoice lot is empty.	1
	Paying money for a parking structure that's always full. Students who pay for semester parking should be guaranteed a parking spot	1
	Please provide student with another lot or parking structure!	1
	RCC taking out the parking structure for the recent Administrative building, although perhaps better for the long run, nonetheless grievously irked and hampered students' parking. Also, Norco College has a great STEM Center model that RCC and MVC can follow.	1
	Student Parking	3
	Traffic and parking	1
	Traffic!	1
Parking Total		67

Academics-Related	Academic program availability	1
	Add Agricultural and paranormal psychology classes	1
	As community college, perhaps a higher emphasis on the professors so that the students can carry some clout when transferring.	1
	Athletics at MVC	1
	Better conditions/pay for Adjunct Faculty - Whom are now technically the majority of faculty!	1
	Better pay for Adjunct Faculty	1
	Class availability, especially science classes, nursing pre recs.	1
	Classes available online	1
	Early, Middle College and similar programs need to be expanded to insure students with better foundations and options in the long run and to keep up with MSJC.	1
	Focus on the older adults returning to school as much as the younger group of students	1
	helping students learn how to succeed at college	1
	I have been attending for 20 years. My only break(s) have been to further my career education, allowing no time take classes with RCC at the time. Since the academic requirements for Gen. Ed. have increased making it difficult to finish what I started and seeming to have to start over when I am 90% completed upon returning. There should be an academic exception for such instances for long time students.	1
	Less Administration, more full-time teaching staff	1
	Making the ADN nursing program more accessible to students without a high GPA who are underprivileged so we can become succesful professionals	1
	More class offerings	1
	More classes available to students	1
	More English classes dammit, like English 14	1
	More ESL courses and information in various languages	1
	More General classes for transfer, etc. (I.e., BIO-1)	1
	More higher level math instructors	1
	more music programs	1
	More online courses	1
	More opportunities for students to get involved on campus especially if they want to transfer to a 4-year	1
	more resources needed in instruction and less for student support services	1
	More support and finances to the Moreno Valley Human Services Program. We would like more funding to support the students that need clothing and food. We need more space to store clothing . We appreciate the support thus far.	1

	More variety of political science courses for students hoping to transfer to a 4-yr university as a Poli Sci major.	1
	MVC needs a performing arts facility	1
	Need better faculty in math department	1
	Need more online classes for full time working students. I have three kids, and a full time job, but not all the classes I need are online.	1
	Number of available classes. i.e. more than one calc 2 class	1
	Number of individual core classes	1
	Number of online classes, quality of online classes	1
	nursing program point systems vastly needs improvement. Time to get in is too long.	1
	Offer more classes	1
	Online Classes	1
	Online functionality and portal accessibility	1
	Online learning	1
	Range of music and theater programs	1
	REINSTATE YOUNG-AT-HEART DISCUSSION CLASS (CURRENT EVENTS) GREATLY MISSED	1
	Russian language courses	1
	Sonographer program	1
	Student success and achievement	1
	Student Success and Achievement	1
	Summer/winter class choices	1
	The availability of online classes	1
	The Norco Game Dev program is one of the best in the country and does not get the promotion it should; it is the only game dev program around in which actual industry professionals teach the classes. It could and should receive more marketing and promotion.	1
	The quality of some professors is far below standards. (Stop teaching or showing up after drop without W date!	1
	The teaching staff	1
	Transfer program	1
	Welding department	1
	Would like to see basic education courses that are free.	1
	Academics-Related Total	51
Services (Student)	Academic counseling	1
	After hours and weekend student support for those classes that are in the evening and won the weekend.	1
	Assessment	1
	better parking and lower parking fees	1
	campus police	1

	Club meetings and activities for the working adults (do stuff in the evening for those who can only come to school at night). I have missed alot of activities because most things on campus happen between 11am and 2pm. I am a full time employee and cant take off during those hour but would love to be part of the different activities on campus...I cant join a club or do any meetings because I and a sole provider and cant afford to take off work to come to mid day meetings.	1
	Connection to the business community and training students for jobs that are needed	1
	Counseling	1
	counseling appointments at RCC	1
	COUNSELING NEEDS TO BE STRONGLY IMPROVED AT MVC	1
	Counseling staff	1
	EOPS needs to work more better in getting their students books on time.	1
	expanded nurse training opportunities or communities designed specifically to help the pre-nursing student become successful	1
	Extended availability of services. People who have night classes can never go to info sessions, counseling sessions, even clubs because they're all during the day or centers close too early.	1
	Getting information about transfer	1
	having orientations for student who did not attend or entered during the winter	1
	Health Services (Psychological)	1
	Healthier options - Less fried foods	1
	I consistantly have issues with payroll!	1
	i have cognitive issues so far i have not had the services to help me with the more difficult classes.	1
	inviting speakers to talk in campus	1
	I've reported incidents twice that seemed potentially dangerous and serious to which security completely ignored me and brushed them off.	1
	Let students into classes even after the 1 week period is done. Such a hassle trying to get class and having to go this signed and that signed. Just give the add code to the students.	1
	Library	1
	library hours extended,	1
	Library leadership & resources	1
	Library Services, Student Services remaining open and not closing randomly throughout the day	1
	Mental health services and parking	1
	Mentoring and job placement	1

	more student employment options	1
	Needs more for those who haven't been to school in so long, I hadn't been to school in 15 years and it was hard coming back like maybe some classes just for people like that and it can educate them more on making the transition of going back to school there's all kinds of stuff that can be done in a class like that geared towards people coming from a ghetto background, I. To help people from a negative background that like me and help them succeed make friends and be comfortable with their new identity.	1
	OED should be marketed to the colleges and business community. RCC should provide counseling, training and placement assistance for jobs that are needed now, that don't require a college degree.	1
	office hours to accommodate those who work full time	1
	RCCD Library Leadership & Support	1
	Riverside City Campus Bradshaw Building: better food choices	1
	Safety Drills	1
	scheduling to support those who work full-time	1
	Some of the women in the nurses office try to push you to get on birth control and shun you because you aren't. They say condoms aren't effective but not everyone can get on birth control	1
	student activities and high school outreach programs/activities	1
	Student Bookstore	1
	Student Health & Psychological Services	1
	student life and student activities offerings	1
	Students with slow mental abilities	1
	Study Abroad	1
	Testing and placement of students in correct level classes so they can transfer in 2 years	1
	The director of the counselors in MCV needs to be coach and treat students with respect.	1
	The food is extremely unhealthy	1
	With regards to financial aid, if disbursements can be issued prior to the beginning of the semester, that would help students purchase their books and have them on hand on the first day of class.	1
	your staff never know what they are doing or how to help me	1
Services (Student)		
Total		49
Personnel-Based	Administration and counseling staff are rude! If they work with students, why is there so much hostility towards people that need help?!	1
	Administrative services at the District level	1
	administrator support and development	1
	Bridging the gap between Classified staff and administrators	1

	Chancellor's Office	1
	District Leadership	1
	District leadership in continued reorganizational structure to support colleges; Consistent district leadership.	1
	district office	1
	District Office of the Chancellor	1
	District work (H1b) visa sponsorship of non-us citizen part-time faculty	1
	Diversity. Not pushing ONE voice/opinion/political stance AND respecting ALL viewpoints	1
	DRC should engage with faculty. College website is poor.	1
	Employee education/ professional development	1
	Establish Employee Professional Development Pathways	1
	Executive leadership	1
	Facilitating meetings with students through part-time faculty office space	1
	faculty collaboration with other parts of the institution	1
	Have encountered unprofessionalism with office staff.	1
	hire more professors of color	1
	Hiring instructional support staff for highly needed areas.	1
	HRER	1
	Human Resources	1
	I checked quality of instruction I would like to qualify that by specifying instructors of math and the sciences that don't speak English well enough to be understood. Also your parking situation needs to be rectified.	1
	Inconclusivity of all faculty, that is not having the same ~10 faculty faces on District Committees	1
	It would be nice for Staff to be seen as equal as Faculty	1
	Job opportunities	1
	Lack of support for management. Management follows the CSEA Contract only to counter by delays of hiring and retaliation.	1
	Leadership	1
	leadership selection and development	1
	Leadership and retention of that leadership	1
	More Qualified Professors	1
	Part-Time Faculty Support and Development	1
	Positioning away from fraudulent practices regarding reimbursement for classes taught by associate faculty as identical to those taught by full time faculty. This is either a fraud on the state, a fraud on the students, or a violation of equal pay for equal work.	1

	RCC is top heavy, there are management positions and then support staff positions. The mid-level classified component is missing. The management positions are academic minded and they do not have the experience to manage people or business. RCCD is an academic BUSINESS lacking business management. You can build all the student programs and academics possible but if you don't also build the internal infrastructure of staff, efficient procedures and mid-level supervisors who are willing to manage people and procedures, it will never fully improve as a business.	1
	Reassessment of teachers and staff	1
	Staff diversity	1
	Staff training re college processes, Galaxy, etc	1
	The District needs to publish the data on the diversity of faculty, managers and classified staff and the diversity of the students we serve. This publication was produced years ago through diversity however with the amount of turn over past years this very telling document has not been continued. This public information should be created, produced and published for all to see.	1
	training faculty, professors, and staff to know the student code of conduct from the District	1
Personnel-Based Total		39
Facilities	Allow community access to gyms, basketball court, pools	1
	cleaning	1
	Computer Lab	1
	Creating a Women's golf team and parking	1
	Facilities as in the buildings themselves	1
	It is so dark on campus when I leave my class at night. Very scary.	1
	keep-up with cleanliness in restrooms especially restocking in toilet papers!	1
	Lighting around campus for night classes is terrible, the lighting is very dim. And night classes cannot park in Staff parking is bizarre. I walk past 100 empty staff spaces when I walk to and from class, why can't I park in those spaces?	1
	Many buildings need to be remodeled. The Technology B building is quite rundown and needs help. There should be more focus and more opportunities for students in fields that do not include sports. Such as traditional art, graphic design, ceramics, sculpture, and other less populated fields. The sports programs and counseling centers seem to get all the funds and building remodelings. What about the others? The teachers are absolutely fantastic, but more room and better buildings are needed.	1
	More lighting around the quad at night it's too dark	1
	Photography Lab	1
	Please keep the campus safe from crazy individuals.	1

	Properly functioning buildings/classrooms	1
	restrooms(quad)	1
	Student areas	1
	the lions den needs to stay open longer	1
	The school needs a facelift.	1
	There needs to be security cameras in the parking structure. It is not safe in there especially at night.	1
Facilities Total		18
Communication	Communication among various entities within the district. At times, it seems like the right hand doesn't know what the left hand is doing. Mixed messages are sent and no one knows which one is accurate.	1
	COMMUNICATION between constituents	1
	Communication for Staff	1
	Email communication with students	1
	Informing students of services available	1
	mending relationships at the college level and defining leadership roles. Chancellor vs president roles.	1
	out-of-state student communication	1
	Overall accessibility of the website, particularly on mobile devices.	1
	Phone calls need to be answered	1
	School website	1
	Simpler wesite	1
	Student Feed back Surveys	1
	website (access, navigation), differentiation (RCCD is NOT RCC); collaboration, parity among colleges; branding (give colleges autonomy in branding/marketing programs)	1
	website design and optimization	1
	Website is always down or not functioning correctly.	1
	Website needs a overhaul	1
	Website, Online Registration & Parking	1
	Your certificate info. for all programs is not up to date on website. Would like to see more information on relationships with local employers too	1
Communication Total		18
Process-Related	All functions become bogged down in to many meetings!	1
	allow teachers to conceal carry on campus to be able to protect students effectively in the case of an active shooter. that way, students and staff will not being sitting ducks hoping they are not the next statistic.	1
	Class Rooms should be open for student prior to start of class at least 15-30 minutes some students get to class early and have to stand and wait outside of class. I believe this is good practice for work force. Get to work early you is a good exercise	1

	Curriculum process	1
	District educational services supporting curriculum has been terrible. Funding should be redirected to the colleges to hire staff to work on our own catalogs and degree/course submissions to the state chancellor's office.	1
	During the first day of classes there were individuals bugging others to sign petitions. They were using bait&switch and lying about what the petitions were that students were signing. Taking advantage of those in a hurry and those who are too trusting to blindly sign their petitions.	1
	every campus need to have staff and an office and knowledge of the DACA students many times ive gone and asked information for the DACA students and they have no idea what im talking about.	1
	Fair Funding to all colleges especialy Moreno Valley. Improve Moreno Valley College	1
	Grant management	1
	Policies concerning JFK students	1
	Shared governance and leadership (interesting that it was listed as a choice under strengths but not here under weaknesses)	1
	The processes of accounts payable, travel requests, the approval process takes months sometimes. the hiring process is daunting and there is no training or support when hired.	1
	There are students smoking and skateboarding on campus.	1
	Transparency of planning throughout all levels of the process.	1
	Process-Related Total	14
Technology	College technology is very out dated	1
	Computer technology (reporting and websites)	1
	Information Technology	1
	IT	1
	IT capacity (need more staff to do more things)	1
	IT infrastructure & IT communication, deans need better training, HR hiring processes, purchasing needs streamling, BRING BACK THE PRINTED DISTRICT DIRECTORY	1
	Replace all computers every 5 years. Hire full-time staff (technology specialists) to assist faculty and students in each academic discipline's labs.	1
	Technical issues	1
	Technology	1
	technology, mobile access	1
	The computers are not equipped with professors need to function for lectures or grading. For example Acrobat program is not on, so we cannot open files that need it.Computers erase all in 24 hours so faculty cannot access excell sheets to put grades in or open excel sheets from email or usb sticks.	1

	The IT infrastructure needs to be more robust, so that it is easier for students to use mobile devices to login and take care of their student accounts. There is poor signage around campus. We do not take enough advantage of social media.	1
Technology Total		12
N/A	1st semester adjunct - Do not know	1
	Do not know.	1
	dt test	1
	I	1
	I have not gone to RCC or visited, therefore I cannot answer these questions accurately.	1
	No clue. I'm a new student.	1
	No idea	1
	none	2
	not sure	1
	This is a great question! I need more info to answer it appropriately	1
N/A Total		11
Other	all that are listed	1
	Every option that I've had personal experience with is serviceable. If there is any need for improvement, it's in an area I'm unfamiliar with.	1
	Everything needs to be improved and revisited to make it better for our students.	1
	Everything on this list needs to be approved; Students need to understand where their financial aid is going, what can be done to make the campus more safe for all, and why LGBTQAI+ students aren't considered under the Equity Plan or under Equity Funding	1
	For norco college specifically, treating white students like myself, who can be just as underprivileged financially as any other race, like we are all upper class ATMs with safe supportive homes to go to while offering POC all of these countless programs and handouts is the reason I no longer wish to attend any RCCD school and will either drop out or transfer at the end of this semester. Also, stop pandering to the liberals.	1
	If I could I would choose more than 5 options.	1
	More programs and campus involvement for evening students. There are many great things that happen during College hour but evening students will never get to attend.	1
	Need for community events which include the whole community, not only students.	1
	Report Illegal Aliens to ICE	1
	Stop sending political fueled emails to students. I'd like to attend college without feeling like I'm being brain washed.	1

	why limit the answers to only 5? It certainly needs to enhance its cultural-competency, visionary leadership	1
Other Total		11
Other	RCCD Foundation	1
Other Total		1
Grand Total		291

Count of RespondentID		
q21_keep	q0021_other The following trend has great potential for increasing RCCD operational effectiveness?	Total
Academics-Related	Focus on the student is and will always be RCCD's greatest strenght.	1
	Get better teachers to teach general classes	1
	Give opportunity to low income students into the vocational programs. Don't judge what's on paper, not everyone has same life path.	1
	Kinesiology	1
	More online courses	1
	More student involvement	1
	On campus low cost rental housing for veterans.	1
	People aren't learning through a classroom any more. Online classes are good but online learning/ programs are best. I believe more and more people are educating themselves through online video/chat programs and breaking away from traditional desk classroom. Especially, the shy students.	1
	Student-run and student-empowered workers	1
	The STEM Center at RCC was lackluster and much like a tutoring center; the MVC one was better and gave room for student projects; the Norco College STEM Center allowed for a functional prosthetic arm to be created by students under a collaboration with Loma Linda University, and fosters learning with a variety of resources unique to itself.	1
	your system wide platforms could use some improvement and maybe if you stopped gauging students on books you might sell more or better yet you could advocate for the students by encouraging professors that can to use open source books	1
Academics-Related Total		11
Process-Related	enforcing District student code of conduct in classrooms	1
	I find it ludicrous to want to advance to initiatives when the foundation of the institution is in flux and fragile.	1
	Increased monitoring of grant activities	1
	Telecomuting is great esecially for functions that dont necesarrily need to inteface with campus.	1
	The District needs to develop a structure that is comprehensive to the colleges. There needs to be a clear definition of the District role. We should function as support and collaborate.	1
	Too many initiatives, too many meetings, too little time.	1
	we waste a lot of time in unnecessary and unprepared meetings	1
	who gets to telecommute? what flexibility?	1
Process-Related Total		8

Technology	Interactive Counselling using algorithms when students fail a class, decide on a Major, or decide to change Major	1
	Replace all computers every 5 years. Hire full-time staff (technology specialists) to assist faculty and students in each academic discipline's labs.	1
	Safet, security, and technology (at Norco specifically also known as the dead zone campus)	1
	Strongly Agree for advanced technology	1
Technology Total		4
Other	Keep it basic and focus on what has worked	1
	Poorly worded question - what are you asking?	1
	Stop sending political fueled emails to students.	1
	This question is really confusing. Future surveys should consider less complicated language. I can't figure out if you are asking places where RCCD is going to do great, or if you are wondering which of these areas need improvement.	1
Other Total		4
Personnel-Based	Competitive salaries for technical jobs	1
	Faculty-Involved Meetings via Conference Calls	1
	flexible work hours 4/10s	1
	People at RCC and MVC don' know what other departments do or know how their counterparts at the other colleges do things, yet I have to figure it out because I have classes at more than 1 campus. Your people obviously need training and communication between eachother. your lack of training and communication affects me as a student consistantly.	1
Personnel-Based Total		4
Communication	Better functioning website.	1
	COMMUNICATION among constituents	1
Communication Total		2
Services (Student)	If we move towards loosing education funding, organizational effectivness and effceny will need oto become a focus: less overhead and more focus on serving the customer to compete will likley affect RCCD sooner they are capable to responding.	1
	LGBTQ training, Student-centered and student-run focus, Actually implementing recommended policies by the data	1
Services (Student) Total		2
Grand Total		35

Count of RespondentID		
q27_dt	q0027 Other threat (please specify)	Total
Philosophical	continuing to pander to liberal ideals, turning RCC into a typical liberal arts school with crap degrees and considerable student debt with little/no job opportunities. turning the school into an extremely political environment therefore rendering the campus dangerous to anyone with opposing views.	1
	Differences in opinion and values that will chaos additional chaos to the college District. Need to stay focused and well balanced for the greater good of our students. Hopefully a good structure is created for the colleges to grow and succeed.	1
	different leadership ideas and goals can tear apart the District.	1
	diverting from the mission	1
	Division amongst the three sister colleges; erosion of district-wide curriculum.	1
	Extreme Feminism, LGBT gender wars, & most of all the extreme sensitivity of being political correct 24/7, even though RCC is a college and is meant to teach us how to debate in a healthy manner, whether we agree or disagree with a subject.	1
	Having one universal community college online school is a threat to us. Online is education is the future and will benefit RCC greatly.	1
	I don't know why I am doing this survey because the people who represent RCCD don't care about student's success.	1
	If you keep draining government funds with illegal students who are attending college for free whilst i'm drowning over here as a US Citizen. People are going to be very unhappy, not just me.	1
	It is not underprepared students that are a threat, it is the ways in which we respond and address the needs of these students that is a threat to the entire institution.	1

	<p>It's no secret that modern school systems are failing a wide majority of students across the globe, and traditional efforts have done little but drive a wedge between students and school. It is my firm belief that the number one concern for incoming RCCD students and the lack thereof stems from the mandated nature of high school. More and more students are viewing school as an obligatory weight to be shed as soon as possible as opposed to a way to increase ones opportunities, which in itself is a vague cliché phrase for all too many students. I believe the most appropriate solution is two part, one part being heavy student focus which RCCD already excels in. Fantastic staff and resources, beautiful campuses, and a wide array of courses with a wide range of schedules and accommodations. The second part I would recommend to RCCD is a tad bit odd. Actively dissuade parental intervention in student activities. If a student is attending to please their parents it has been my understanding and experience that the students will not only be more likely to fail and drop out, but even those that do pass and graduate are hard pressed to provide any skills or knowledge they deem valuable or helpful, and most would go so far as to say their time at school was miserable, and would then prefer to toil about in equally miserable jobs with no end in sight merely because it is "not school."</p>	1
	Justice	1
	Lack of cultural sensitivity from some professors (for example, a psychology professor starting an informal discussion about whether the students accept transgender people using the bathroom of their choice).	1
	Martial Law, Liberalism, Calexit, acquiescence.	1
	Not allowing potential students to have a free education to get them ready to take college courses at the college.	1
	Political correctness, especially this ridiculous movement regarding "hate speech." One cannot defend against being offended; nobody has that right in this world, no matter what side (e.g., right or left, Dem or Rep).	1
	Politics	1
	President Trump announced that California is a threat to national security for housing Sanctuary Cities. My POL-1 American Political Science class taught that this a form of revenge politics, and this case seems to coincide with state and federal funding with grants.	1
	Prioritization of immigrants over local COMMUNITY students.	1

	state colleges are always so slow in adapting to changes in the marketplace of jobs. This made the recession worse for many of us who opted to try to retrain for new careers during the recession, only to join a state system that was 5 to 10 years behind what employers wanted and needed from new workers. Somehow, ALL state colleges have to be talking to businesses constantly to find out what skills workers need now, and be ready to quickly implement new classes and majors in anticipation of marketplace needs, not merely in reaction to them. I have a 2nd BA and not until I graduated did I really comprehend how obsolete the CUS program I attended was. But they were happy to take my money, weren't they? That experience has soured me on ALL higher education and I always wonder if leaders of colleges have any idea how tough the job market is now for so many? All colleges have to stop being so stupidly reactionary, and start being prescient.	1
	State of CA laws	1
	Stop sending political fueled emails to students.	1
	Trying to appease the illogical masses.	1
	Unnecessary operations	1
	Utilizing funds to provide services to illegal immigrants rather than legal residents	1
Philosophical Total		25
Personnel based	1. We have not completed our overhaul of behavioral interventions regarding school discipline as well as mental health. 2. Leadership "cliques" seem to have a life of their own, reinforcing dynamics of overwork/martyrdom + punishment. Undermines collegiality and shared governance.	1
	Administration doesn't listen to students or give them space outside of Board of Trustee meetings to voice their opinion; instead of students going to the Board of Trustees; the Board of Trustees should go to the students	1
	Bad teacher placement.	1
	Campus Police looking to harass students compared to make students feel safe; condescending staff who enjoy mistreating students.	1
	Campus Safety is inadequate at this time and thus faces a high likelihood of campus violence beyond what our local police can handle or curtail as the trend of violence grows.	1
	Constant administrative turnover. means poorly run institution with instability & poor morale for the workers e.g. New Deans, new Presidents, New Chancellors	1
	CSEA	1

	Decreased administrative faculty engagement to work FOR the students they serve as well as the poor management of adequate facility assignment and allocation to allow ALL departments to grow and succeed in their field of work (i.e., Photo Dept.).	1
	Failure to keep employees because of salary inequality	1
	get qualified professors...at least phd	1
	high turn-over rates	1
	I've found lazy teaching is quite a problem at RCC The professors either fight to watch the students fail or don't understand how to communicate their teachings.	1
	Inconclusivity of all faculty, that is not having the same ~10 faculty faces on District Committees	1
	Lack of development of capacity to respond and meet stakeholder expectations for worker training, transfer education, English language acquisition, etc.	1
	Low grades, need more educational doctorate EdD. Professors.	1
	Low morale - staff, faculty and managers not feeling valued and respected. If we want students to feel valued and respected, we need to do a better job of having the people who work at RCC feel valued and respected.	1
	Management that doesnt understand or care about needs of workers, lack of career specialty online education like nursing, technical	1
	Out of control Union	1
	overworked and under respected faculty	1
	The conditions for adjunct faculty are eroding aspects of the college. The lack of respect and appreciation for the role of adjunct members is corrosive in many departments.	1
	The greatest threat is the continued failure of leadership that has led to mismanaged resources, low morale, and management principles being inappropriately applied to people.	1
	The language chosen for this survey feels threatening itself, and it suggests one of the threats to RCCD which is a business mindset being applied to higher education and administrators who are not educators.	1
	too much money wasted at the top levels	1
	We are an HSI and our leadership does not reflect the population we serve. It is obvious that some folks in executive leadership do not understand the population that we serve.	1
Personnel based Total		24
Academics	lack of culturally-relevant curricular options	1
	Lack of investment in distance education.	1
	LOSS OF YOUNG-AT-HEART PROGRAM; NEED TO MAINTAIN AND ADD-ON TO PROGRAM	1

