CHANCELLOR'S CABINET MEETING
Agenda
Monday, September 27, 2021
3:00 p.m.
Zoom Video Conference

1. Call to Order	Brian King
2. Finalize Agenda & Minutes of Meetings* 　　a. August 2, 2021	Brian King
3. Strategic Planning Discussion*	Ed Bush Julie Oliver
4. Adjournment	Brian King

Attachment

CHANCELLOR'S CABINET MEETING
Minutes
Monday, August 2, 2021
Zoom Video Conference
3:00 p.m.

1. **CALL TO ORDER**
Chancellor King called the Zoom Conference meeting to order at 3:00 p.m.

2. **FINALIZE AGENDA & MINUTES OF MEETINGS**
The August 2, 2021 meeting agenda, as well as the July 12, 2021 minutes were approved.

3. **PREVIEW OF AUGUST 3, 2021 SPECIAL BOARD OF TRUSTEES MEETING TO CONSIDER ADOPTION OF A RESOLUTION TO DIRECTING THE CHANCELLOR TO DEVELOP AND IMPLEMENT A COVID VACCINE REQUIREMENT TO INCREASE VACCINATION RATES FOR STUDENTS, FACULTY, AND STAFF**
Chancellor King provided context for the Special Board meeting scheduled for August 3 to consider a vaccine requirement for all students, faculty, and staff. A link to the draft resolution was shared with Cabinet. It was noted that the District has clear authority to require a vaccine, and will continue to meet all obligations to negotiate the effects if adopted. Many operational questions were raised. Those issues will be considered at the appropriate time when the District receives Board direction.

4. **FUTURE AGENDA ITEMS AND MEETING SCHEDULE**
There will not be another Chancellor's Cabinet meeting until the Fall semester unless a need for a mid-summer update is needed.

5. **ADJOURNMENT**
Chancellor King adjourned the meeting at 3:44 p.m.

Strategic Plan-Chancellor's Cabinet Sept 27, 2021

The Strategic Plan Indicators of Achievement Data has been updated for the past five years, and all reports, data tables and Power BI dashboards may be accessed on the LRCCD OIR website.

- **Strategic Plan Indicators of Achievement Executive Summary** (document also attached to this email to make it easier to access when not connected to a Los Rios computer): https://drive.google.com/file/d/1y-d-vUm7_O8gFhARFiF9g40eeDjG9riz/view
- **Strategic Plan Indicators of Achievement Power BI Dashboard** (provides the ability to filter by each goal by each indicator metric by each term or year to visualize the change in historical trends): https://doirweb.losrios.edu/reports/powerbi/LRCCD/2015-16%20Strategic%20Plan%20Indicators%20-%20LRCCD?rs:embed=true
- **Strategic Plan Indicators of Achievement Data Tables** (comprehensive data details by each goal and indicator): https://employees.losrios.edu/our-organization/institutional-research/reports/strategic-plan-indicators-of-achievement

In addition, the **Vision for Success** charts have been updated based on Los Rios data, which presents additional information and views as well as some college level data. This information as well as a short data summary may be accessed on the OIR website: https://employees.losrios.edu/our-organization/institutional-research/reports/vision-for-success-benchmark-data

Updated Vision for Success charts; data provided is aligned with the CCCCO Vision for Success goals and is based on Los Rios data including transfers, awards, unit accumulation by award type and course success.

Highlights follow:
    TRANSFERS
- Transfers to UC increased slightly or remained relatively unchanged at each of the four Los Rios colleges from 2018-19 to 2019-20.
- Transfers to CSU increased at each of the four Los Rios colleges from 2018-19 to 2019-20
- Los Rios colleges continue to prepare many students for transfer; in 2019-20 there are over 9,900 students across the district that are transfer ready (defined as successfully completed 60 transferable units including math and English)
- **Note**: Updated transfers to UC and CSU are usually made available late December/early January, annually

AWARDS
- The number of students who received **any 2 year award** (AA, AS, and ADT) **increased by 3.6%** from 6231 in 2018-19 to 6456 in 2019-20
- The number of students who received an **ADT increased by 17.0%** from 1943 in 2018-19 to 2274 students in 2019-20.
- **Note:** 2020-21 awards data will be available late September 2021.
    UNIT ACCUMULATION BY AWARDS

- The number of units accumulated by students earning an AA or AS (not including ADT's) decreased from 87.8 in 2017-18 to 85.4 in 2019-20
- The number of units accumulated by students earning an ADT decreased from 84.1 in 2017-18 to 80.6 in 2019-20
- **Note**: the Vision for Success goal is to decrease average units accumulated to 79; Los Rios colleges have achieved this goal for ADT earners
  Course Success
- The LRCCD 72.4% course success rate remained stable in Fall 2018 and Fall 2019 but declined slightly to 70.0% in Fall 2020.
- Data is provided by each Los Rios college by race/ethnicity to provide information to inform conversations related to addressing achievement gaps.

