The Development of the Strategic Planning Process at RCCD: A Historical Review

Beginning in April 2001, Riverside Community College District undertook the task of identifying, evaluating, and implementing a strategic planning model for the District. Since then, the District’s Strategic Plan (and its associated planning process) has gone through changes and evaluation, both in response to the evolving planning process as well as in direct response to the structural changes associated with the conversion of a one-college, multi-campus District to a three-college structure.

The District’s 2008-2012 Strategic Plan was approved by the Board of Trustees on October 21, 2008. This plan was developed prior to the independent college status of Moreno Valley and Norco. The plan was intended to facilitate the transition to a multi-college structure and yet be flexible enough to address the issues that were not anticipated in 2008. The District’s Strategic Plan (DSP) adopted in 2008 included 6 themes. In fall 2009, at the request of the District’s new Chancellor, the District’s Strategic Planning Committee (DSPC) approved an additional theme: Green Initiatives. Thus, the following themes were reflected in the District’s Strategic Plan:

- Student Access
- Student Success
- Service to the Community
- System Effectiveness
- Financial Resources Development
- Green Initiatives

Recognizing the importance of the strategic planning process, the Associate Vice Chancellor for Institutional Effectiveness was given the responsibility of providing leadership for the strategic planning process and providing periodic updates to the Board. She gave updates to the Board in October 2009 and again in October 2010. A report covering two years (2011 and 2012) was presented to the Board in January 2013.
The District’s Norco and Moreno Valley colleges became independently accredited colleges on July 1, 2009. As part of their accreditation process each of these colleges developed its own strategic plan.

Given the above changes and evolution, in spring of 2012, Chancellor Gray requested that the District Planning Committee engage in a substantive and comprehensive process to review and update the District Strategic Plan, which would be a plan that is specific to the District’s new structure. Based upon this directive from the Chancellor, the Strategic Planning Committee requested that the District commission a comprehensive external environmental scan. This would then guide the development of the new Strategic Plan for the District covering the period of 2013-2016 to coincide with District’ centennial celebration. The following is a detailed chronology of the making of District’s **Centennial Plan**.

**Wednesday, April 4, 2012.** In a memo to DSPC members, Chancellor Gray wrote: “In 2007, the District and Board approved the RCCD Strategic Plan (2008-12). It is now time to revisit the District plan in preparation for the issuance of an RCCD Centennial Strategic Plan covering 2012-2016. Any sound and useful strategic plan is predicated on a shared understanding and commitment to the institution’s vision, mission, and values.”

**Friday, May 4, 2012.** At the monthly meeting of the DSPC, Chancellor Gray reiterated his intention to revise the District’s Strategic Plan. He pointed out that RCCD will be 100 years old in 2016. Thus, it is appropriate for the District to embark on preparing a new Strategic Plan, known as the RCCD Centennial Plan. Chancellor Gray pointed out the current DSP was developed when RCCD was beginning to make a transition from a multi-campus District to a multi-college District and thus a review of the DSP was in order. Subcommittees were formed to discuss and review the District’s values, vision, and mission.

**Friday, June 4, 2012.** DSPC met and discussed revisions to the District’s mission, vision, and values. The committee felt that an External Environmental Scan could assist with the process. Additionally, the committee requested that the District would also conduct an SWOT (strengths, weaknesses, opportunities, threats) analysis on the external scan to support the Strategic Plan. Chancellor Gray agreed with the recommendation to hire a consultant to conduct the process and assist with the preparation of the Strategic Plan.
Tuesday, July 8, 2012. Vice Chancellor Maghroori invited Dr. Esteban Soriano, an expert in community college strategic planning, to serve as consultant to the District Strategic Planning Committee and prepare an external scan for the District.

Friday, August 31, 2012. The District’s Strategic Planning Committee’s membership includes a wide range of constituencies, including college strategic planning chairs, college presidents, college senate presidents, CSEA, students and confidential representative.

Friday, September 14, 2012. The District Strategic Planning Committee (DSPC) met at RCC’s Culinary Academy to hear Dr. Soriano’s External Scan.

Friday, September 28, 2012. District Strategic Planning Committee convened at RCC’s Culinary Academy all day to discuss the implication of RCCD’s External Scan and identify RCCD’s Strategic Plan themes. The afternoon was devoted to a SWOTS (strengths, weaknesses, opportunities, threats, and strategies) analysis examining the impact of the External Scan findings on RCCD’s Strategic Plan themes.

Friday, October 12, 2012. DSPC met to discuss goals related to the District’s revised strategic themes. Dr. Soriano facilitated the discussion and committee members decided on the District’s goals.

Tuesday, October 16, 2012. Chancellor Gray sent copies of the draft prepared at the DSPC meeting on October 12, 2012, to the DSPC members for their comments and input.

Wednesday, October 24, 2012, Chancellor Gray sent a draft of the revised District Strategic Plan to DSPC members, asking them to share it with their committees and colleagues.

Friday, October 26, 2012, Chancellor Gray sent out copies of the District’s Strategic Plan to the entire RCCD community, inviting comments and suggestions.

Friday, November 9, 2013. The committee met and discussed various recommendations it had received from committees and individuals throughout
the District. After considerable discussion, the committee revised the text of the Strategic Plan and it approved of the November 9, 2012 District Strategic Plan edition.

**Wednesday, November 14, 2012.** Chancellor Gray submitted the November 9, edition of the District Strategic Plan to the entire RCCD community for their review and comment. In addition, the plan was also submitted specifically to the following groups:

- Moreno Valley Senate President
- Norco Senate President
- Riverside Senate President
- CSEA President
- Confidential Representative
- CTA President
- Moreno Valley Student Association President
- Norco Student Association President
- Riverside Student Association President
- Student Trustee
- Moreno Valley Academic Planning Council
- Norco Academic Planning Council
- Riverside Academic Planning Council
- Moreno Valley College President
- Norco College President
- Riverside College President
- Management Leadership Association President

Comments and responses from the above groups, along with those from the entire District were reviewed by the District Strategic Planning Committee in March 2013. A final copy of the plan will be brought to the Board in April 2013.

**Friday, December 7, 2012.** DSPC met and discussed suggestions and comments that were received in response to the Chancellor’s request for feedback during November. After some discussion, the committee approved unanimously the Centennial Strategic Plan’s Operational Guidelines.
**Friday, March 1, 2013.** DSPC met to discuss comments and suggestions that were received in response to the Chancellor’s memo of December, 2012. Revisions were discussed and voted on by the members of the committee.

**Tuesday, April 2, 2013.** Centennial Strategic Plan is presented to the Board by the members of the DSPC which included: Chancellor Gray; Vice Chancellor and Provost Maghroori; Dr. Crasnow, Norco Academic Senate President; Dr. Gibbs, Moreno Valley Academic Senate President; Dean Torres; Dean Keeler; and Dr. Parnell, Norco College President. Questions and answers followed the presentation.

**Friday, April 5, 2013.** Committee met, discussed, and voted on a function map which delineates areas of responsibility in relation to the Centennial Plans themes and objectives.

**Tuesday, April 16, 2013.** Board of Trustees unanimously approved the District’s Centennial Strategic Plan.