	On line colleges	1
	Online Education	1
	Online learning	1
	Reduced standards of instruction due to economic and social pressure on 'success' outcomes.	1
	Relevance. Ability of traditional AA/transfer to meet the needs of next generation workforce.	1
	The fact that not all of your courses for a Degree/Transfer in any specific subject are not being taught as night courses or online at each individual campus. Commuting is not an option for every student. A great example of this is CIS-21.	1
	The inability to obtain classes or the deterrence from attending classes due to the abysmal parking structures here on campus.	1
	The recent issue of students having to take non-relevant courses that do not prepare them for their pathway.	1
	There are 2 or 3 dozen other Inland Empire education sources. Community Colleges must admit there is competition.	1
	With new regulations, unprepared students are thrown into classes. The goal was to "push them through the pipeline" so they would transfer/graduate sooner. By placing unprepared students in more advanced classes, we are forcing them to take and retake classes until they figure out that they need to take a lower level course, or until they drop out. This defeats the original purpose. While it's true that some students were ready for more advanced courses, this is not true for all students.	1
Academics Total		13
Safety/Violence	Active shooter and terrorist threats	1
	Campus Shootings	1
	Criminal activity from those who are disaffected and/or aggrieved.	1
	Gun regulation presenting security fears.	1
	I've reported seemingly concerning situations to campus security who has brushed it off AND DONE NOTHING. I refuse to go through campus security anymore as they have proven to me they do not care about student safety. From now on, if I seem something, I will just call 911.	1
	Not prioritizing safety on campus for the students and faculty.	1
	physical threat - active shooter - high	1
	Safety issues related to potential lock-downs, need to evacuate campus, communication of emergency information, etc.	1
	Safety overall	1
	Security!	1
	student violence	1
	Students smoking marijuana in the premises	1
	Violence, Safety threats	1

Safety/Violence Total		13
N/A	?	1
	Don't know.	1
	i don't know	1
	IDK	1
	N/a	3
	No	1
	none	1
	none that i know of	1
	Not anything	1
	X	1
N/A Total		12
Student based	Decrease in enrollmentees	1
	General outreach for access for enrolling	1
	Help the dreamers	1
	high school graduates choosing universities over low cost community college because of the stigma attached to attending a community college	1
	I've noticed a decline in the overall mental health of the general demographic for city college applicants. This definitely has an impact on the resources inherit to the student for sustained success.	1
	Lack of preparing students with skill sets that can make them competitive in our increasing globalized world.	1
	Lack of support for students who are dealing with outside issues at home, in the workplace etc.	1
	Mental Health Issues poorly addressed or supported (national issue) Stress - more anti-stress therapy/lifestyle training needed for students - yoga, meditation, Tai chi. aromatherapy, available to all during college hour.	1
Student based Total		8
Societal	Decreased job opportunities	1
	Federal changes that affect State budget	1
	Poverty	1
	the difficulties of adjusting to changing needs in the community and changing qualities in a new generation of students	1
	The growing homeless population in the state.	1
	the mentally ill	1
	Transportation	1
Societal Total		7
Technology	Automation, the job skills that people need to succeed are changing. I think it is better to have a degree than be trained with skills that are going to be obsolete.	1

	Changing market demands. Technology is not stressed or taught enough. To meet the market demand, we need a higher emphasis on emerging or even current tech.	1
	Failing to replace all computers every five years would be the biggest threat.	1
	Need to increase innovation, responsiveness in response to for-profit colleges	1
	Not teaching the current software applications.	1
	RCC needs to increase its technical expertise and improve its web presence and usability. Faculty are increasingly being pressured to give in to students' poor behavior and performance	1
	Technology	1
Technology Total		7
Facilities	Our land-lock status will always present a PARKING problem.	1
	parking	1
	The colleges have a lack of physical barriers in keys areas. Decisions in areas of security are hampered by the built in bureaucracy of the college and the leverage of the faculty and their respective union.	1
	Traffic blocking entrances to Norco College	1
Facilities Total		4
Procedural	Conflict between grant funded activities or commitments, and those supported by RCCD or College general funds.	1
	Distraction caused by too many grant opportunities.	1
	Lack of good communication between the different departments among the RCCD toward administrative issues.	1
Procedural Total		3
Multiple	A terrible environment around classes and places such as the library and MLK building. No rules are enforced, its impossible to concentrate on anything while on campus. People are loud, rude, and disruptive and there is no staff willing to confront these issues. Staff are usually participant in encouraging student code of conduct policies to be ignored by everyone.	1

	<p>A. Introduction of technology and software without sufficient oversight (by managers/supervisors) of their use and possible abuse by all levels of stakeholders. B. Lack of transparency due to new websites and portals that silo information away from the tax-paying, bond measure-supporting public and behind enterprise employees only intranets. C. To announce and update District/Colleges' events, the use of social media that requires membership and a log in. Community members who are trying to control their families' exposure to a constant online presence may see this membership and media approach (as opposed to using the Event calendars accessed from our colleges' homepages) as elitist and intrusive. D. Cluttered, untimely, inaccurate websites. If the public doesn't trust our information, they won't use our information. E. Eagerness to choose technology over people. Even the District isn't immune from this urge. The buzz is already out there in the public: why incur debt and train for jobs that technology will soon eliminate?</p>	1
	<p>Social isolation of students and PT faculty, ongoing social declines, widespread panics, endemic apathy as numbness to widespread panics, and the exacerbation of all the above by administrators promoting "TOTAL CAMPUS LOCKDOWN" for active-shooter training. There is no excuse for this gross dereliction of duty by the administration to address what are, beyond doubt, the leading threats to the campus. A great many people are rightfully disturbed by the general feeling that nobody is driving the bus, or a maniac is. All the administration has to do, really, is keep the college running without signaling that maniacs are driving. It doesn't take much to show consideration for people in general feeling horrified, terrified, dismayed, etc., especially in relation to terrorist attacks. Instead of helping people cope with fear and dismay, the admin is scaring the hell out of people. Instead of opposing terror, the admin is by far the most effective local terrorist. If our society punished wrongdoers according to the general harm they do, the top administrators of RCC would get harsher penalties than the Norco guy arrested for terroristic threats.</p>	1
Multiple Total		3
Grand Total		119

Count of RespondentID		
q68_keep	q0068_other What is the greatest community need that the District is not meeting or is inadequately meeting?	Total
Service (Student)	assisting returning students. stop mistreating like they aren't worth time and effort	1
	Being accessible and welcoming to all community learners	1
	building student involvement to support community development	1
	enough time line to drop a class for students with slow mental abilities.	1
	Food service near the nursing/math science building	1
	Guifing student when they have a foreign BA and want to transfer to a graduate program	1
	Healthy Food	1
	I believe the widest net of students in dire need of a very personalized approach are incoming high school grads/teens.	1
	I need specialized help with cognitive issues, having a book on computer is ok but there has got to be more help for me. I find it difficult to pass general education classes, i feel alone and isolated.	1
	Longer library hours, also library needs to be open on Sunday	1
	Making sure all students receive resources (specifically undocumented/immigrant students)	1
	need healthier food options / more options	1
	Nontraditional student needs	1
	Office hours to accommodate those who work full time	1
	providing low cost rental housing to veterans.	1
	Some programs do really well-Counseling is a huge issue-where are LGBTQ centers and Women's Centers? Financial Aid doesn't always inform students about processes	1
	Specifically working with adults that haven't been to school and years and come from a ruff background trying to beat the odds and succeed	1
	STEM Transfer Students	1
	Student counseling	1
	Student Financial Planning and non repayable options	1
	Student social opportunities	1
	Student support services	1
	The amount of time for classes is ridiculous. It should be shortened to offer students more time to take other classes, to transfer out faster. I've been at norco 3 years and I'm barely completing 30 units.	1

	The counseling department in specifics should be required to be knowledgeable when it comes to the programs/certificates/point systems in order to help students understand what is required of them to be successful/ get accepted into programs offered at RCC. Have had various counselor sessions that left me as a student very displeased. I felt like my questions were not of importance to the counseling department. I felt like I was just wasting my time. I was given incorrect information that set me back months into my education due to a counselor not being well informed when it came to the nursing program and the point system. I have better faith in my own knowledge than the counseling department was able to provide. Very disappointed that one counselor in particular had me wait 30 mins to see her and then she gave me wrong information.	1
	Transfer programs are undervalued and under-resources	1
	underprepared students -we need mandatory placement not based on grades	1
	Vocational and technical training for direct job placement	1
	waitlist students needs, to get into classes	1
Service (Student) Total		28
Academics-Related	academic support	1
	Adding Friday evening and more weekend classes would be great	1
	Adding more class sections in the sciences	1
	Agricultural classes	1
	Availability of classes	1
	Counseling & appropriate class combinations	1
	cultural events at MVC and Norco	1
	Enough classes for the needs of the students. We are delaying our transfers because there isn't enough space in the classes, adding additional semesters to our time here.	1
	i hear a lot of complaints from students about inadequate instruction	1
	increase the amount of student able to attend the Nursing program per semester.	1
	insufficient skills in some students to function at college level; students need more nonacademic services	1
	International Business management associate of science degree. please	1

	My Daughter will graduate from RCC this year as an Honor Student with two AA's in Sociology and Behavioral Science. I was very disappointed when her decision was to transfer to Brandman University. I asked her why this was her decision she said she did not get much assistance from counseling with other options. My wife also attended RCC and was disappointed. She works during the day and appropriate class were never available at night. You would think that paying adults trying to better their career would have more opportunity at classes.	1
	Need medical programs such as Resp Therapy, PT, Ultrasound Tech, CNA, etc. NO COLLEGE IN IE OFFERS ULTRASOUND TECH!!!!	1
	Needs more online courses	1
	Not enough science or math classes every year	1
	Not having evening day classes at Norco College for ESL students. This prevents the student from moving forward in their English learning courses. The next level of ESL is only offered in the mornings when my dad works. There needs to be ESL classes available in the afternoon.	1
	Nursing program diversity of applicants should be more open to students with average gpa because some of us struggle with many obstacles which affect our performance	1
	Quality of Teaching	1
	Some Instructors not properly lecturing or teaching course material	1
	teaching students how to be college students so they're prepared to succeed	1
	The fact that not all of your courses for a Degree/Transfer in any specific subject are not being taught as night courses or online at each individual campus. Commuting is not an option for every student. A great example of this is CIS-21 which is only taught at night at the Norco Campus only.	1
Academics-Related Total		22
N/A	.	1
	Can't think of anything of the to of my head.	1
	Don't know	1
	Don't know	4
	Don't know.	1
	I have no complaints.	1
	IDK	1
	n/a	2
	none	1
	Not applicable: I have been told the District does not have students - the colleges do. The above options are the responsibilities of the colleges, with the support from the District.	1
	not sure	1

	Not sure how to answer since I dont have actual facts or stats.	1
	nothing	1
N/A Total		17
Personnel	all of the above; it's impossible to be successful if advisor #1 tells you to do XYZ, and the next advisor tells you to do ZYX, and advisor #3 says both are wrong and you need to do YXZ. There is zero continuity with RCCD.	1
	Consistent District leadership to foster community relations, in order to address ALL of these community issues.	1
	Diversity	1
	Effective District Services	1
	Human Resources Support	1
	improving employee morale, professional development opportunities for those who want to become professors or deans.	1
	Lack of support and room of resources for the development of the visual art students.	1
	Less adjunct professors, more full-time.	1
	More staff in certain areas	1
	MVC needs counselors like Mr. Soto who left to RCC	1
	Non-US citizens need sponsorship from the district in order to teach classes at our colleges.	1
	Pay for Adjunct Faculty	1
	Support Staff	1
	The focus is on students, and I agree it should be. Without students, RCCD and all campus entities do not exist. However, you must put a focus on staff. In order for us to do our job, it is ridiculous to me that human resource representatives are not responsive to staff, it is absolutely unreal how much comp time staff are working in order just to get a regular job completed. The foundation of staff support is non existent, please focus on that and building opportunities for staff to grow, opportunities for management to learn how to manage people, and opportunities for this district to become better balanced on the staff side of business vs. the student side of business.	1
	There has been so much change in the administration of each of the colleges as well as the district office, there is a lack of consistent leadership. This lends itself to a lack of clear and constant direction. At all levels, the district seems to be on auto-pilot as all the positions go from interim to full time then back to intermin.	1
Personnel Total		15
Facilities	Efficient Parking Structures	1
	facilities (restrooms, sinks)	1
	Facilities and Human Resources	1
	Facility growth for increasing student population.	1

	Not utilizing March Air Force Base	1
	Parking	5
	Parking at RCC is a nightmare Weeks 1-4, and is still inconvenient afterwards; RCC Reading and Writing Lab (WRC) was just a ton of busy work that no one could easily access with its waiting line to get in and log additional hours a few ago; MVC Physics labs have outdated equipment which sometimes work, and their CIS classroom computers didn't even have Visual Studios templates to create the programs we needed to write last year in Winter; Norco is actually all-around good or great and exciting to see develop	1
	Parking for students, psychological outreach for stress and anxiety ridden students, adequate breaks between the end of winter and start of spring	1
	Sports facilities	1
Facilities Total		13
Technology	having technology that is up to date	1
	IT	1
	Not current in technology. STEM equipment is decades behind the rest of the world	1
	Online class software updates needed (ability to use on mobile devices)	1
	RCCD is failing to replace all computers every 5 years. RCCD is failing to hire full-time staff (technology specialists) to assist faculty and students in each academic discipline's labs.	1
	technology at moreno valley is the worst	1
	technology is horrible	1
	The on going development of of meeting the needs of the students of tomorrow, which includes emerging technologies they currently use. The development of the network is behind even when with current projects in the works. Too many restriction limit the full capabilities of features the District can off across the board.	1
Technology Total		8
Safety/Security	I wish that an officer would be present in the library for safety purposes of the students.	1
	Poor levels of University transfer & job placement	1
	promoting safety and collegiality among faculty	1
	safety	1
	Safety Concerns	1
	safety of vehicles and trash in cosmetology parking lots	1
	Security and tech	1
Safety/Security Total		7
Communication	communicating its valuable role in the community	1

	Communication within the district which affects the information going out to the community	1
	marketing	1
	Relationships within the Community	1
	Seeking community input of what they need	1
	We have a poor reputation in the public	1
Communication Total		6
Process-Related	Collaboration and structure. The District needs to streamline roles and mend relationships in order to provide support to the colleges and excel in these categories.	1
	I think the District does all of these things to an extent, but it needs to serve students and the community in a more cohesive way. There is such poor communication and a lot of resources are underused or undervalued.	1
	rules, and concern for students who already possess the skills for succeeding in college. RCC is too concerned with the needs of people who really do not belong in a college setting.	1
	the needs of the staff, department and program funding	1
	There is confusion among residents about the role of RCCD and RCC (assumed one and the same). Let the colleges forge their own identities. RCCD should function in the background to make things work at the three colleges, not be in the forefront. Fund all three colleges equitably.	1
Process-Related Total		5
Philosophical	Bi-partisan political affiliation/public statements	1
	Making US Citizens a priority and removing political lean from classes. I'm being subjected to purely leftist propaganda throughout all my courses including math and english classes, not just my HUM course.	1
	Stop sending politically fueled emails to students.	1
	The District is not meeting a community need, but I can't identify it at the moment.	1
Philosophical Total		4
Economic Support	Financial support from the surrounding Communities.	1
	Getting resources to where they actually need to go as far as students go.	1
	Tuition	1
Economic Support Total		3
Multi	all	1
Multi Total		1
Grand Total		129

Preliminary Strengths, Weaknesses, Opportunities and Threats Survey Findings

In April 2018, a presentation was made to the District Strategic Planning Committee of preliminary findings. (The survey was still being conducted for the community members only at that point.) While ultimately the survey would have 2,433 respondents, at this point it had 2,338 surveys (96% of the final count).

For this presentation, the responses were analyzed by the four major stakeholder subgroups: faculty member, classified staff, administrator/manager, and students. (As previously stated, community members were still being collected, and Board of Trustees members as a group were too small of a group for meaningful statistical analysis.)

Since this presentation presented subgroup responses, for cases where differences were statistically significant and where the magnitude of the effect size was (at least) small to medium, further “drill-down” statistics are presented.

In sharing this with the District Strategic Planning Committee, they suggested recalibrating all scores to a five-point scale, which helped in determining which items were most appropriate for inclusion in the SWOT analysis.

STRENGTHS, WEAKNESSES, OPPORTUNITY THREATS SURVEY FINDINGS

Presented to the District Strategic Planning Committee

April 20, 2018

Survey Notes

- Survey was administered online using [surveymonkey.com](https://www.surveymonkey.com).
- Online survey was available from December 2017 through March 2018.
- Total responses gathered were 2,338.

Statistics notes:

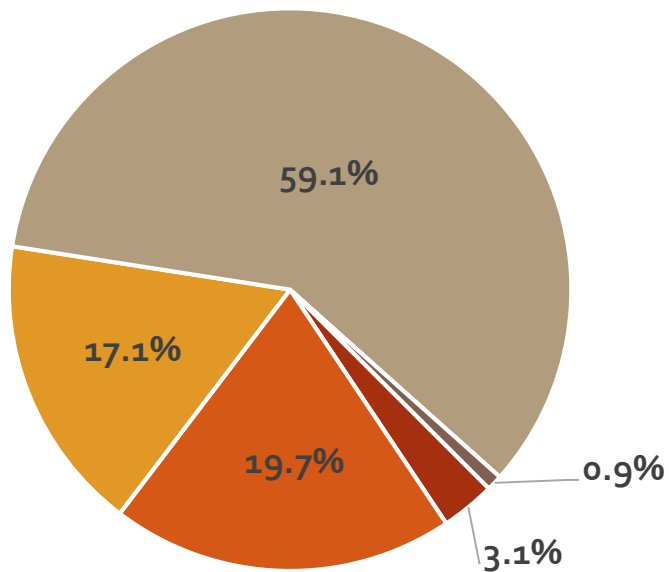
- Stakeholder intergroup differences were checked for statistical significance and effect size.
- Statistical significance informs whether any existing differences are random, or due to chance.
- Effect size is the magnitude of the differences between the groups.
- Since statistical significance is positively influenced by sample size, effect size helps to interpret if differences are meaningful.
- Where differences are significant and effect size is moderate, further analyses of stakeholder responses are presented. (Designated with *.)

Survey Layout

- Demographic Information
- Strengths
- Weaknesses
- Opportunities
- Threats
- District Entities
- Leadership

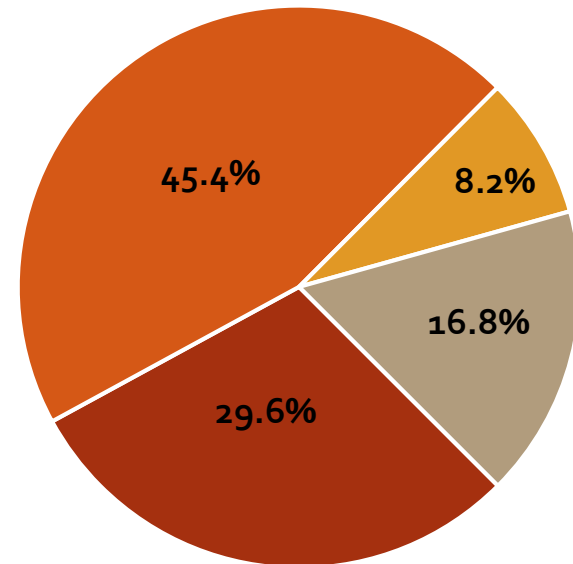
Demographics

Entity Group (n=2,337)



- District Office
- Moreno Valley College
- Norco College
- Riverside City College
- Other (please specify)

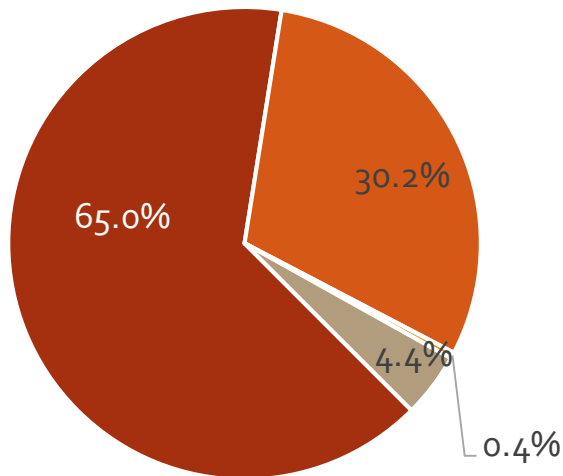
Length of Association (n=2,338)



- Less than 1 year
- 1 - 5 years
- 6 - 10 years
- Over 10 years

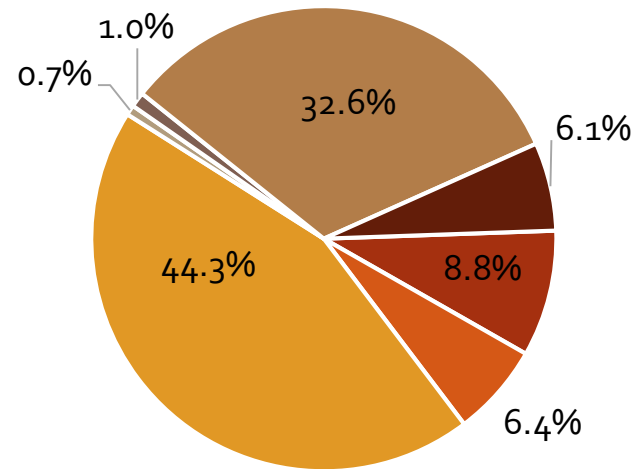
Demographics, slide 2

Gender (n=2,338)



- Female
- Male
- Not listed
- Prefer not to answer

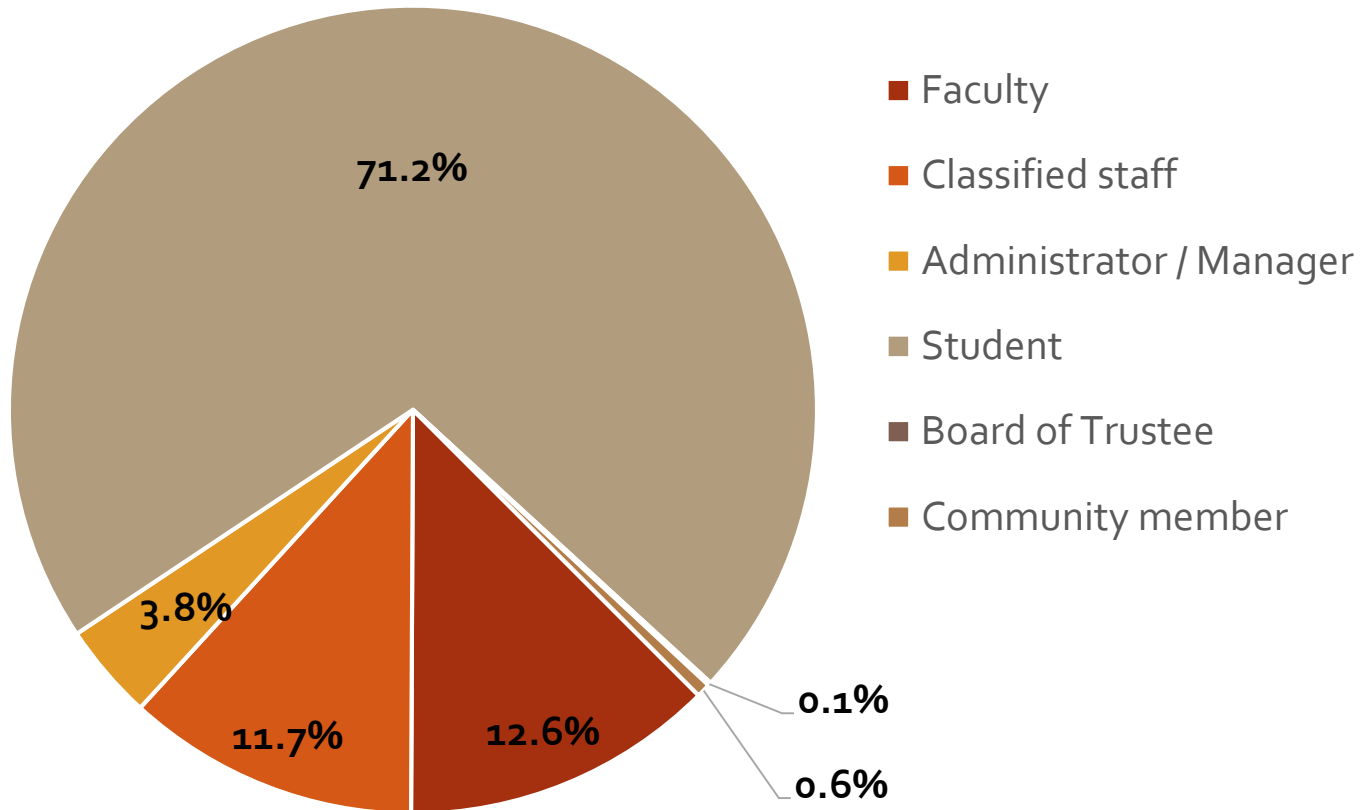
Ethnicity (n=2,338)



- African American / Black
- Asian
- Hispanic
- Native American
- Pacific Islander
- White
- Other (please specify)

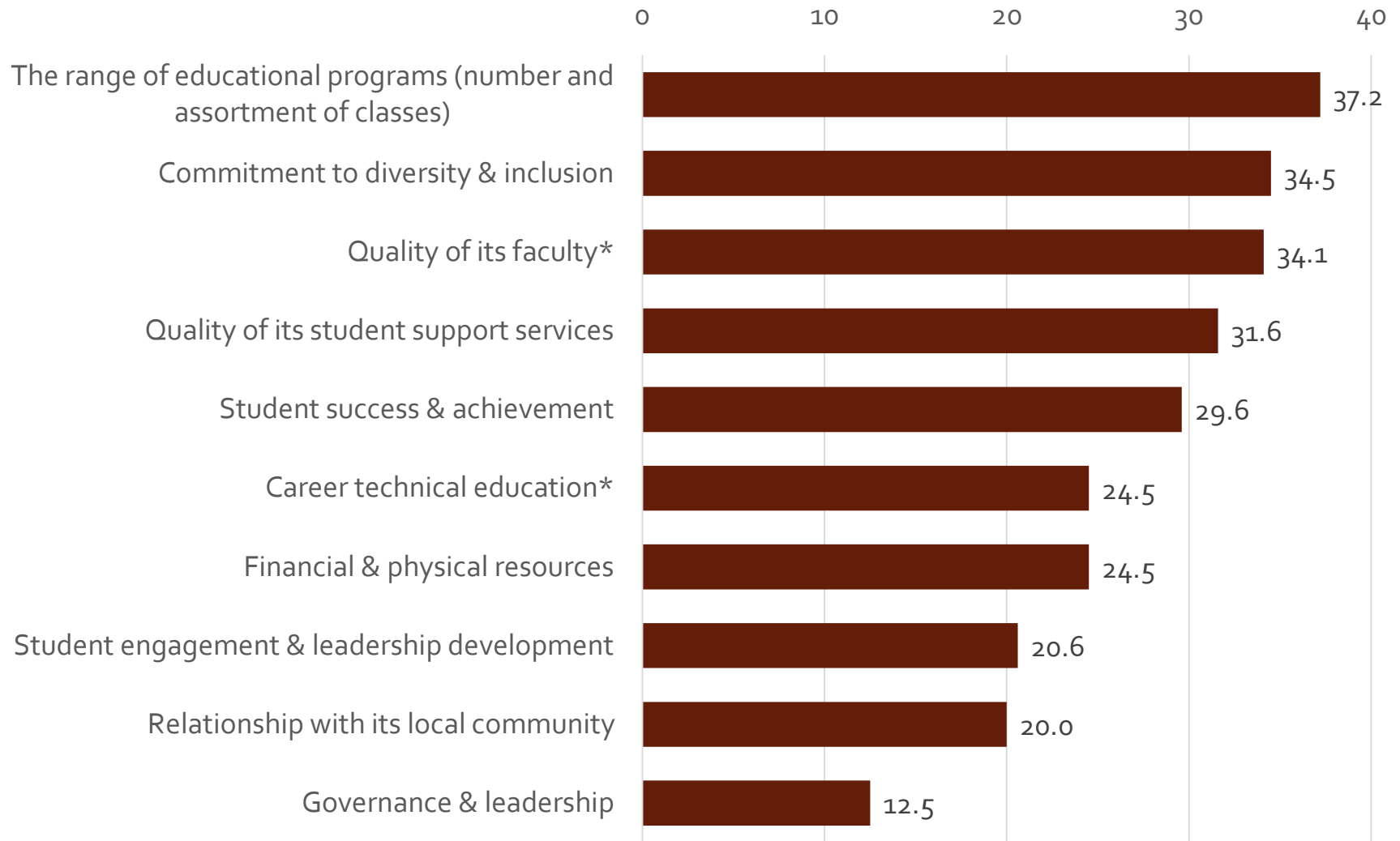
Demographics, slide 3

Stakeholder Group (n=2,338)



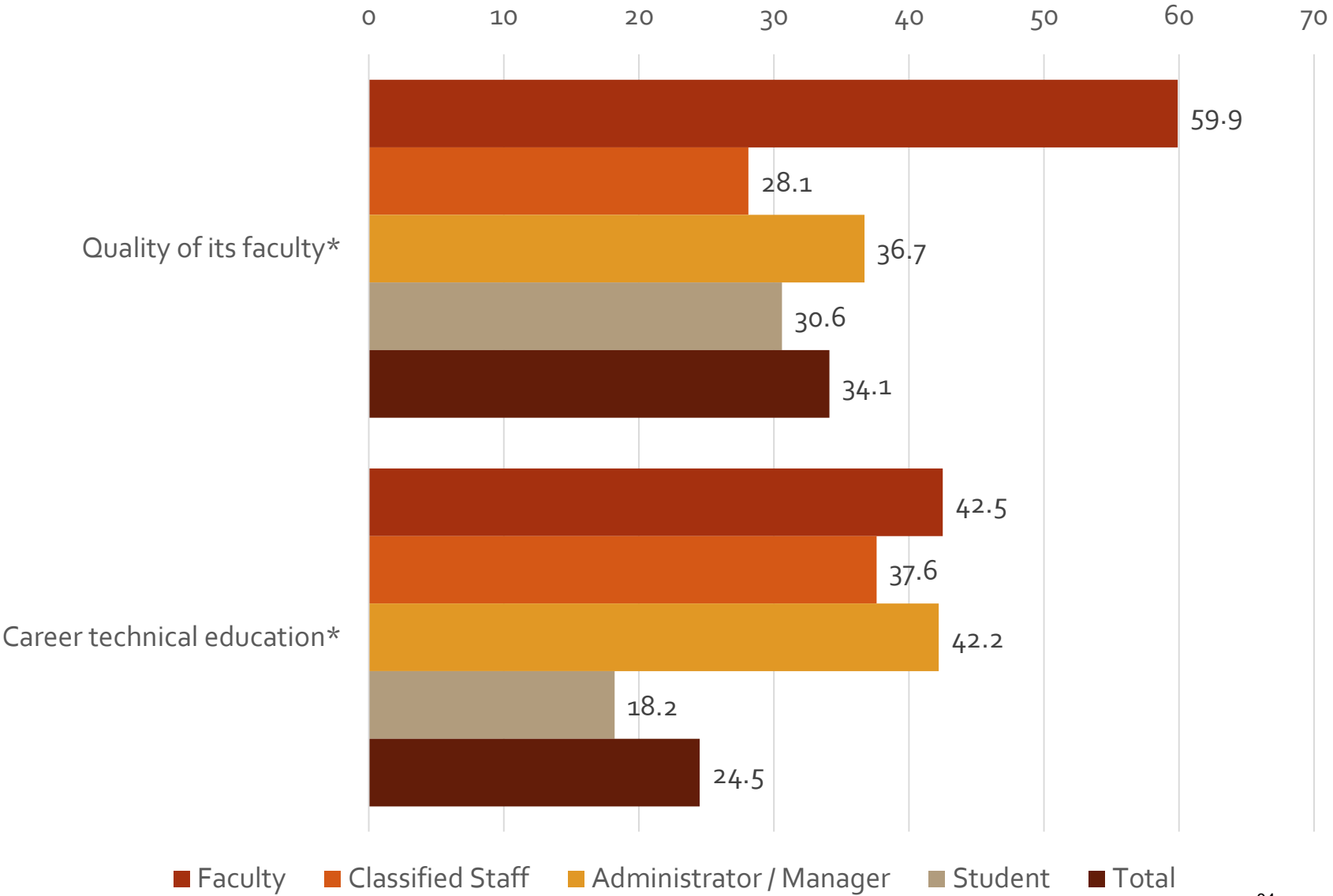
Please indicate the areas of institutional strength of RCCD.

Check all that apply. Percentage indicates answering in the affirmative.

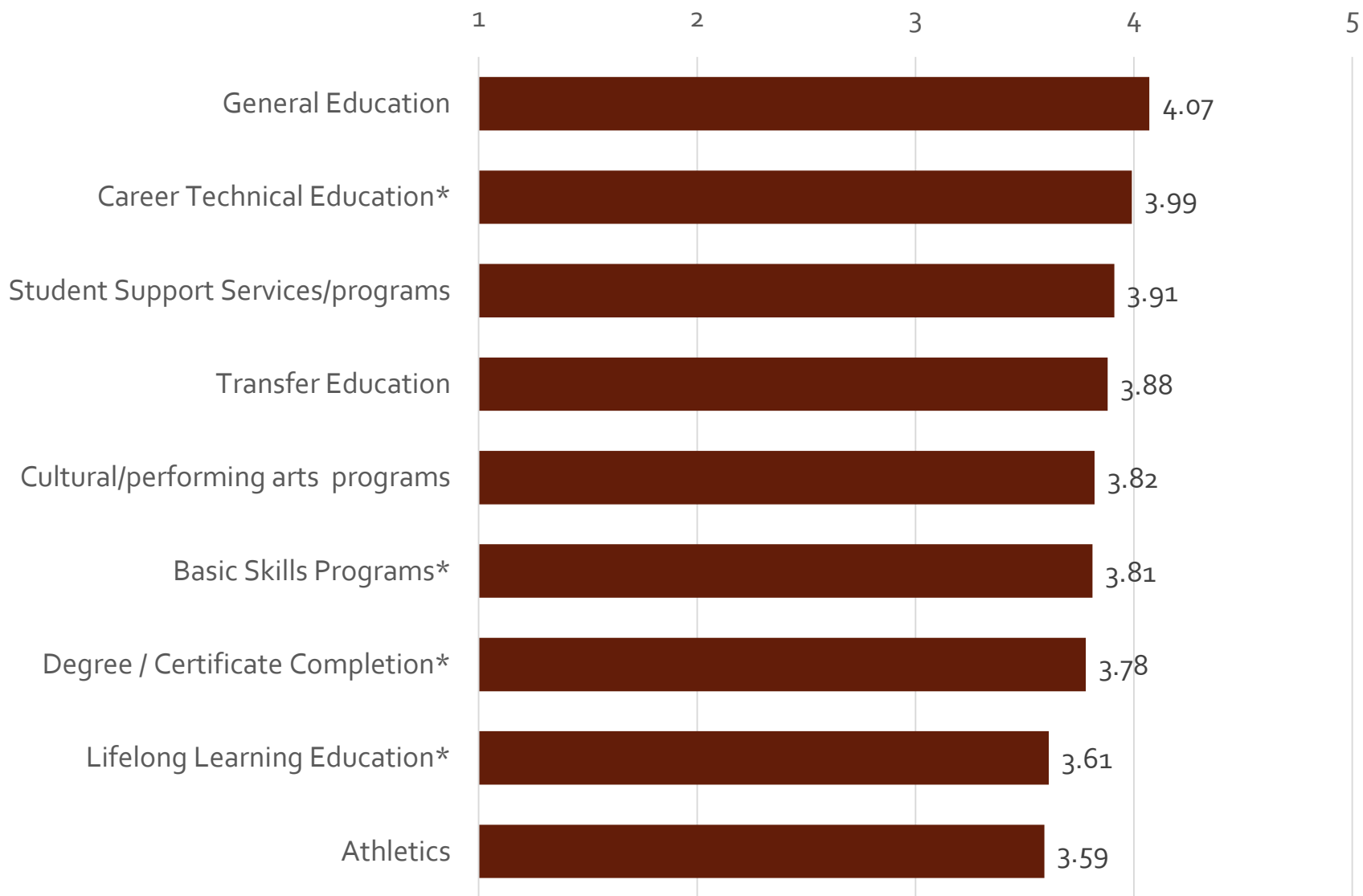


(n=2,338)

Drill-down differences for "Areas of institutional strength of RCCD".
Percentage indicates answering in the affirmative.

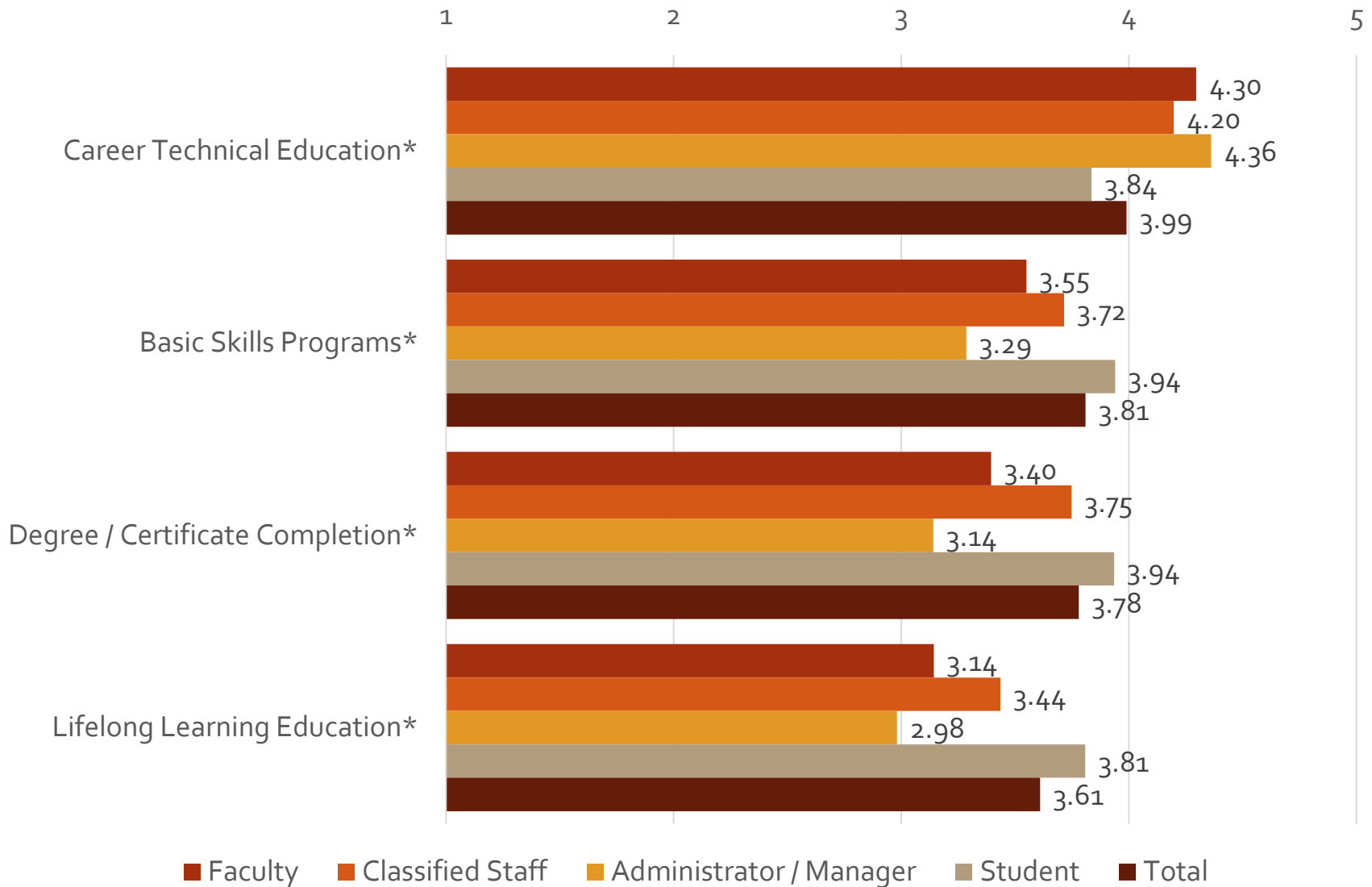


RCCD is distinctively excellent in:
(1=Strongly Disagree, 5=Strongly Agree)



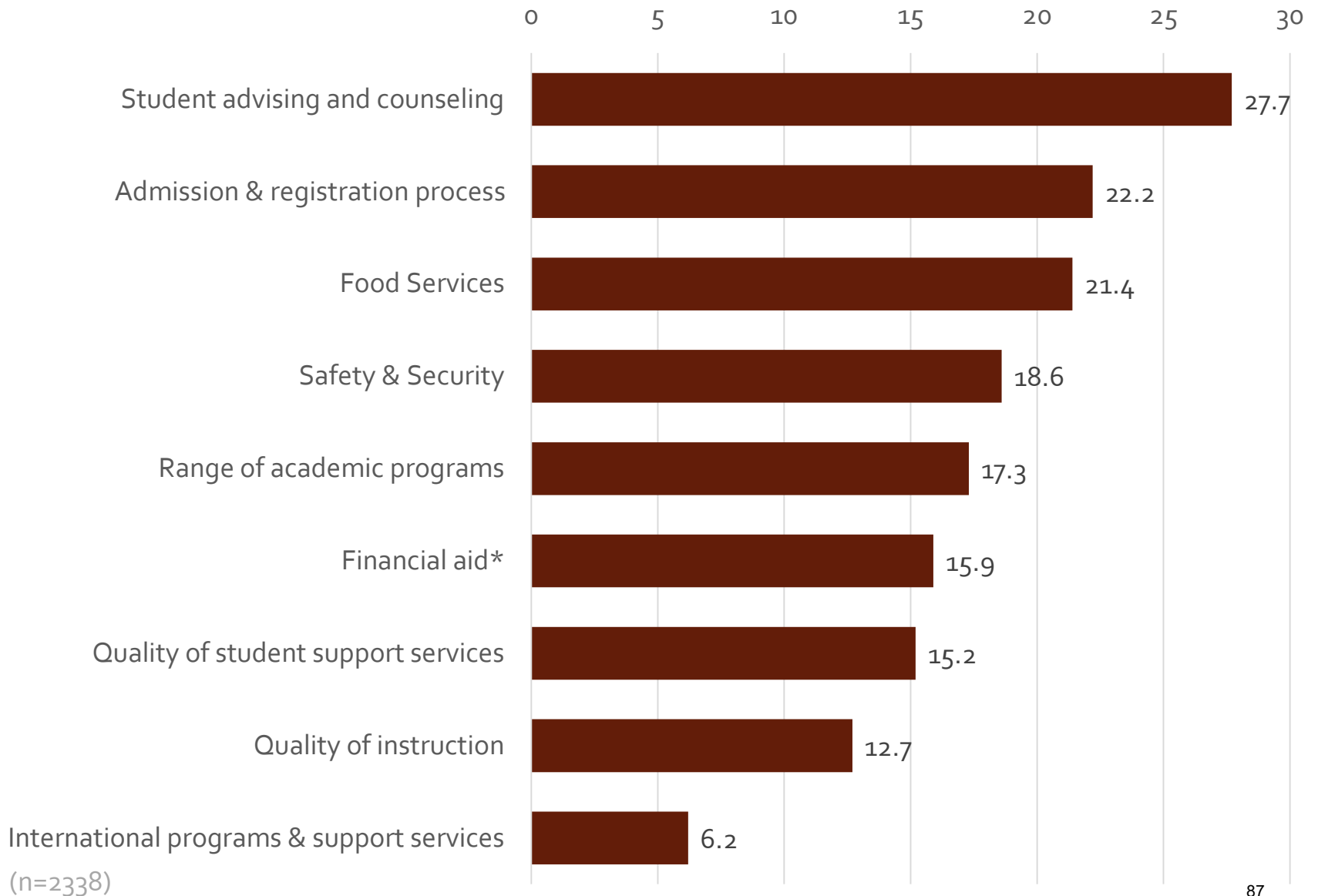
(N ranges from 1055 to 1494.)

Drill-down differences for "RCCD is distinctively excellent in..."
 (1=Strongly Disagree, 5=Strongly Agree)

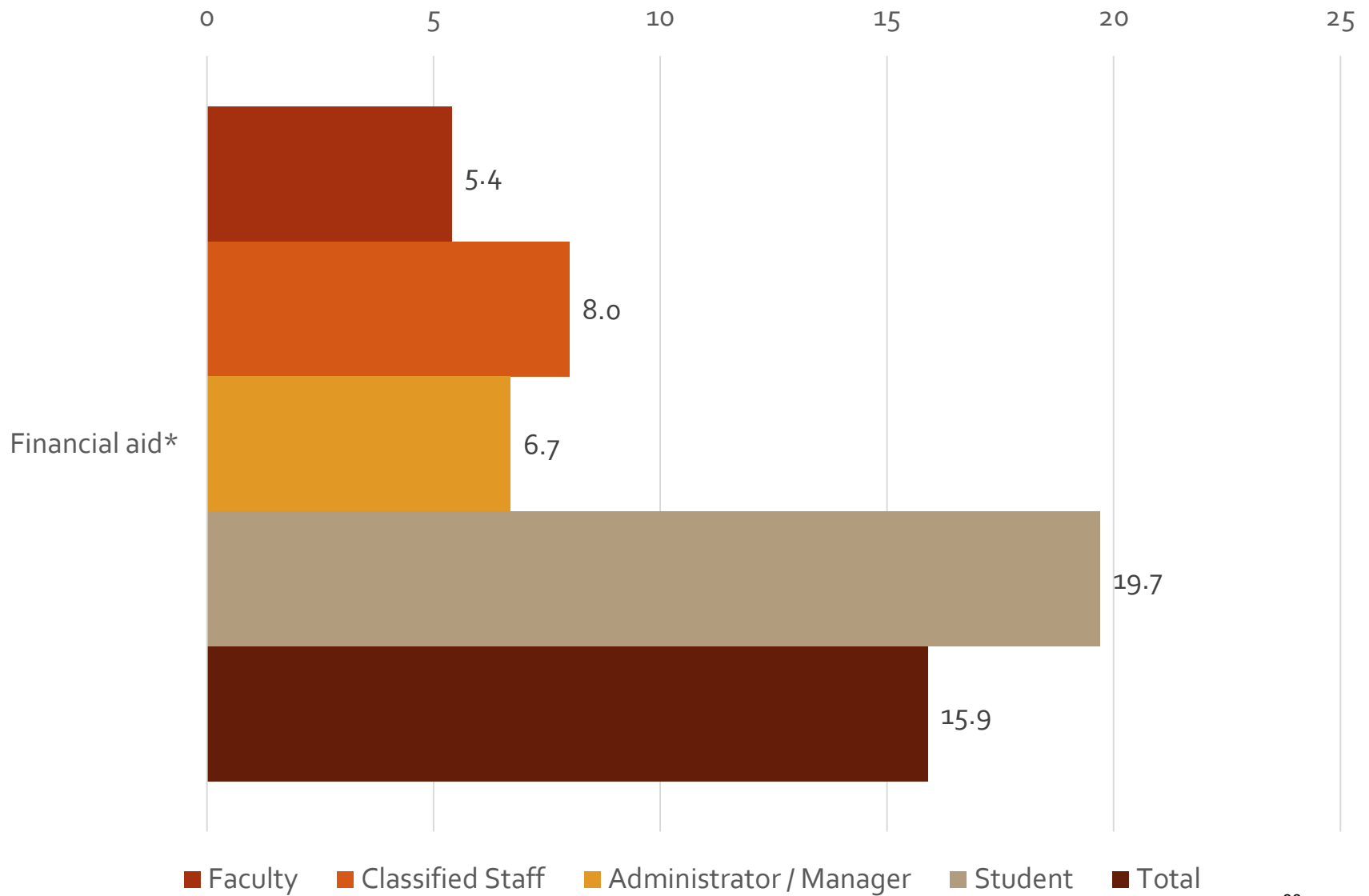


What RCCD functions/services need to be improved most?

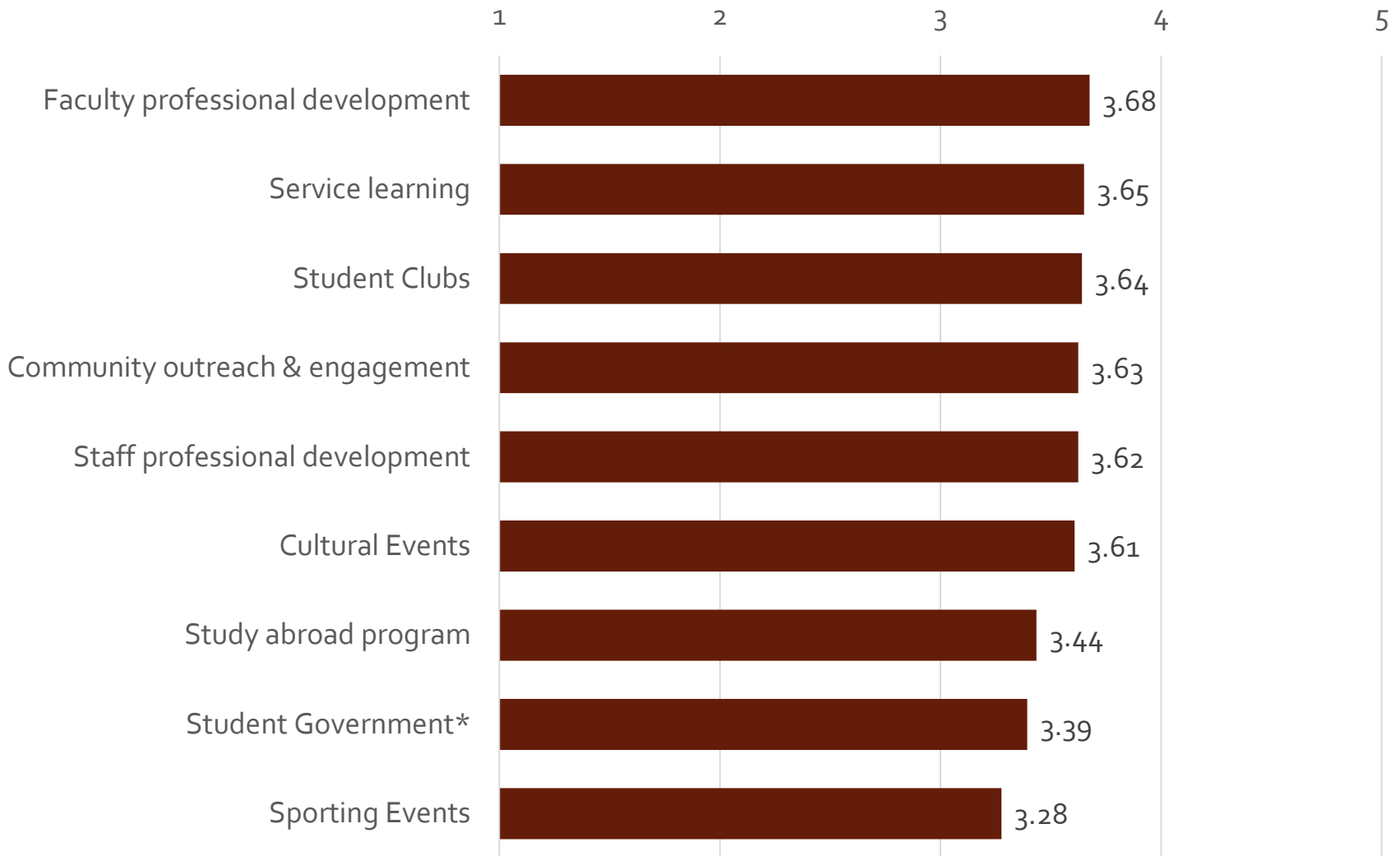
Check up to five. Percentage indicates answering in the affirmative.



Drill-down differences for "RCCD functions/services need to be improved most? " Percentage indicates answering in the affirmative. (n=2,338)

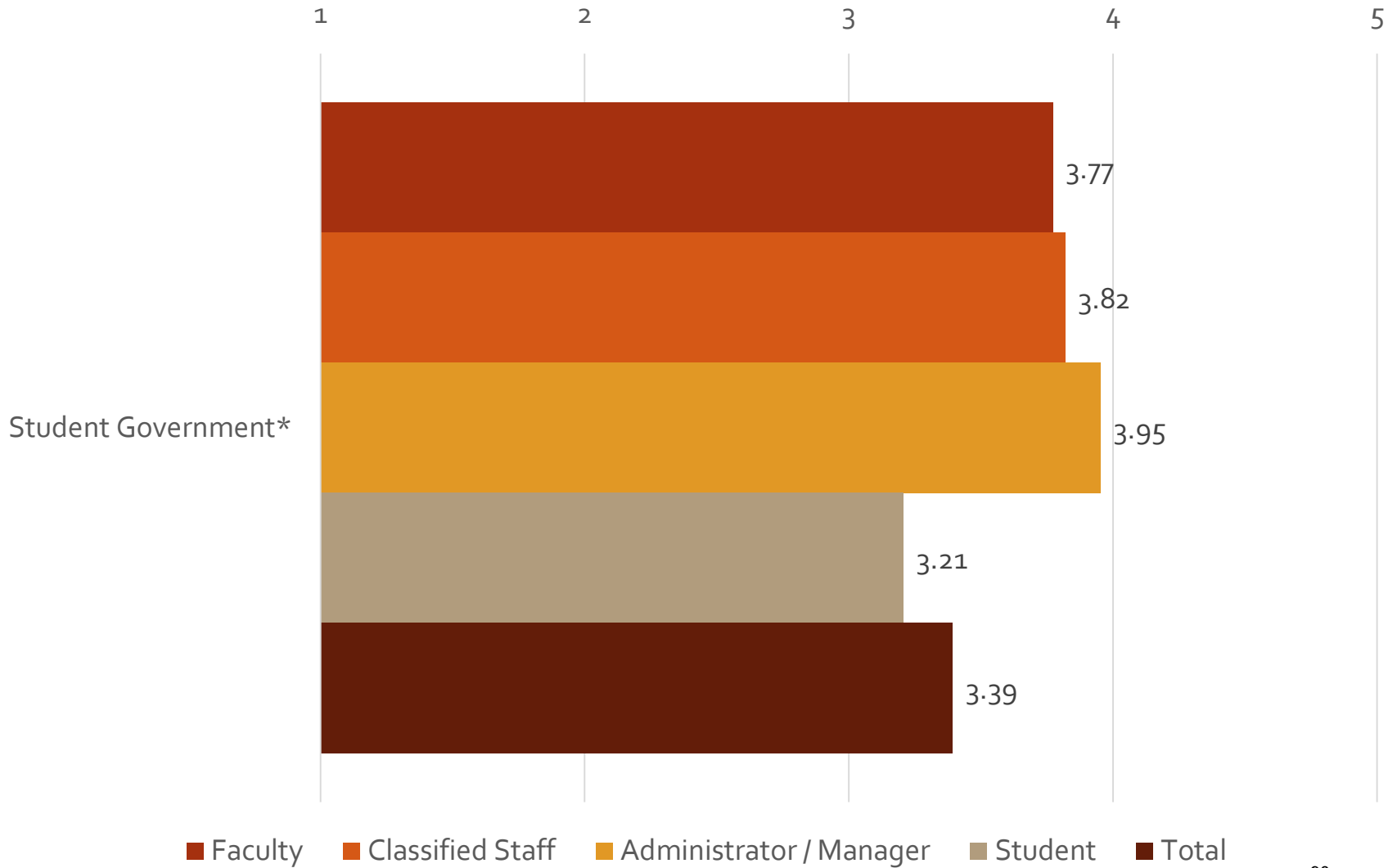


Specify the degree to which the activities/functions listed below
are value-added in advancing the RCCD mission
(Not Much at All = 1 to Very Much =5)

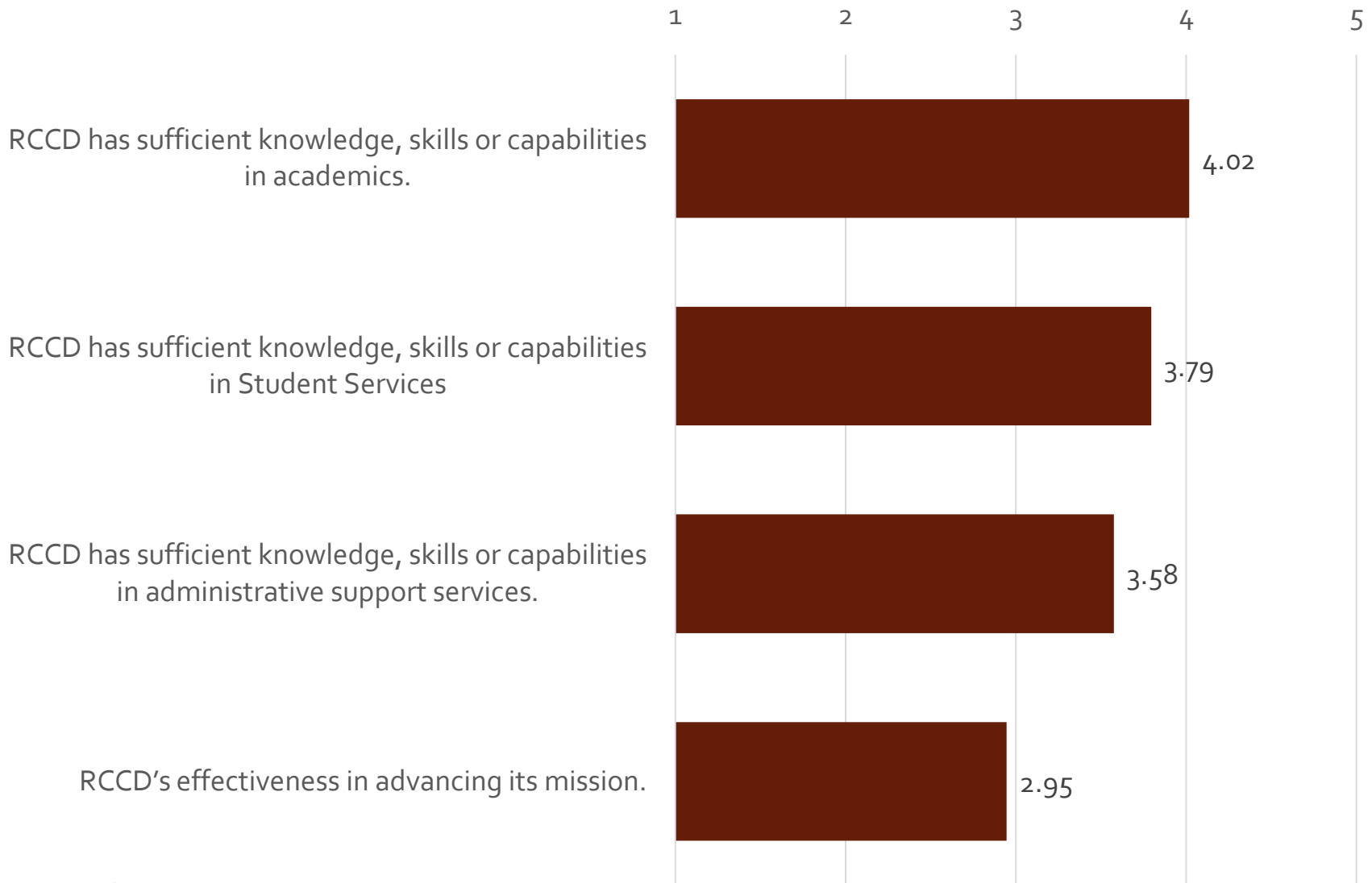


(N ranges from 1508 to 1534.)

Drill-down differences for "activities/functions listed below are value-added in advancing the RCCD mission".
(Not Much at All=1 to Very Much=5)

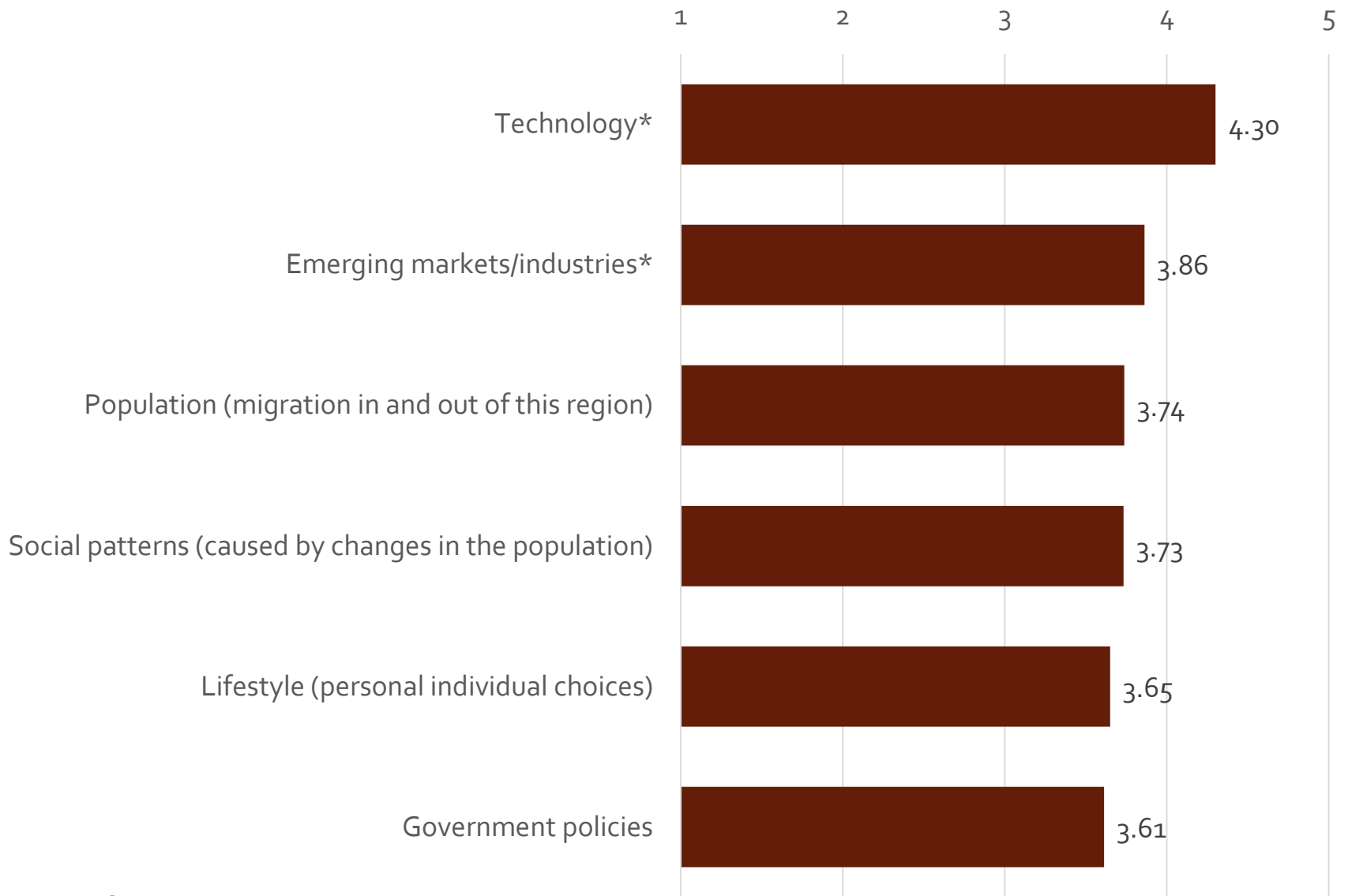


Please rate your agreement with these statements:
(1=Strongly Disagree, 5=Strongly Agree)



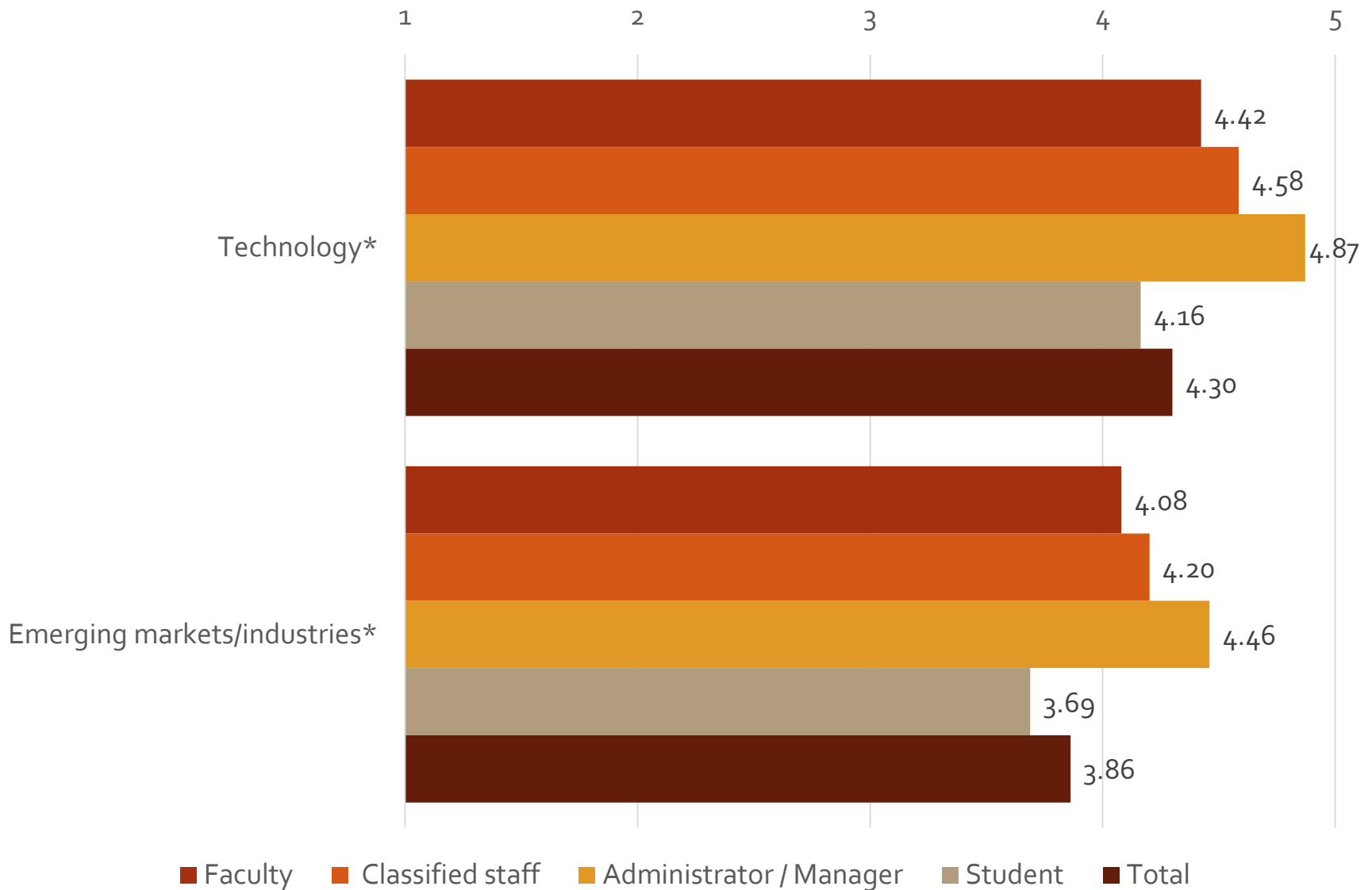
(N ranges from 1410 to 1533)

Indicate, the degree to which changes represent potential opportunities for RCCD in the near future: (Not Much at All = 1 to Very Much =5)

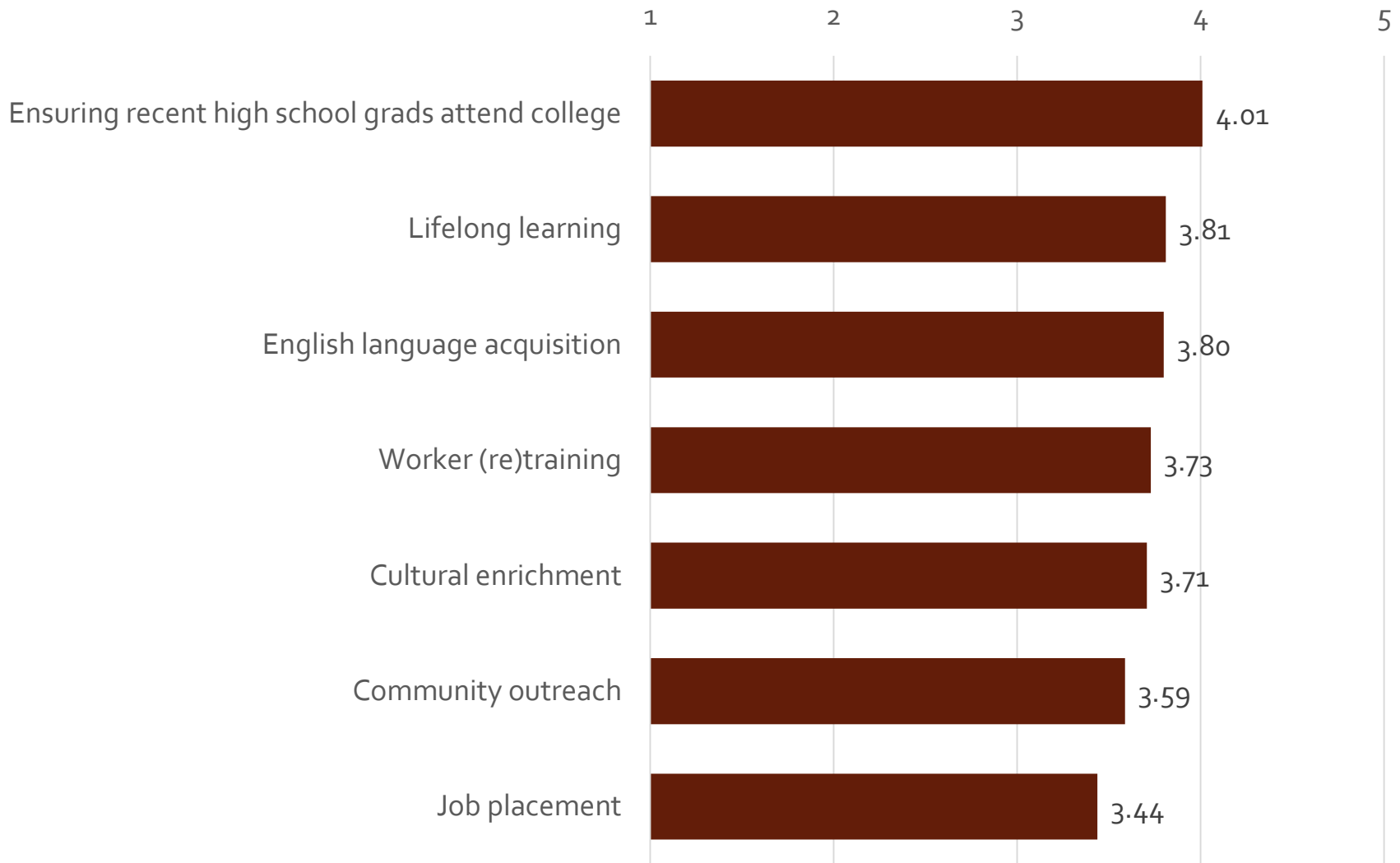


(N ranges from 1256 to 1276.)

Drill-down differences for "activities/functions listed below are value-added in advancing the RCCD mission". (Not Much at All = 1 to Very Much =5)

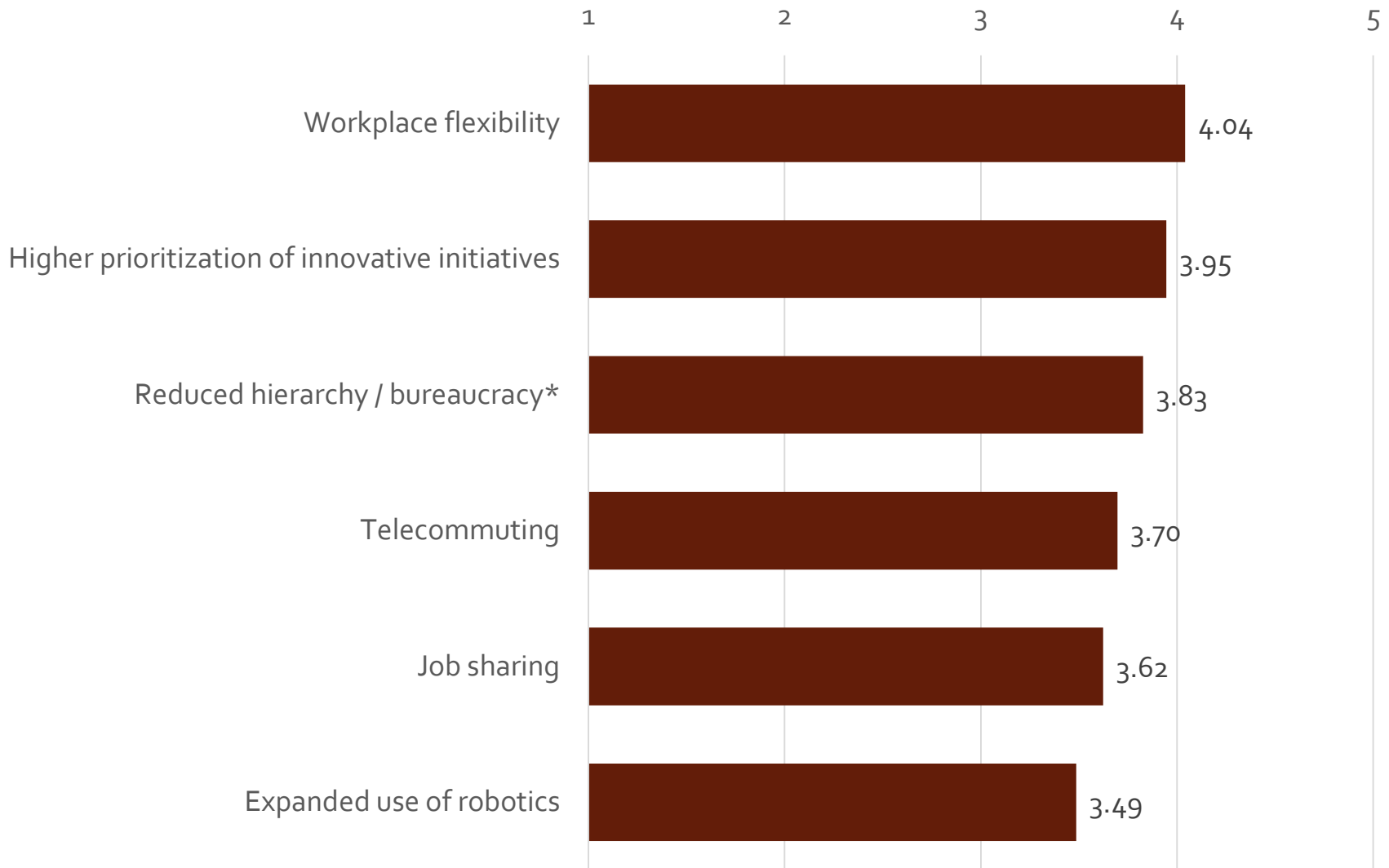


RCCD is uniquely qualified to address the following community needs? (Not Much at All = 1 to Very Much =5)



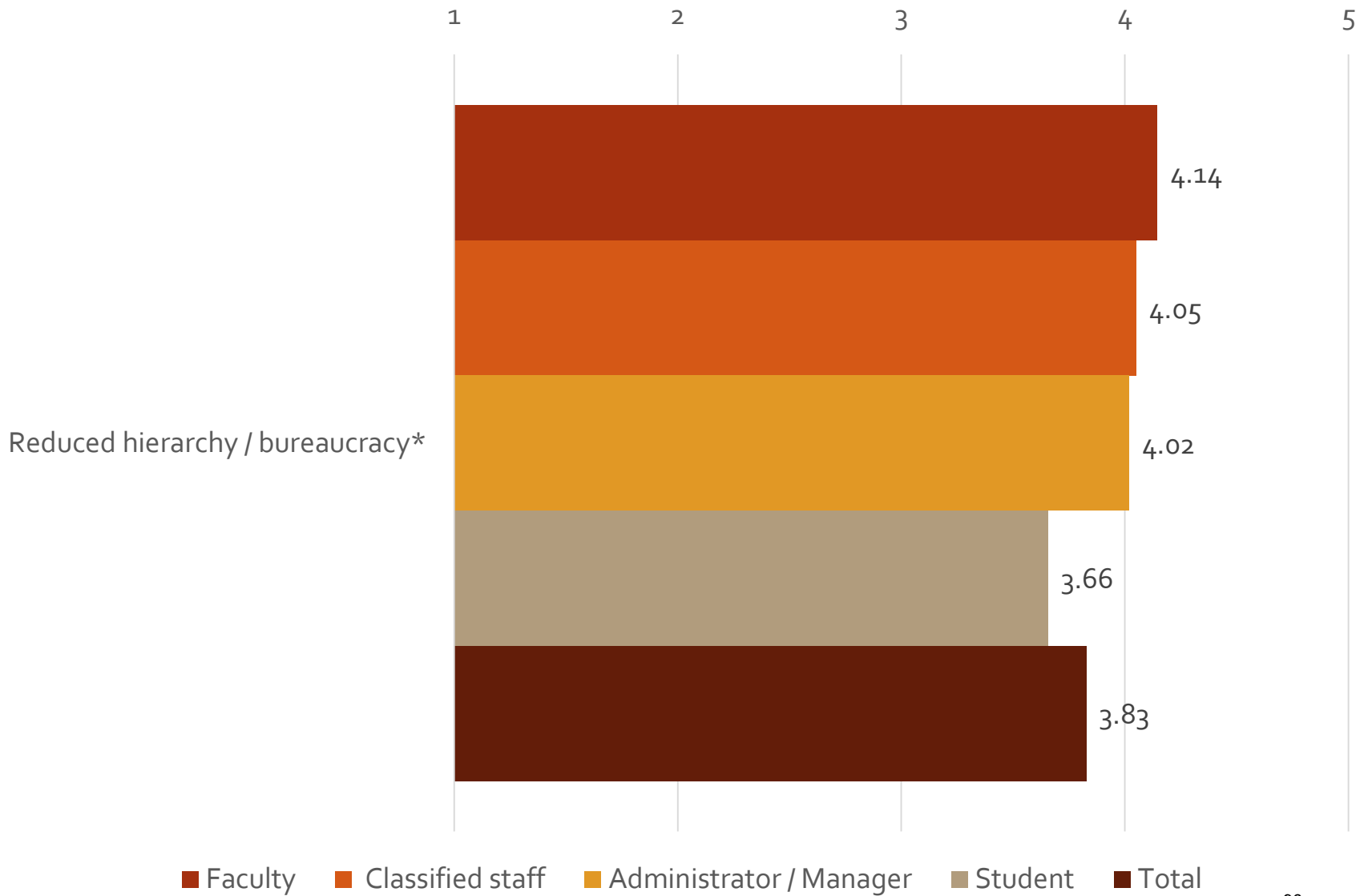
(N ranges from 1048 to 1161.)

The following trend has great potential for increasing RCCD operational effectiveness: (Not Much at All = 1 to Very Much =5)



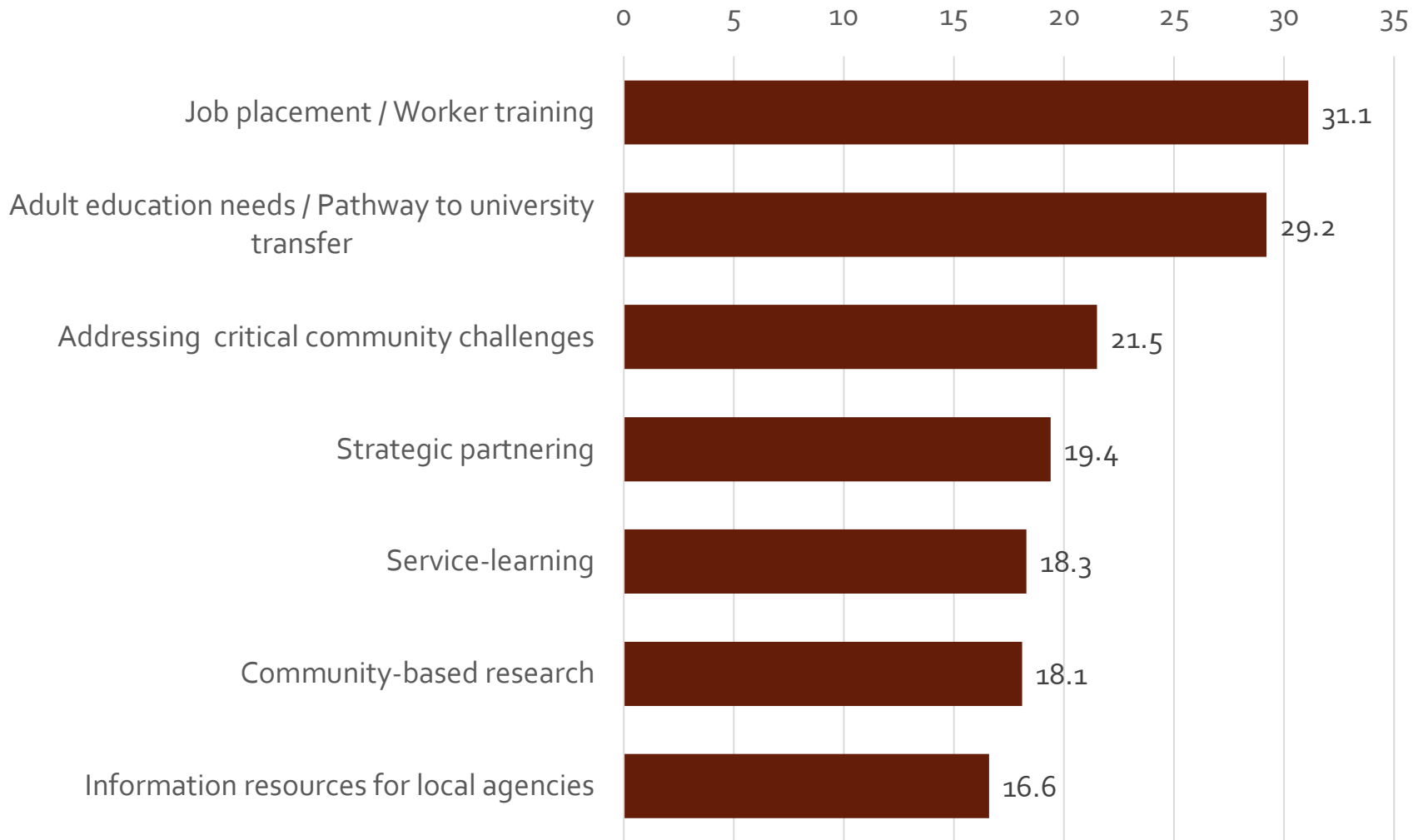
(N ranges from 1017 to 1164.)

Drill-down differences for "trend has great potential for increasing RCCD operational effectiveness". (Not Much at All = 1 to Very Much =5)



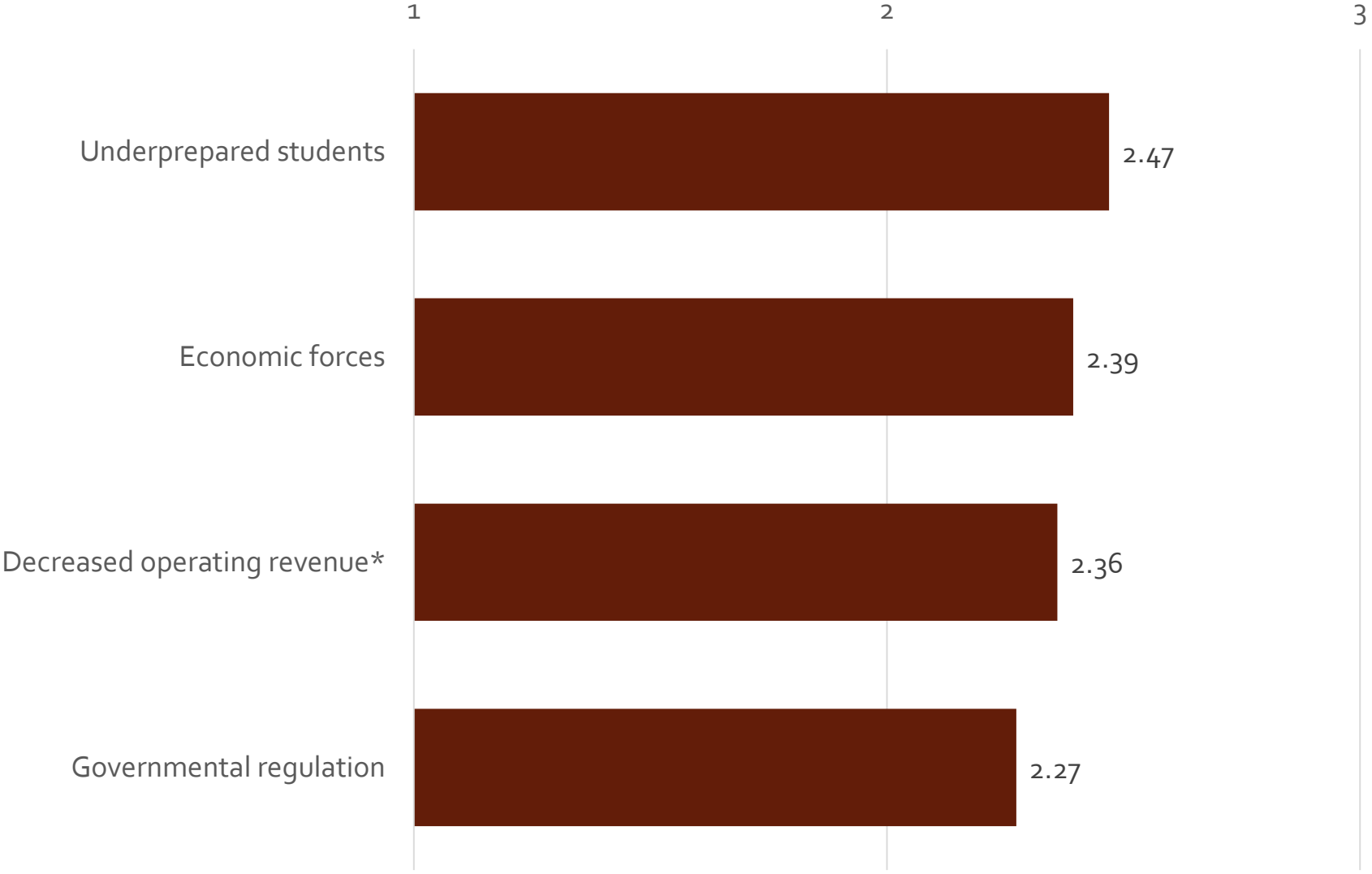
What community needs are under-supplied RCCD can meet efficiently and effectively?

Check all that apply. Percentage indicates answering in the affirmative.



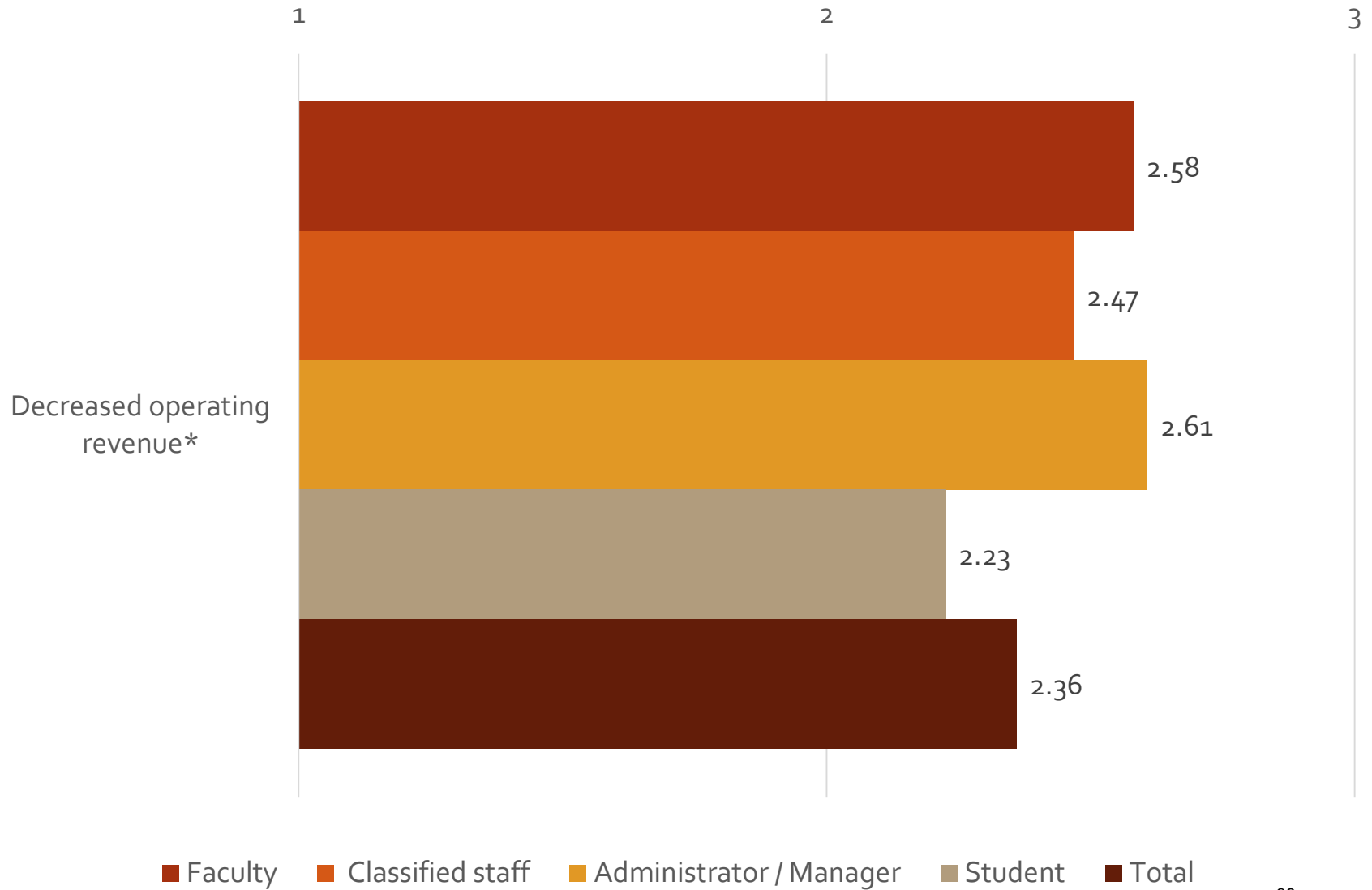
(N ranges from 1017 to 1124)

Rate the potential for future threats to RCCD from the following:
(1=Low, 2=Average, 3=High)

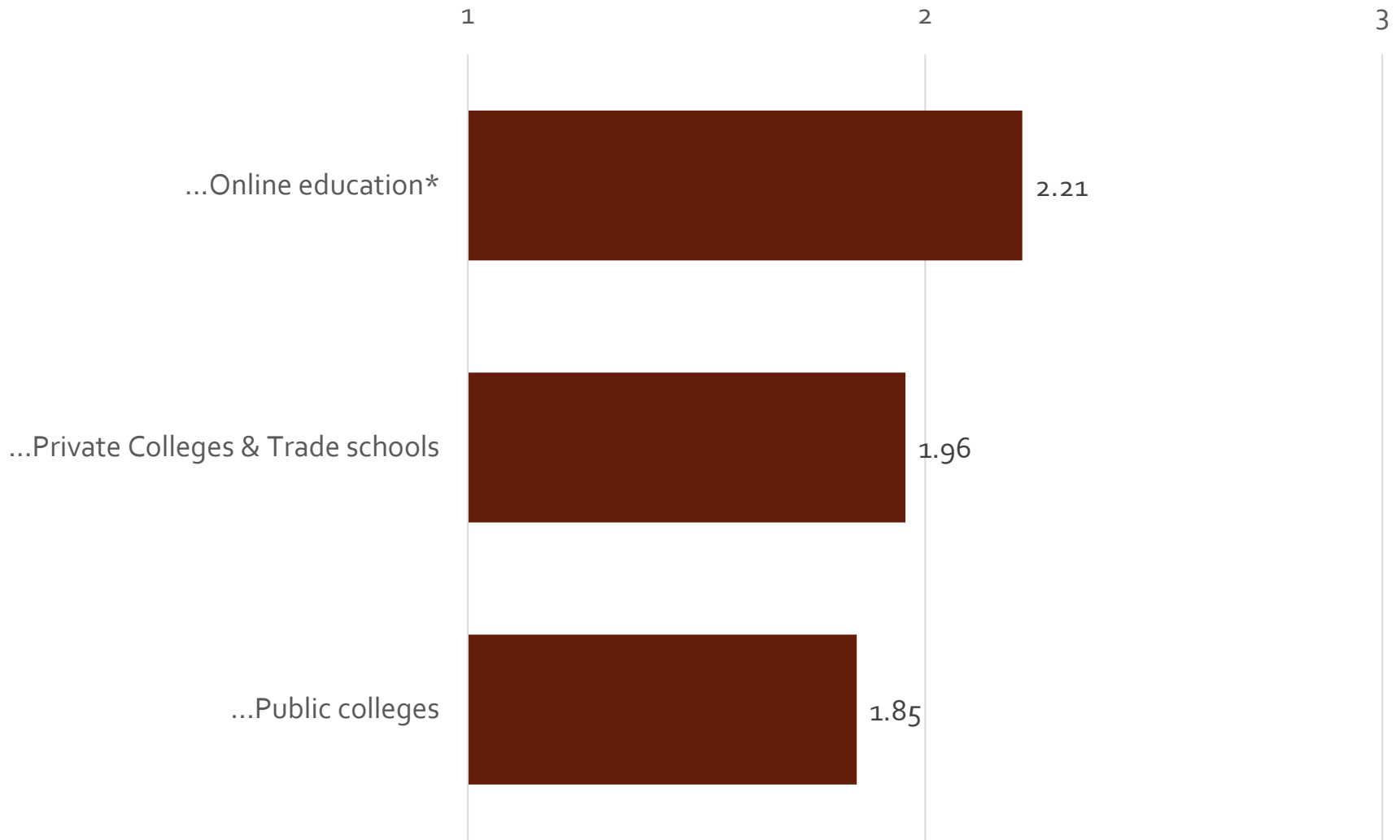


(N ranges from 885 to 1069).

Drill-down differences for "future threats to RCCD from the following:
(1=Low, 2=Average, 3=High)

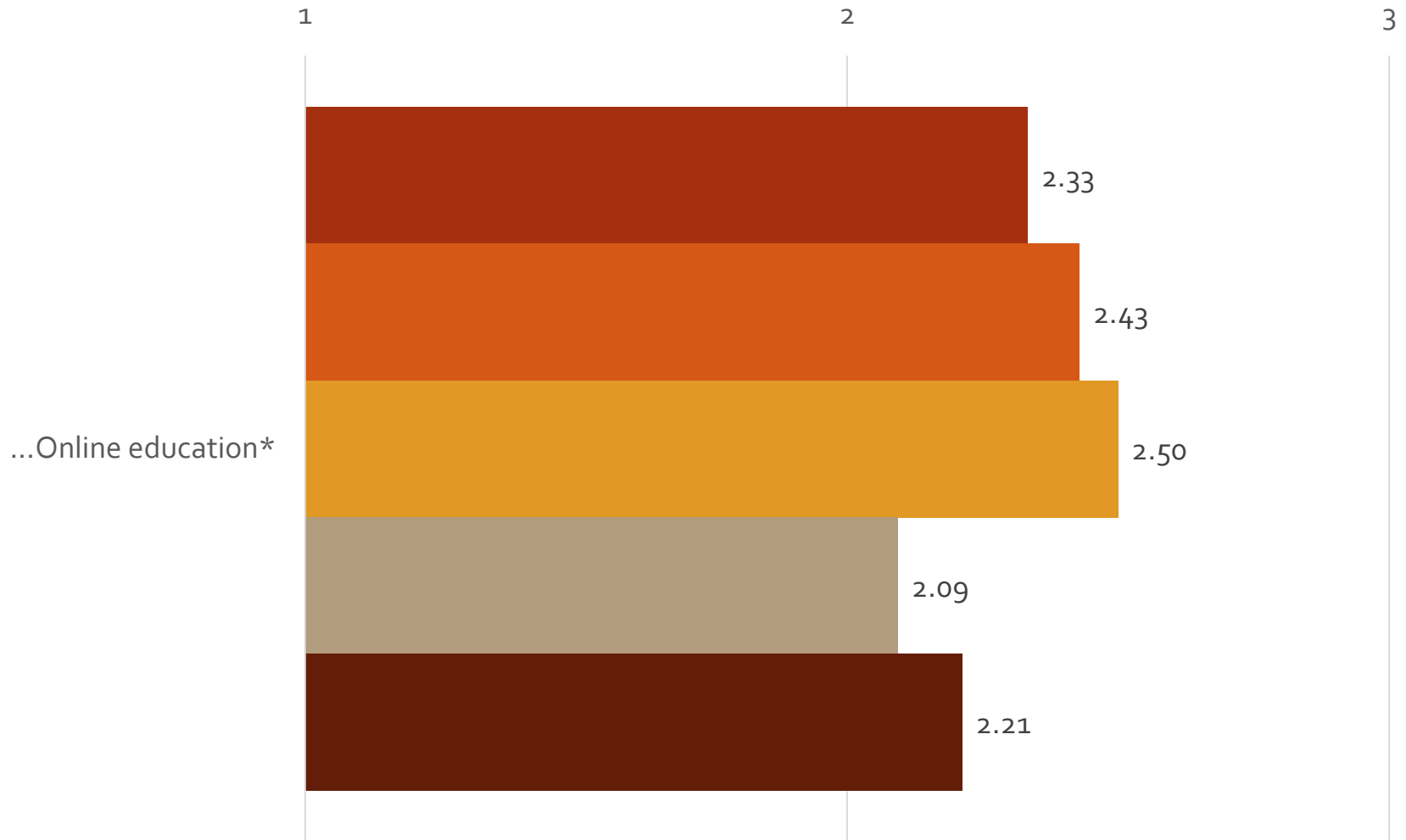


Assess the level of threat from our competitors: (1=Low, 2=Average, 3=High)



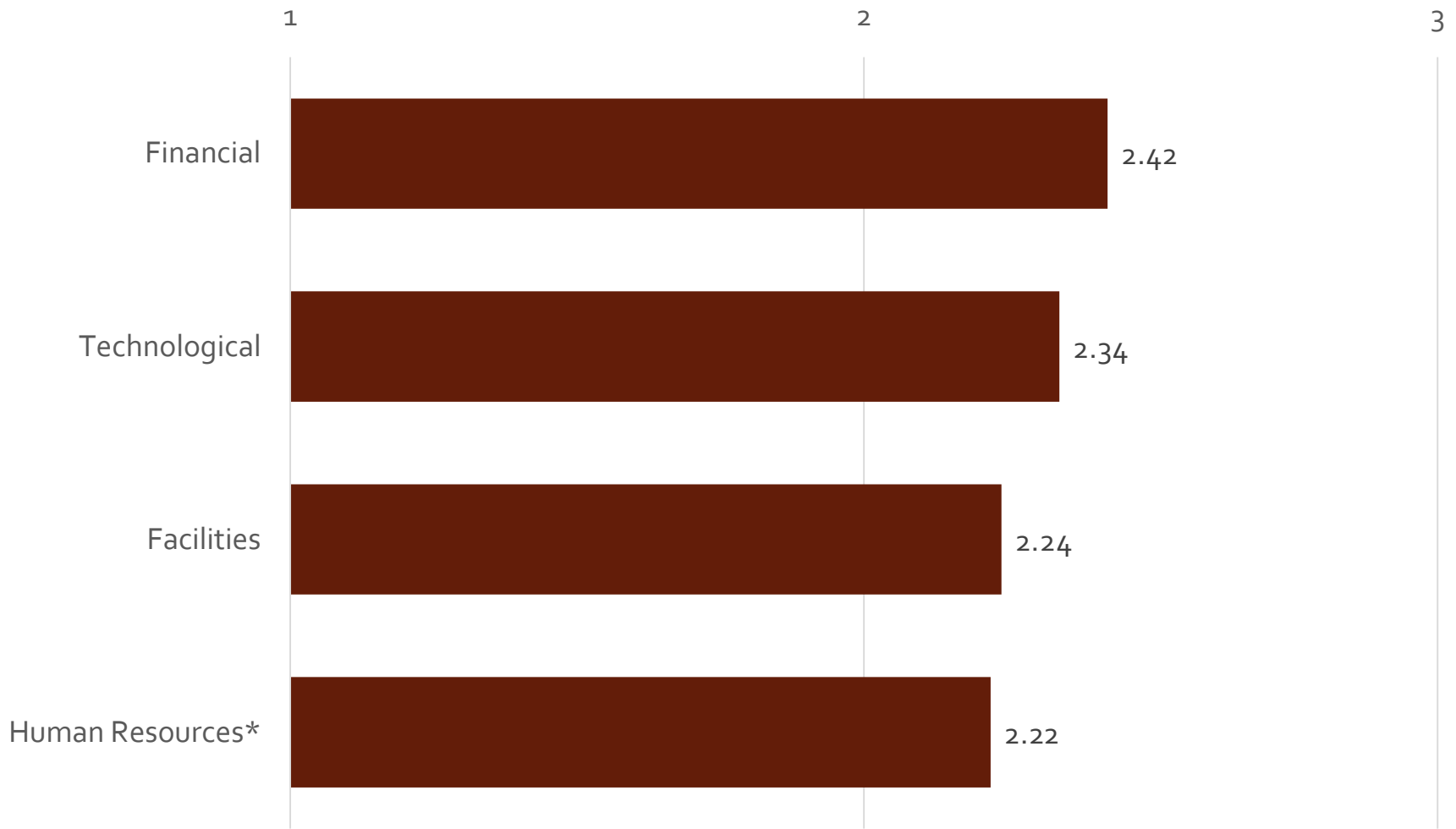
(N ranges from 1043 to 1053)

Drill-down differences for "level of threat from our competitors":
(1=Low, 2=Average, 3=High)



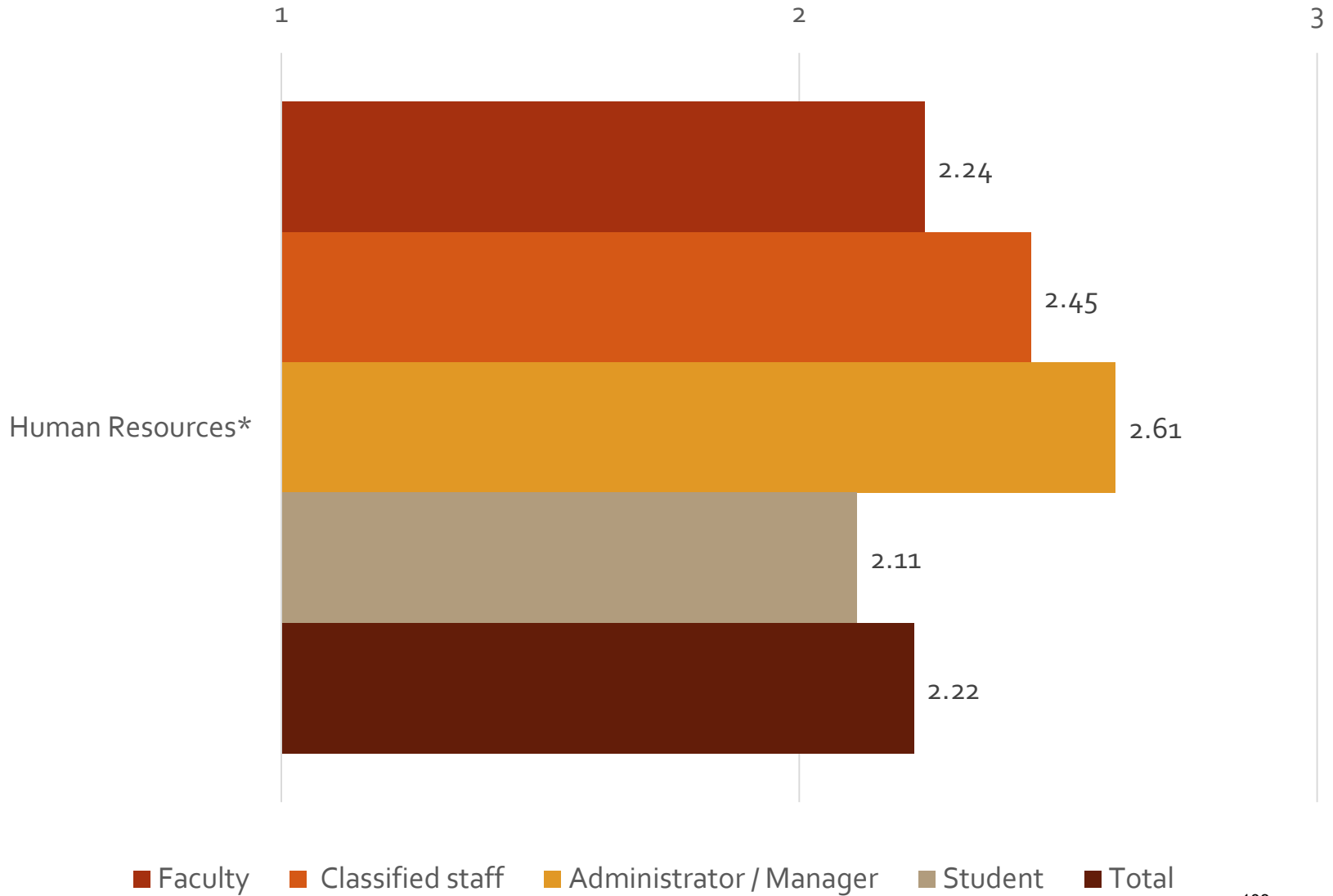
■ Faculty ■ Classified staff ■ Administrator / Manager ■ Student ■ Total

Indicate the potential likelihood of each institutional resource to adversely affect the long term success of the District:
(1=Low, 2=Average, 3=High)

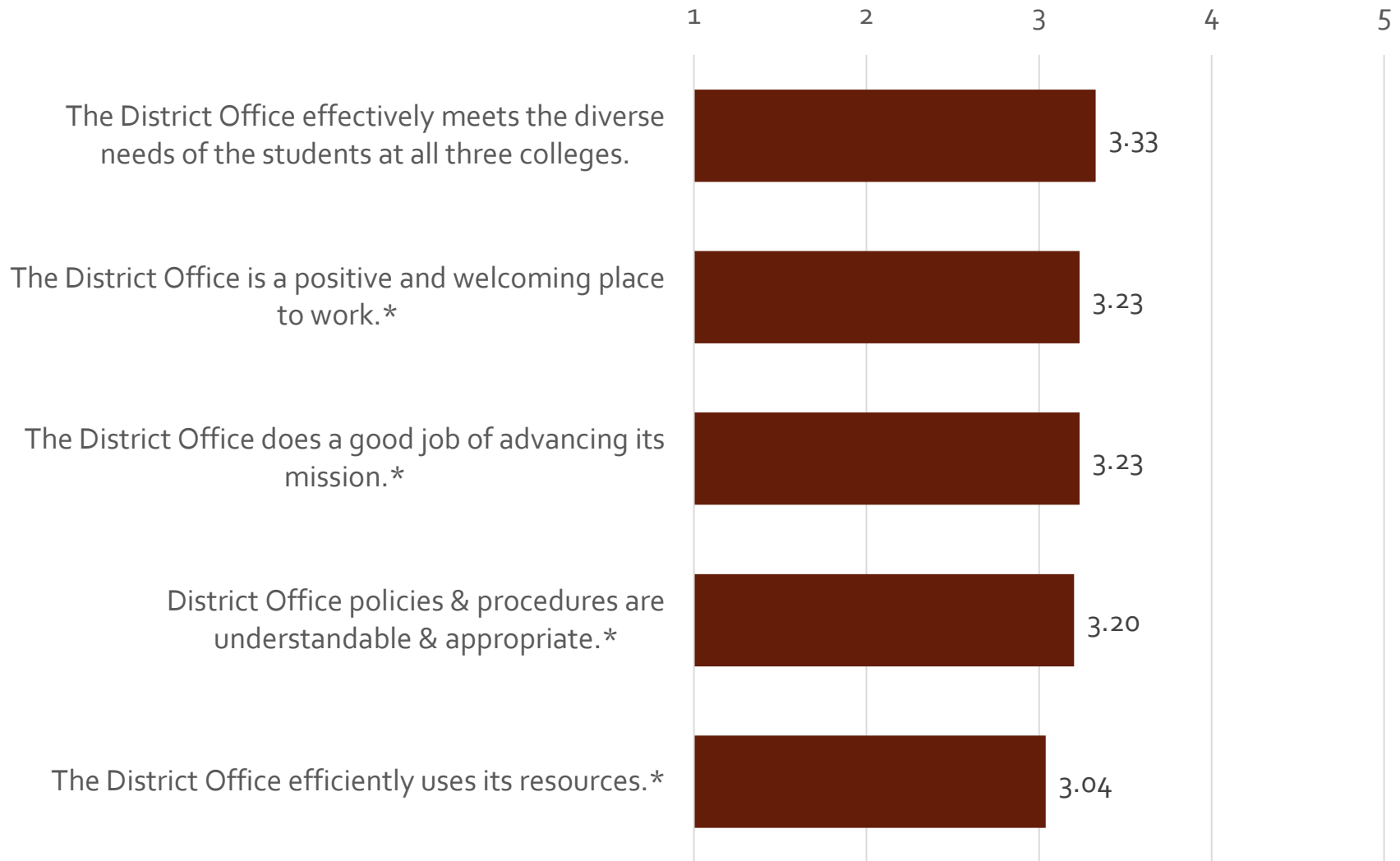


(N ranges from 969 to 1010.)

Drill-down differences for "potential likelihood of each institutional resource to adversely affect the long term success of the District":
(1=Low, 2=Average, 3=High)

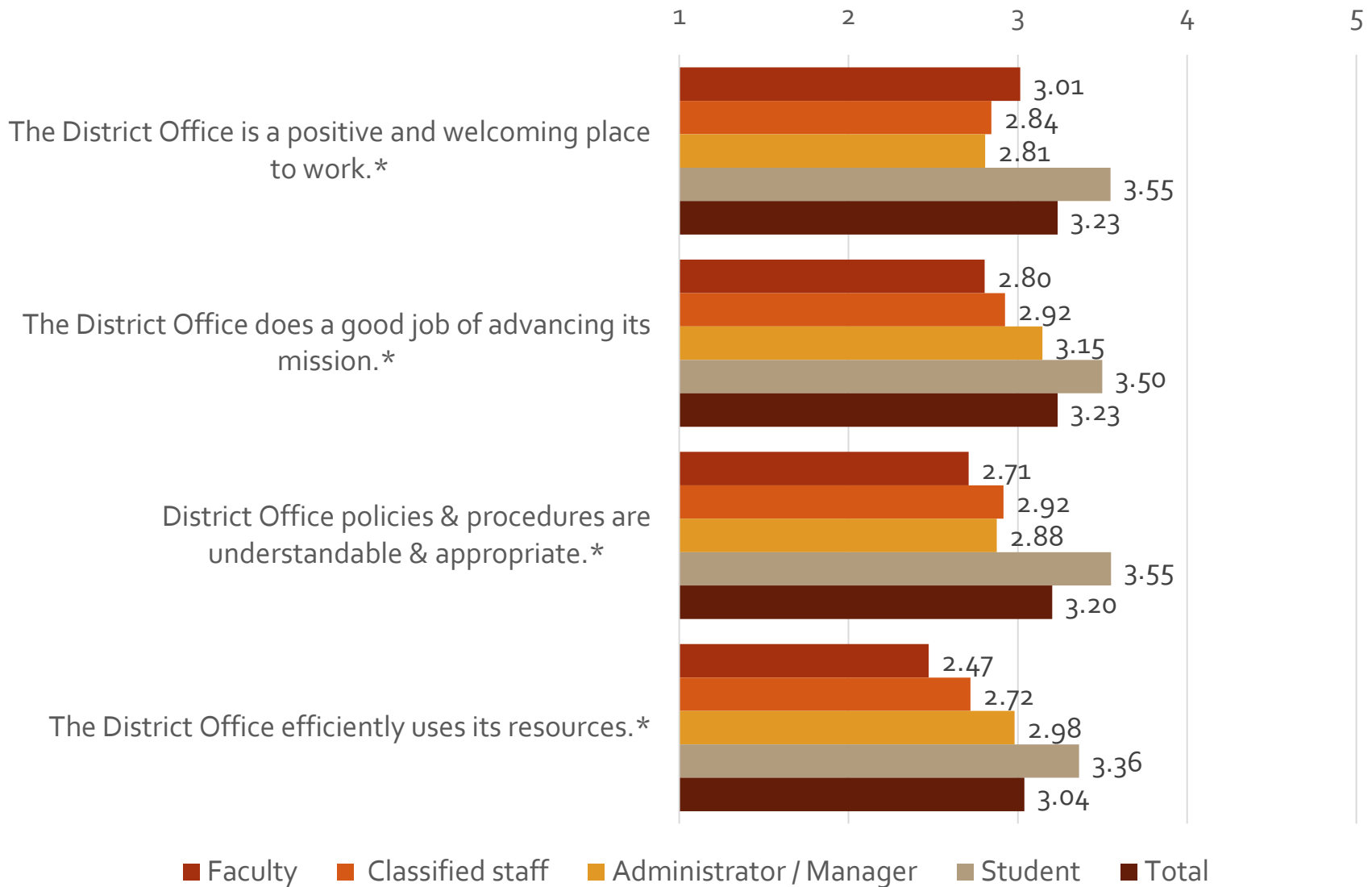


Please rate your agreement with these statements about the District Office: (1=Strongly Disagree to 5=Strongly Agree)

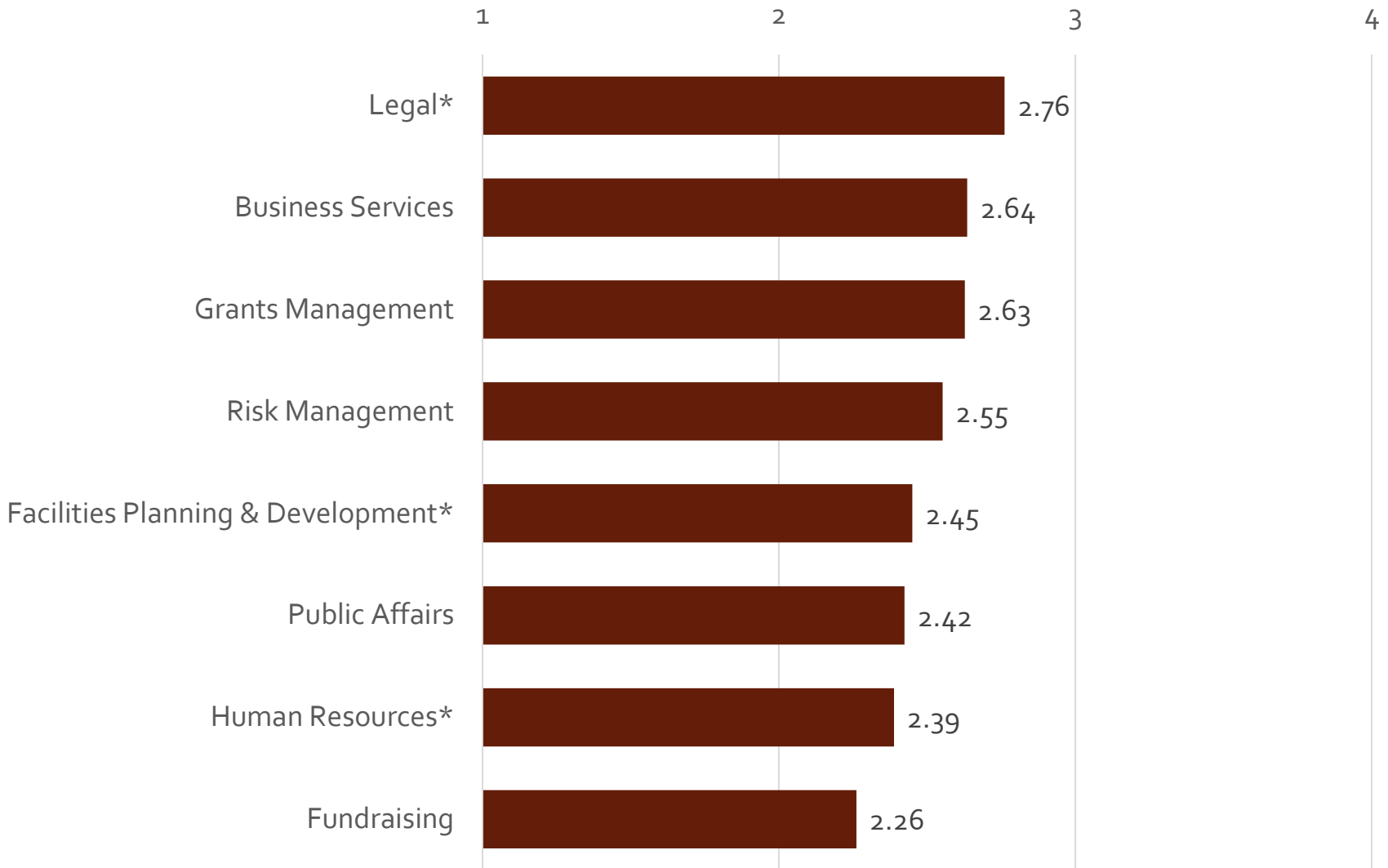


(N ranges from 678 to 817.)

Drill-down differences for "statements about the District Office".
 (Not Much at All=1 to Very Much=5)

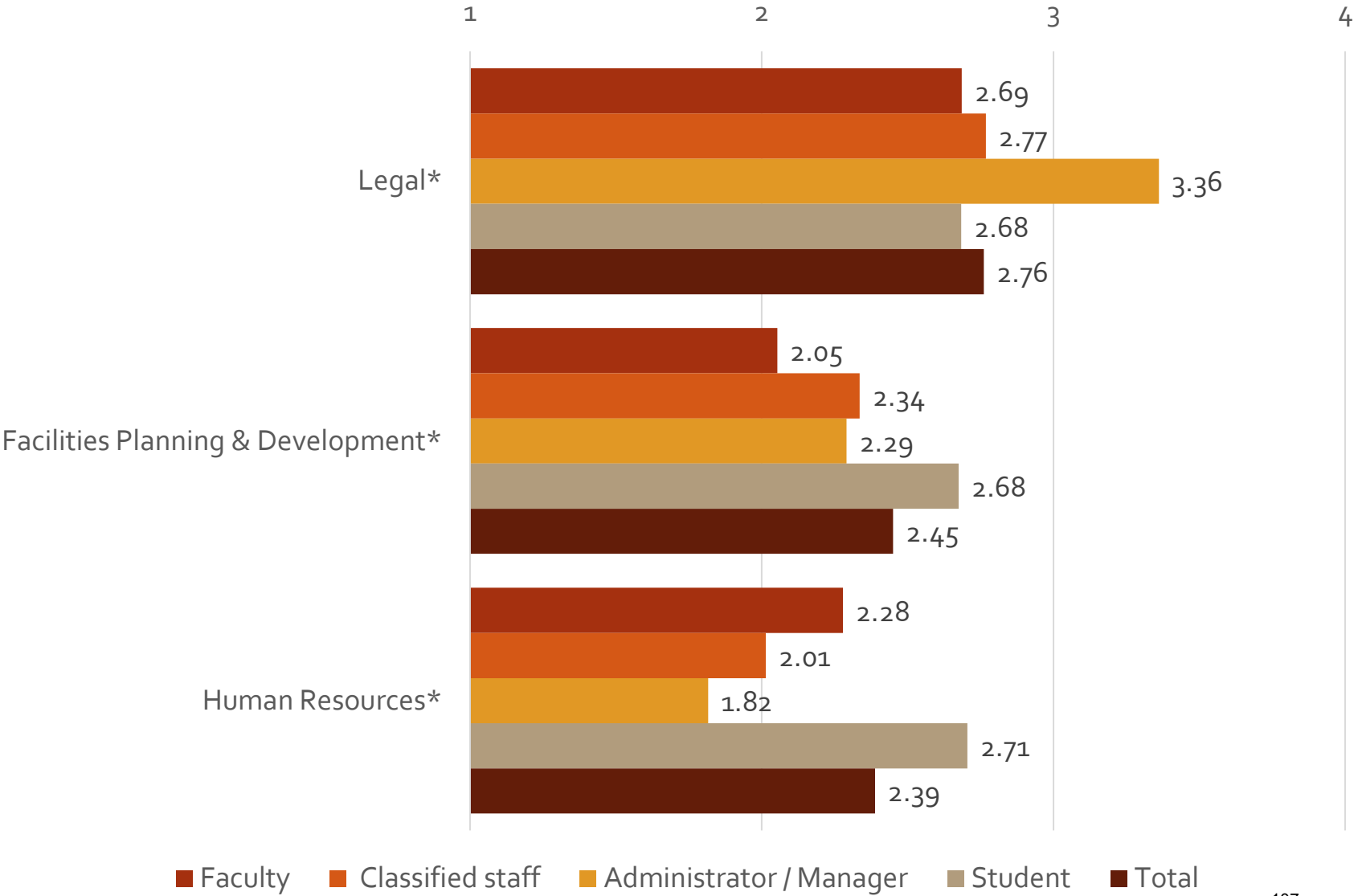


Please rate your agreement with these statements about the District Office: (1=Poor to 4=Excellent)

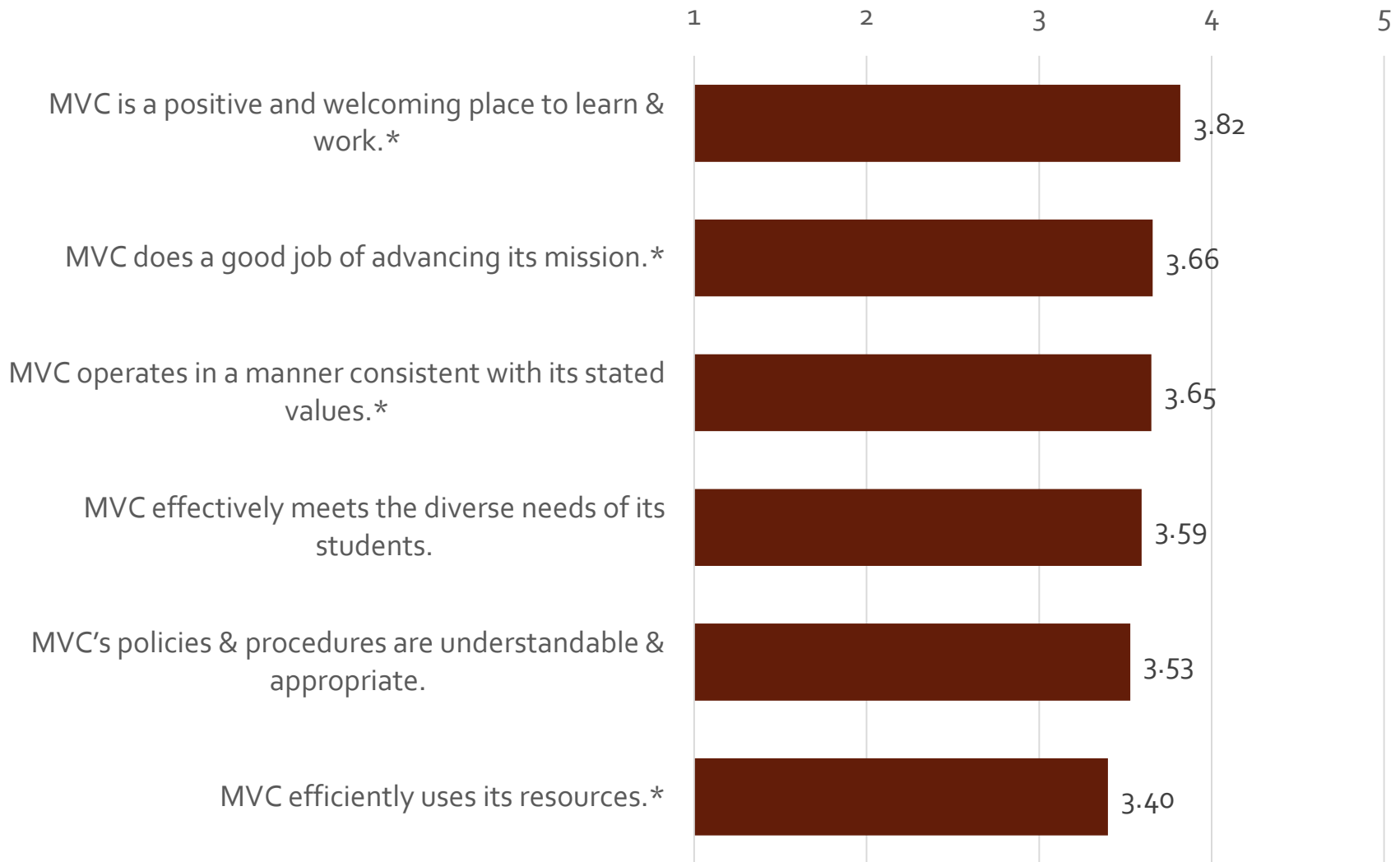


(N ranges from 543 to 739.)

Drill-down differences for "statements about the District Office".
(1=Poor to 4=Excellent)

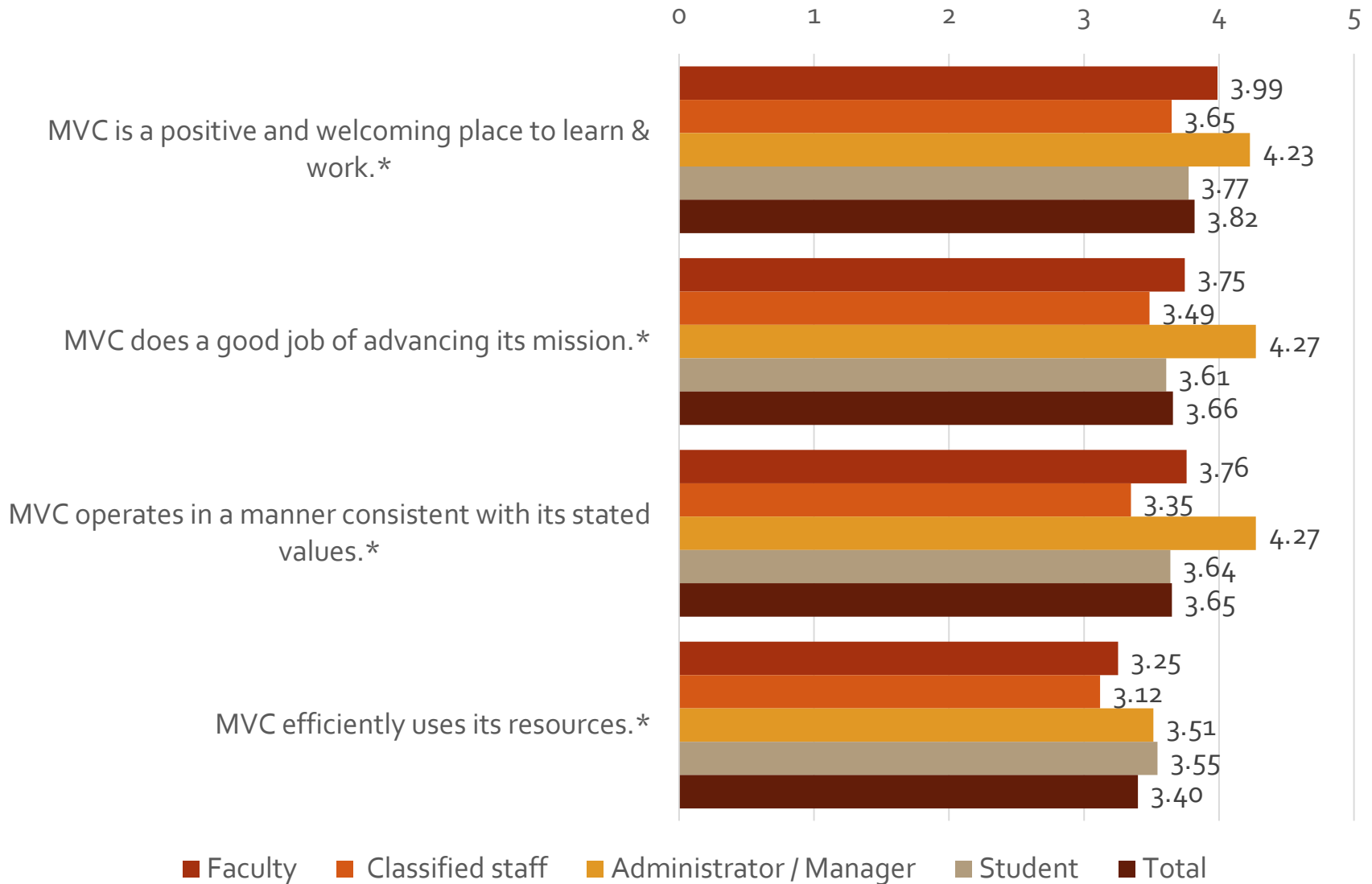


Please rate your agreement with these statements about the Moreno Valley College: (1=Strongly Disagree to 5=Strongly Agree)

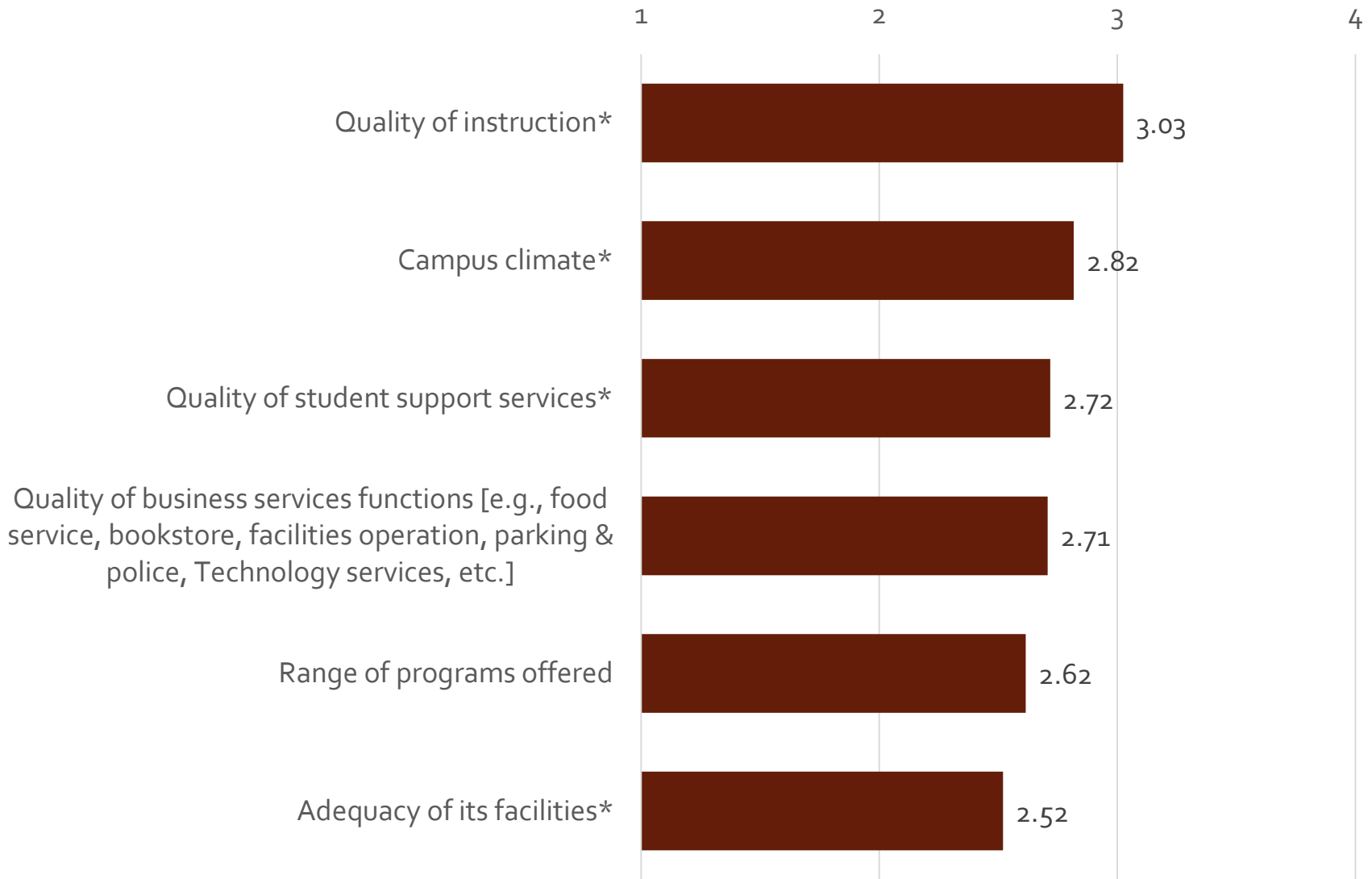


(N ranges from 409 to 442.)

Drill-down differences for "statements about Moreno Valley College". (Not Much at All=1 to Very Much=5)

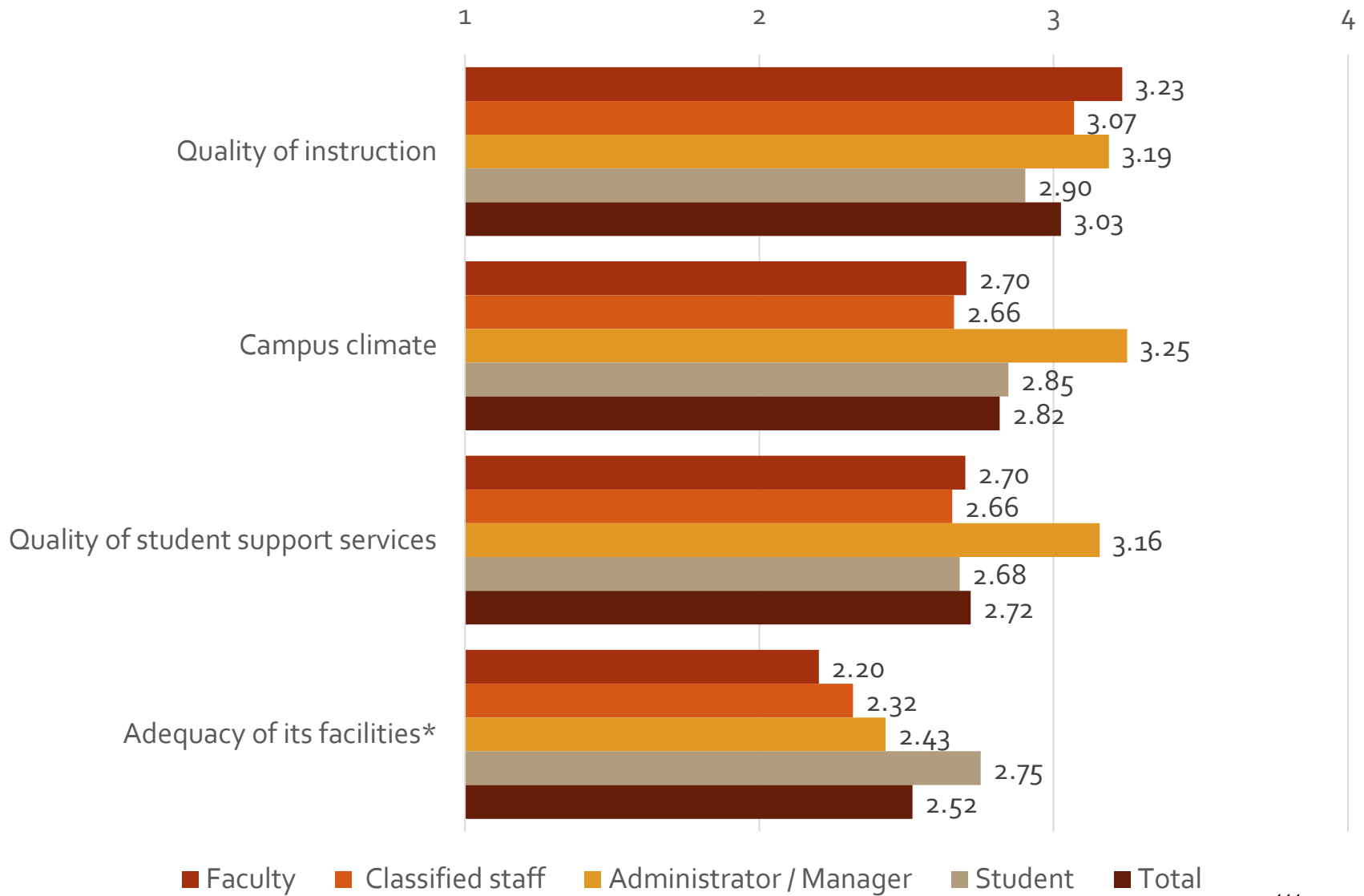


Please rate your agreement with these statements about Moreno Valley College: (1=Poor to 4=Excellent)

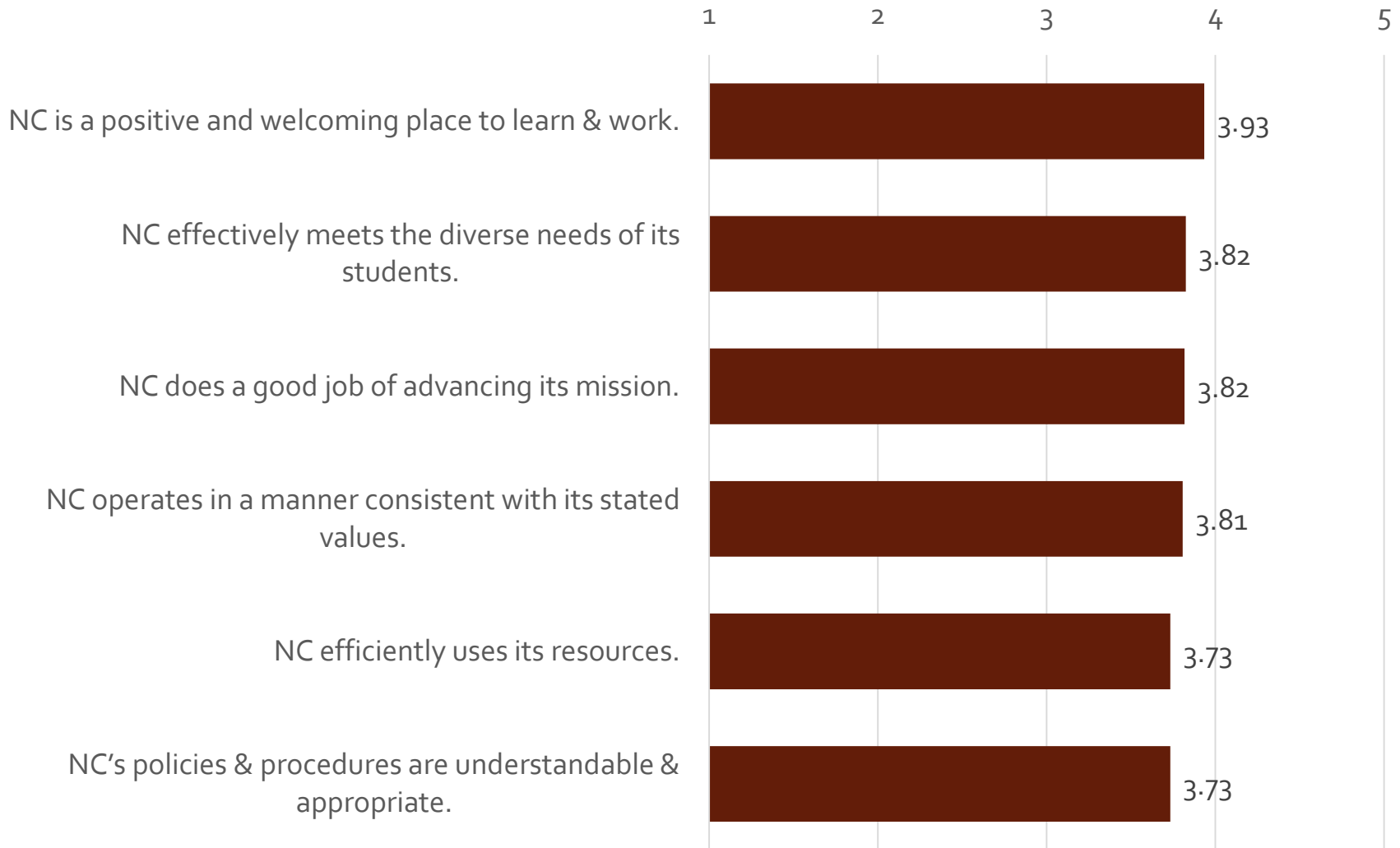


(N ranges from 369 to 419.)

Drill-down differences for "statements about Moreno Valley College". (1=Poor to 4=Excellent)

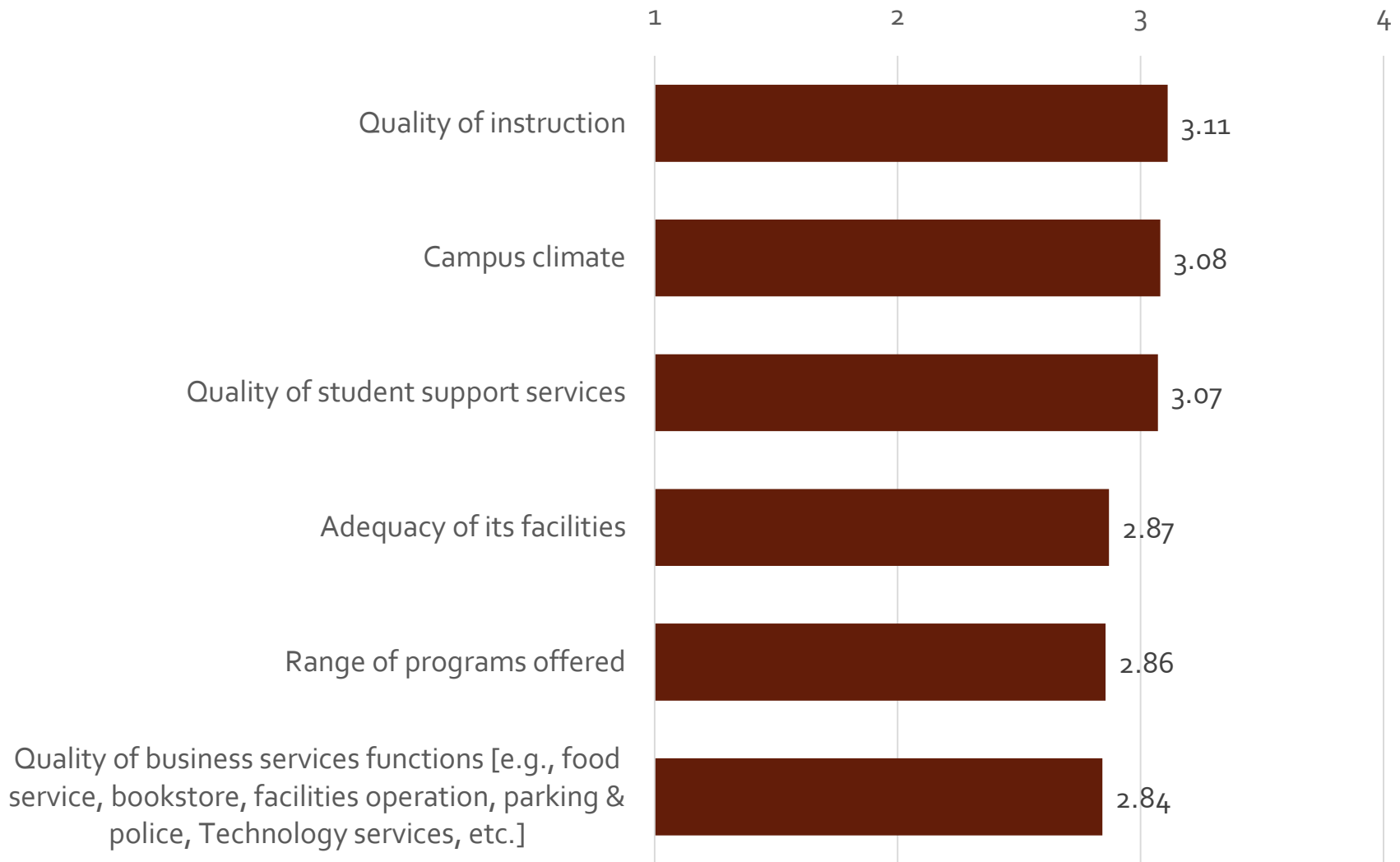


Please rate your agreement with these statements about the Norco College: (1=Strongly Disagree to 5=Strongly Agree)



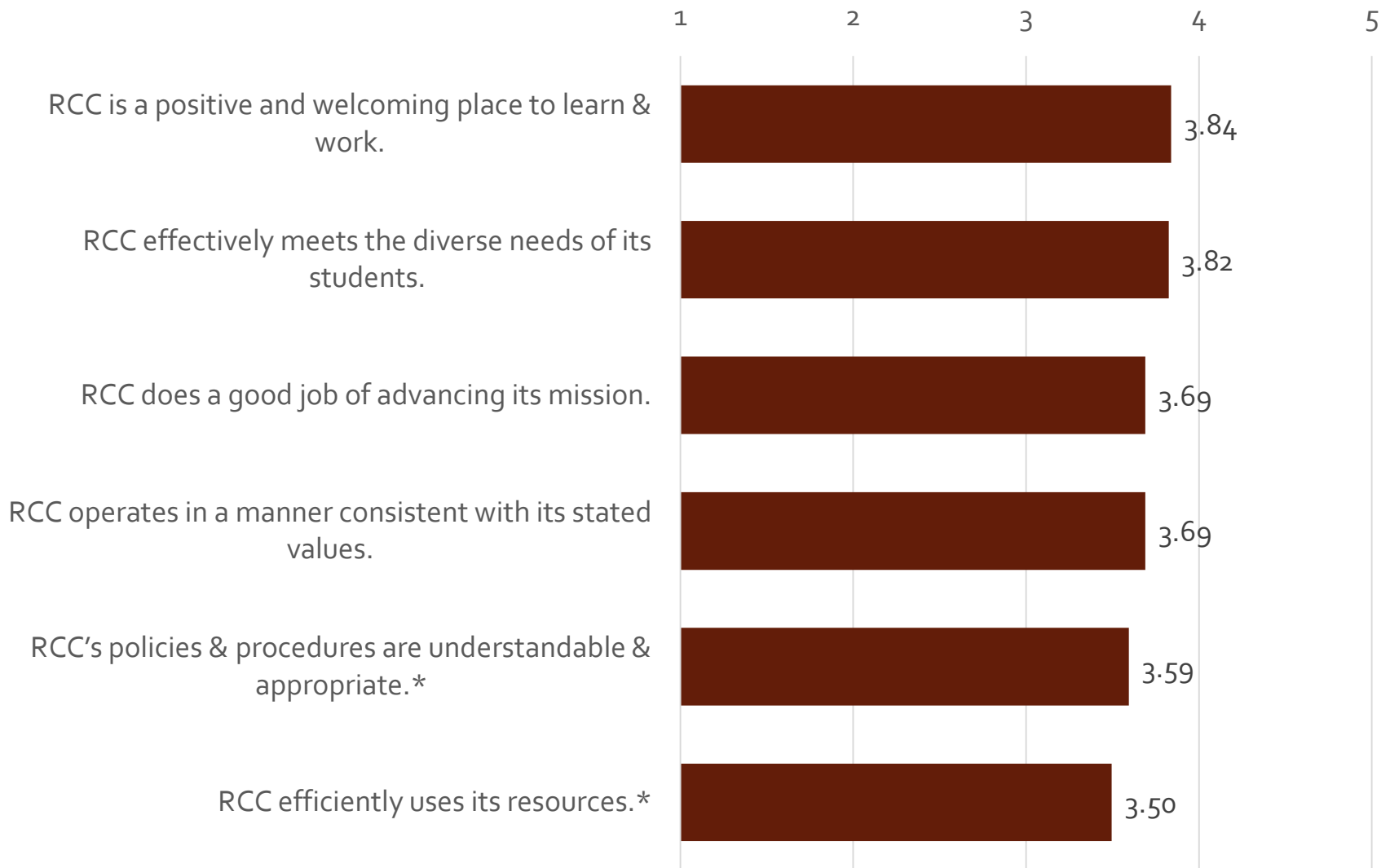
(N ranges from 390 to 421.)

Please rate your agreement with these statements about Norco College: (1=Poor to 4=Excellent)



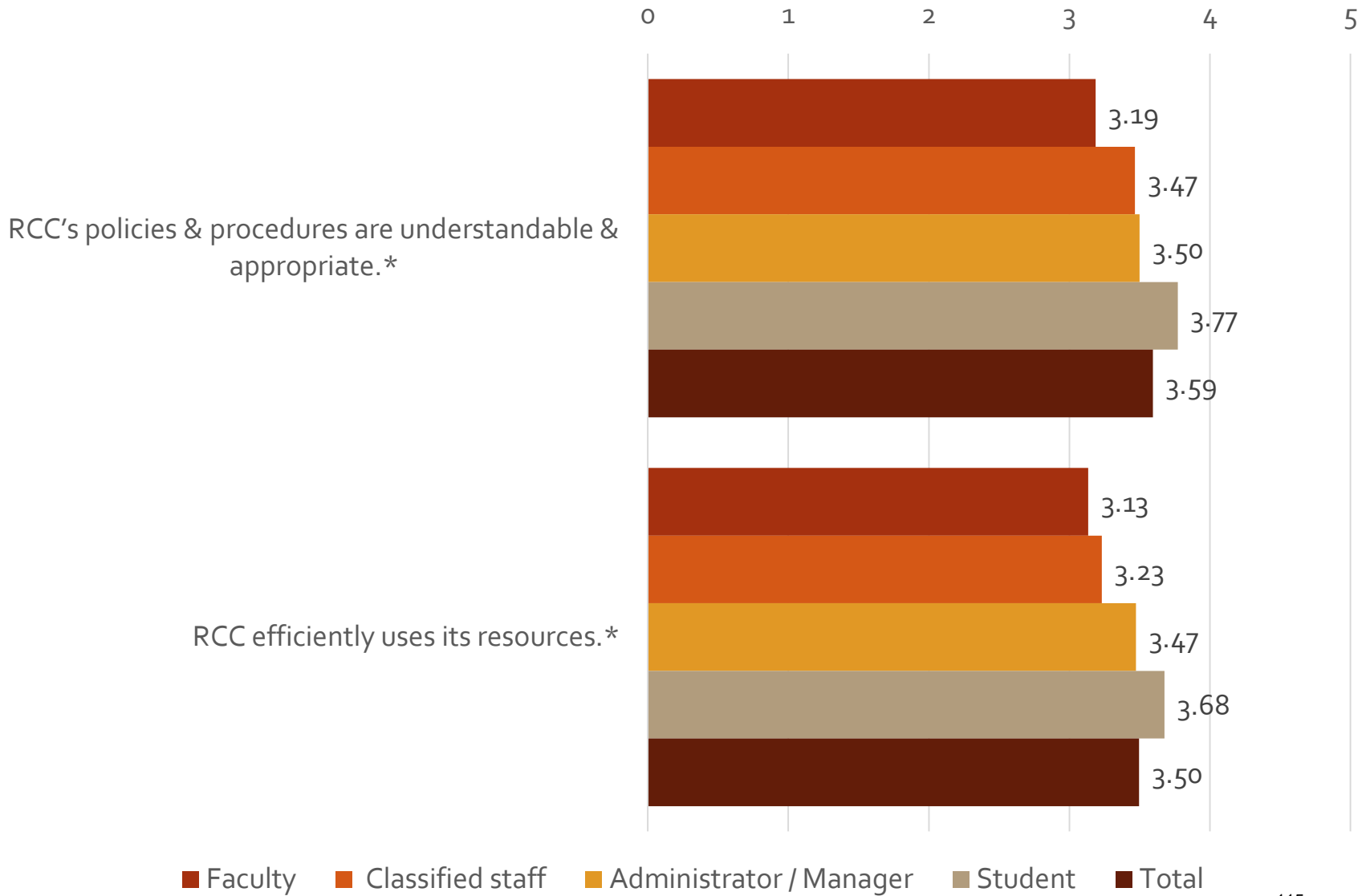
(N ranges from 363 to 402.)

Please rate your agreement with these statements about Riverside City College: (1=Strongly Disagree to 5=Strongly Agree)

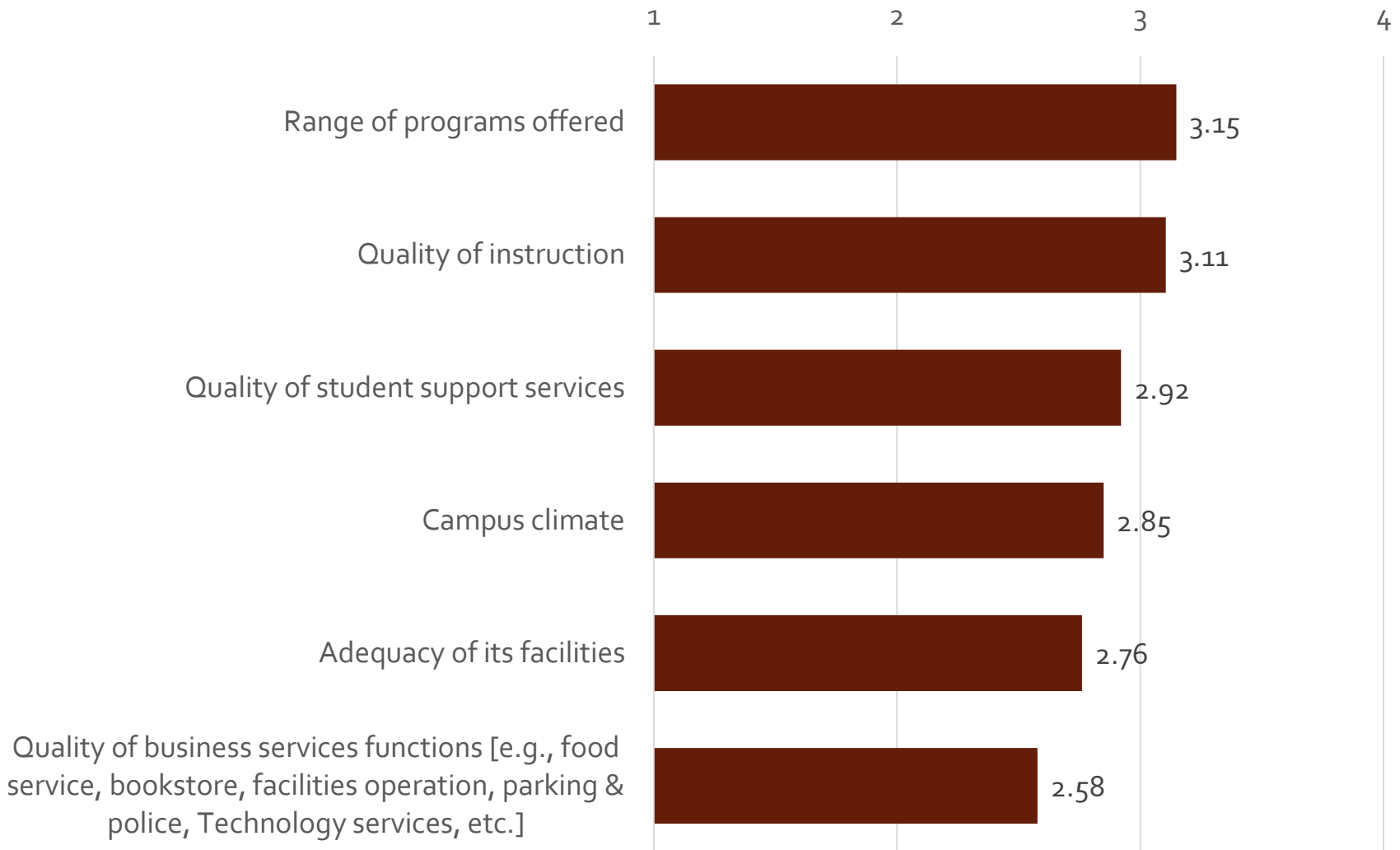


(N ranges from 685 to 730.)

Drill-down differences for "statements about Riverside City College".
(Not Much at All=1 to Very Much=5)

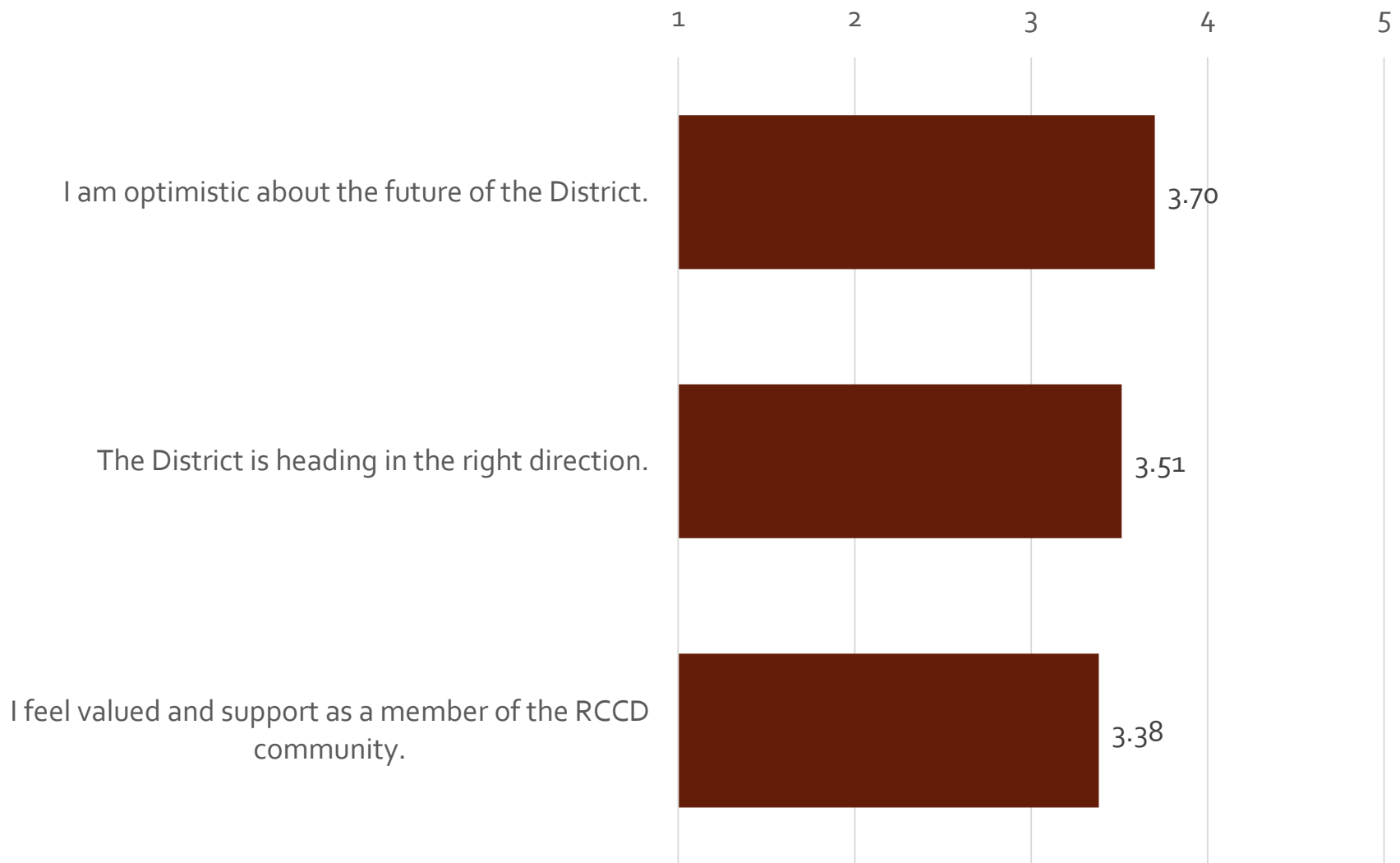


Please rate your agreement with these statements about Riverside City College: (1=Poor to 4=Excellent)



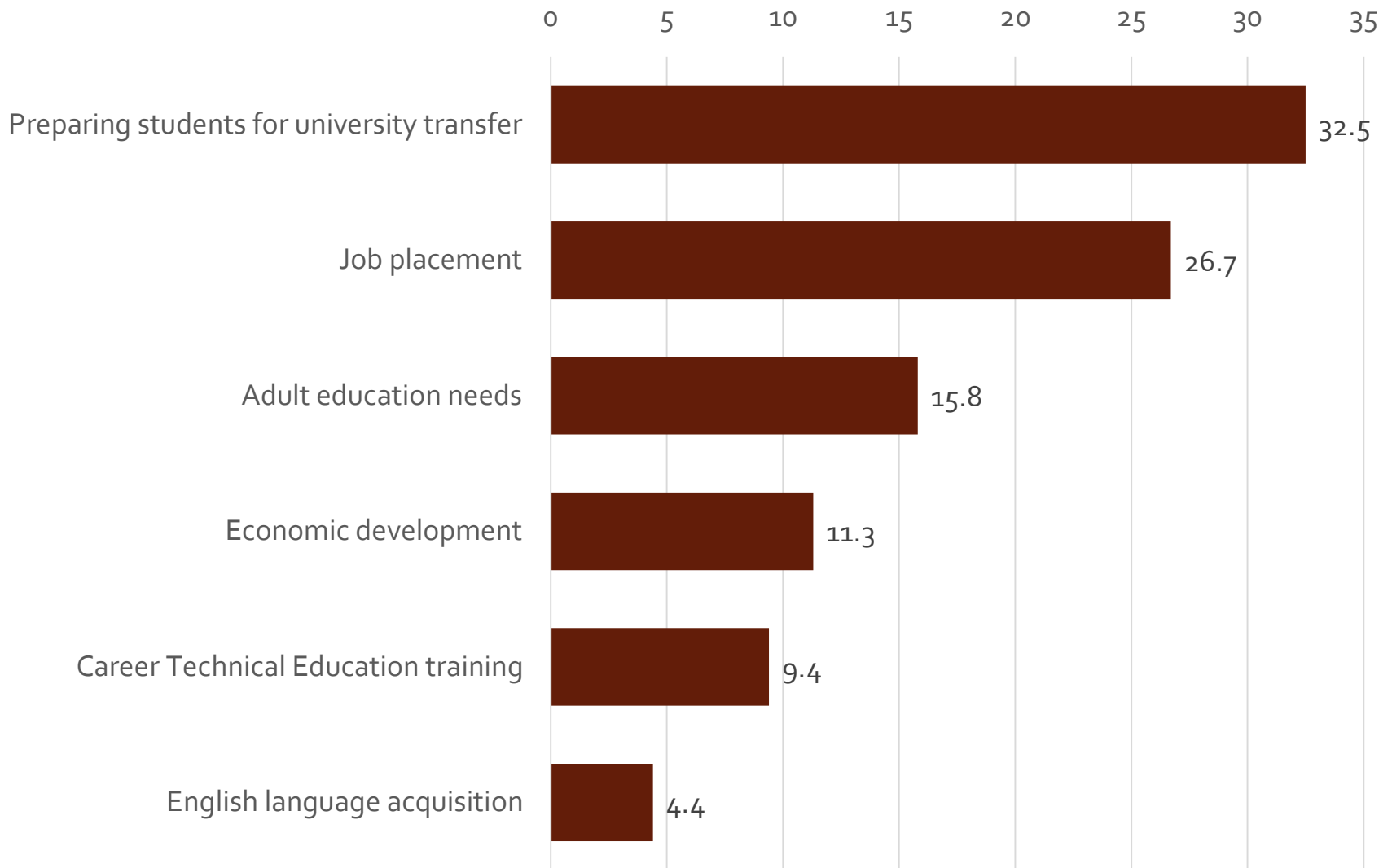
(N ranges from 672 to 744.)

Please rate your agreement with these statements about the District overall: (1=Strongly Disagree to 5=Strongly Agree)



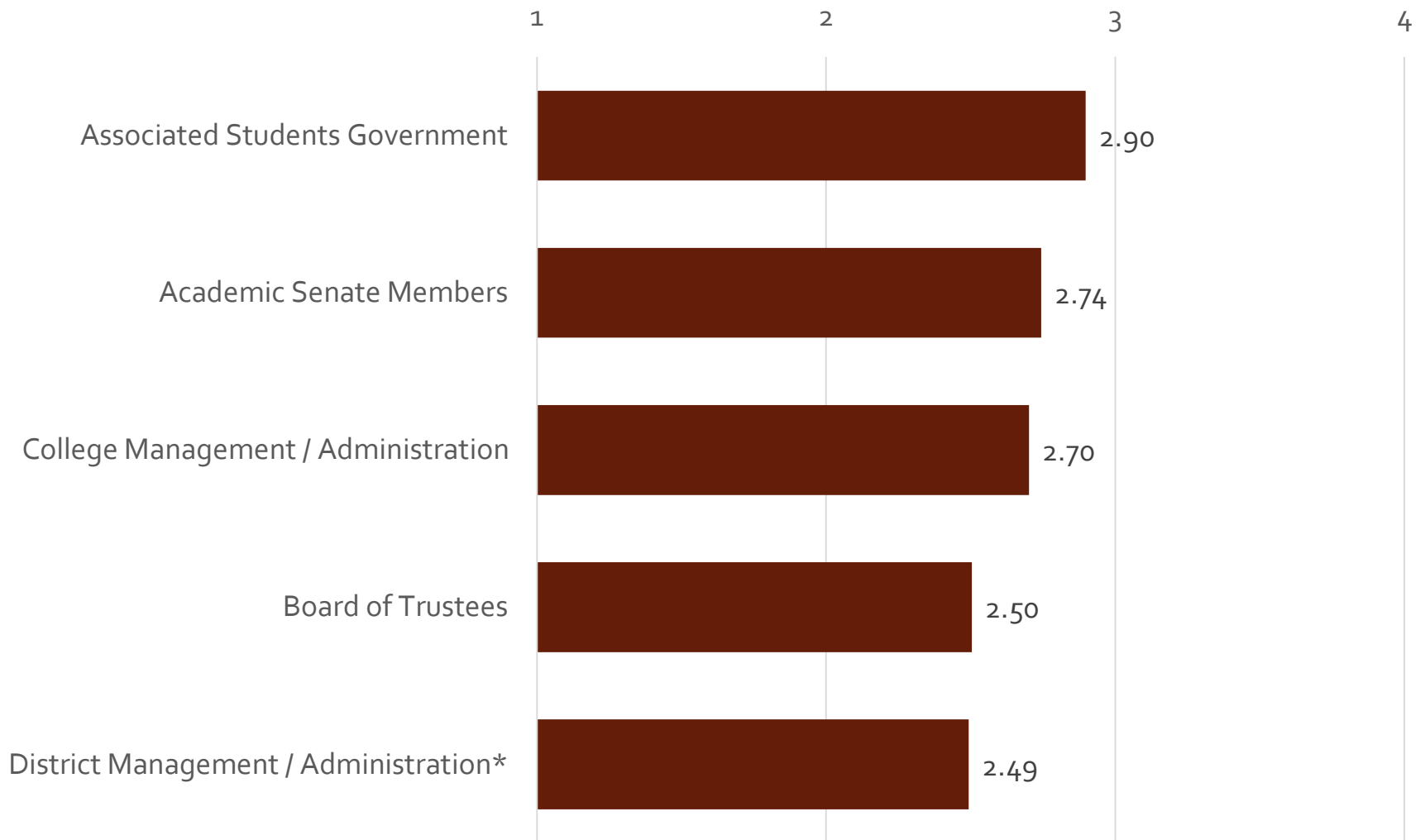
(N ranges from 873 to 928.)

What is the greatest community need that the District is not meeting or is inadequately meeting?



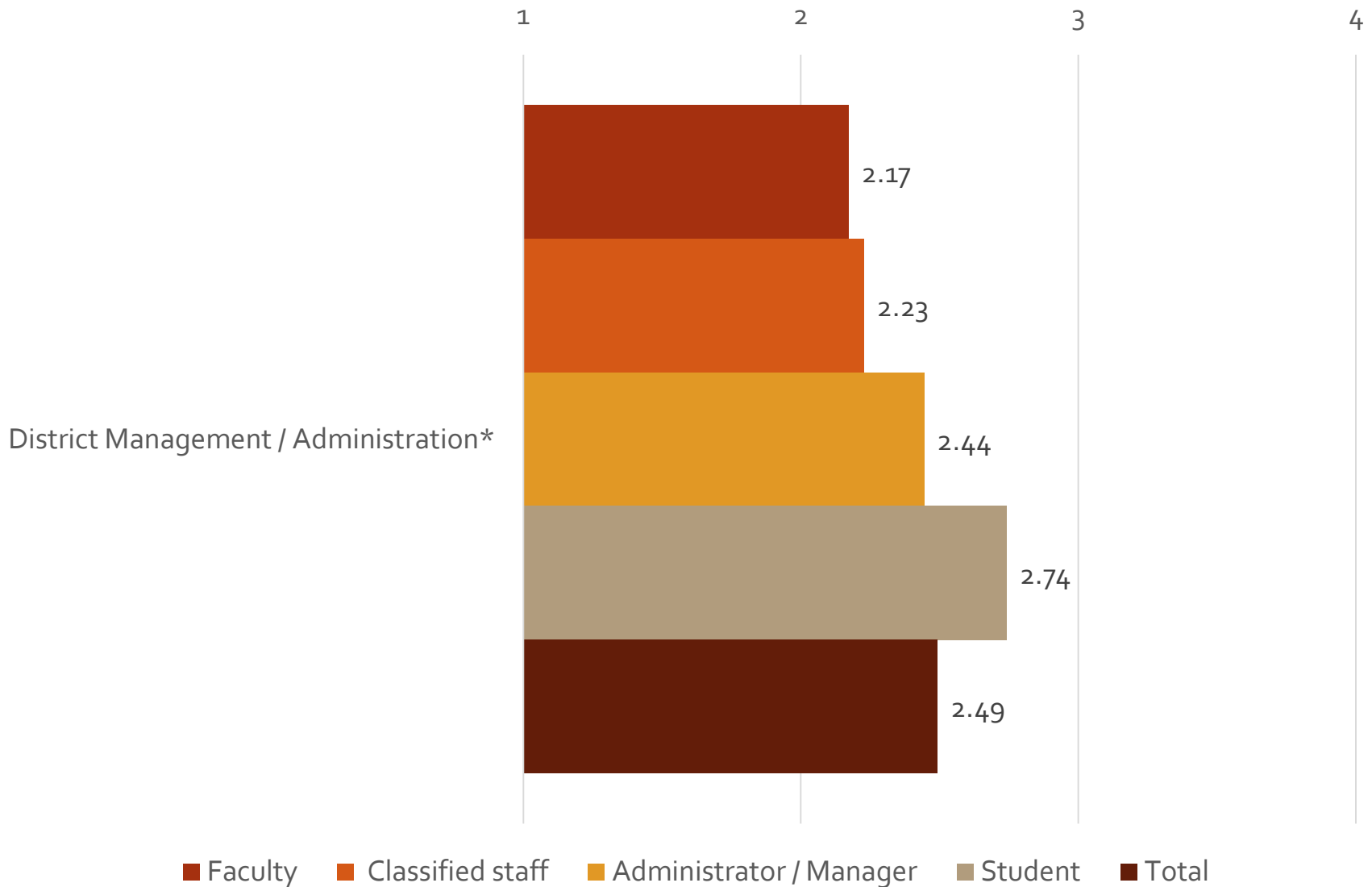
(n=791)

Please rate the performance of the following leaders:
(1=Poor to 4=Excellent)



(N ranges from 540 to 848)

Drill-down differences for "the performance of the following leaders".
(1=Poor to 4=Excellent)



Survey Steps Remaining

- Before the final report is completed, responses to open-ended questions still need to be recoded into analyzable data.
- Results from the community members survey needs to be integrated into existing report.
- Share completed databases with colleges for further local analyses.

SWOTs Survey Respondent Characteristics

The SWOTs survey was taken by 2,344 respondents between the months of December 2017 and May 2018. The tables below indicate respondent answers to descriptive and demographic questions. In cases where respondents answered “Other,” these cases were reviewed, and, where possible, reassigned to existing categories. (For example, “Other” responses of “Chicano,” “Latina,” were recoded into the existing category of “Hispanic.”) This recoding was done to aid interpretation.

What stakeholder group do you belong to?		
q0001	Total	Percent
Administrator / Manager	93	3.8%
Classified staff	274	11.3%
Community member	63	2.6%
Faculty	296	12.2%
Student	1667	68.5%
Board of Trustee	3	0.1%
No Response	37	1.5%
Grand Total	2433	100.0%

What RCCD entity are you primarily associated with?		
q0002	Total	Percent
District Office (includes off site locations)	84	3.5%
Moreno Valley College	473	19.4%
Norco College	420	17.3%
Riverside City College	1396	57.4%
Mix of Sites	14	0.6%
No Response	39	1.6%
Other (please specify)	7	0.3%
Grand Total	2433	100.0%

How long has your affiliation with RCCD been?		
q0003	Total	Percent
Less than 1 year	700	28.8%
1 - 5 years	1081	44.4%
6 - 10 years	200	8.2%
Over 10 years	418	17.2%
No Response	34	1.4%
Grand Total	2433	100.0%

To which gender identity do you most identify?		
q0004	Total	Percent
Female	1544	63.5%
Male	738	30.3%
Not listed	10	0.4%
Prefer not to answer	105	4.3%
No Response	36	1.5%
Grand Total	2433	100.0%

Ethnicity?		
q0005	Total	Percent
African American / Black	208	8.5%
Asian	156	6.4%
Hispanic	1048	43.1%
Native American	16	0.7%
Pacific Islander	25	1.0%
White	785	32.3%
Multiple Ethnicities	71	2.9%
Some Other Group	43	1.8%
No Response	81	3.3%
Grand Total	2433	100.0%

Key Environment Scan Findings

Recognizing that the locally-created survey would inform the committee mostly about internal strengths and weaknesses, the Riverside Community College District Environmental Scan was reviewed to help lend more insight into the opportunities and threats to our region.

The committee reviewed the information summarized on the following page and used this information to supplement the SWOT analysis.

Summary of Key Findings From the Environmental Scan

Internal		
Key Findings	Strengths	Weaknesses
	> RCCD Colleges are fully accredited.	X
> RCCD has been successful in securing grants.	X	
> RCCD financial resources/budgets have been increasing.	X	
> RCCD has been increasing the number of Tenured/tenure track faculty & Temporaray Academic faculty.	X	
> RCCD Colleges are implementing Guide Pathway framework.	X	
> Persistent student achievement gap exists despite significant levels of state funding.		X
> RCCD has a declining HS graduate capture rate.		X
> Recent decline in efficiency (WSCH/FTES).		X
> RCCD Colleges have lower percentage of freshmen students completing college-level math & English than many of it peers.		X
> RCCD Colleges's student success measures such as % completion, % employed in living wage jobs, etc. have not been improving.		X
> RCCD technology infrastructure and applications have not kept up with the changes in technology, user demands and emerging operational trends.		X
> RCC has many old facilities in poor condition.		X
> MVC has the least amount of space to support its operations.		X

External		
Key Findings	Opportunities	Threats
	> Population in our area is likely to increase largely due to net migration, birth rate declining. (Driven by the cost of living in the costal regions)	X
> The percent of the population that is 60+ is increasing.	X	
> RCCD colleges are located near the major population centers of the region.	X	
> More than 50% of RCCD region household speak another language than English at home.	X	
> RCCD service areas are very diverse; Hispanic popouation is the largest and fastest growing.	X	
> RCCD region has lower educational attainment levels; with the lowest levels occurring in the area served by MVC.	X	
> RCCD service area has lower per capital income than the state average, with the areas served by MVC having the lowest.	X	
> Budget allocations at the state level will increasingly be performance based not driven by growth.	X	
> Changes in technology will have both operational and cost implications for RCCD.	X	
> Potential workforce growth areas include: transportation & utilities, professional & business services, warehousing, health care, education, construction, and social services.	X	
> Funding from the state has generally increased over the past five years and is likely to continue for a few more years;		X
> Continued cost increases in employee benefits particularly retirement and health and welfare costs will consume larger share of the budget.		X
> Unemployment rate has been declining and is likely to continue.		X
> Concern regarding the cost of college education is prevalent among a large share of the community. Large public support for state funded free community colleges.		X
> Competition from other colleges in our area is likely to intensify.		X

References

RCCD Environmental Scan, completed June 2018.