The attached document provides further detail for each of the Vision for Success goals; in addition much of the data is available in the OIR Power BI library which provides the ability to filter by student demography and attributes in greater specificity. The Vision for Success data will be updated as end of semester and academic year data becomes available.

Vision for Success (aligns with Strategic Plan Indicators):
https://drive.google.com/file/d/1v0lqgFfb0iDxpF8AM1eBkPOhpG5rPGGT/view

Equity Goals (these are goals that are in addition to our current Strategic Plan):
https://doirweb.losrios.edu/Reports/powerbi/LRCCD/LRCCD%20Equity%20Dashboard%20-%20EOS%20and%20Roster%20-%20LRCCD?rs:embed=true
(includes data for course success goals and math, English completion)

Reaffirmation Process for LRCCD Strategic Plan

Chancellor's Cabinet May 10th

Since the Chancellor's Cabinet is by [LRCCD Regulation 3411](#) Section 1.3.2 the steering committee for District strategic planning processes, the Chancellor's Cabinet decided to create an annual process for reaffirmation of the current [LRCCD Strategic Plan](#).

- Set up a process where the strategic plan never sunsets, rather assess every year to adjust indicators and strategies; create a yearly evaluation of strategic plan, yearly weigh in so there is constant input, data reporting, reflection, and adjustment
- Goals are still relevant to the work and direction the LRCCD is moving, need to think about indicators and strategies with minimum, if any, adjustments only to the current goals.
- Need to spend time and energy on the work not on the process
- Want to move to a more agile strategic plan process to be more responsive to internal or external changes
- Need to take into account the need for a remote process this fall

Desired that the Chancellor's Cabinet reaffirm the LRCCD Strategic Goals as follows:
1. Establish effective pathways that optimize student access and success.
2. Ensure equitable academic achievement across all racial, ethnic, socioeconomic, and gender groups.
3. Provide exemplary teaching and learning opportunities.
4. Lead the region in workforce development.
5. Foster an outstanding working and learning environment.

After the reaffirmation of the goals, it is desired that each college review the strategies used for each indicator of achievement and consider what specific strategies were successfully used at the college to meet or make progress on those indicators. The strategies may already be listed in the current strategic plan or may be strategies which should be considered for inclusion in the next strategic plan.

Fall 2021 Process

Recommended process for Chancellor's Cabinet and colleges to weigh in on the reaffirmation the strategic plan

- District Institutional Research created over the summer a report of progress on indicators of achievement and strategies to share with Chancellor's Cabinet early in fall
- Send data districtwide so each college may collect feedback, perhaps by having listening tours or other collegewide events

- - Discuss at college participatory governance meetings and then share feedback at October Cabinet meeting
  - Survey for entire district to solicit feedback on the strategic plan and the research report
    - Plan for end of year survey in late spring 2022 with results being discussed at Cabinet in the fall

Reaffirmation Process Timeline:

September
- Review of Indicators and progress of goals
- Approval of process for reaffirmation

September-October
- College and constituency feedback

October
- Discussion of feedback and reaffirmation of LRCCD Strategic Plan

October-November
- Share final plan with district and colleges

April-May
- Strategic Plan survey

Early Fall
- Annual review and evaluation

STRATEGIC PLAN INDICATORS OF ACHIEVEMENT
LOS RIOS COMMUNITY COLLEGE DISTRICT
Executive Summary
September 2021

The Los Rios Community College district's five-year Strategic Plan, developed in 2015-16, focuses on five strategic goal areas: student access and success, equitable achievement, exemplary teaching and learning, lead the region in workforce development, and foster an outstanding working and learning environment. The Strategic Plan includes Indicators of Achievement which outline strategic outcome goals, baseline data and five-year outcomes for each goal. The LRCCD Office of Institutional Research has just completed updating the indicator data matrix for each of the goals with achievement indicators to reflect the five-year outcomes for each of the goals identified in the Strategic Plan. Note that there are areas where the district did not meet the Strategic Plan goals, however, it is important to reflect on those areas where there has been progress towards meeting the outcome goals in those areas.

The following provides summary highlights for each of the Indicators of Achievement to reflect the five-year outcomes. More data detail used to inform the Indicators of Achievement are available on the LRCCD OIR website, access links provided at the end of this Executive Summary.

Goal 1: Establish effective pathways that optimize student access and success

Indicator 1: Increase the student degree and certificate completion rate from 12% to 17% by 2021
- **Goal achieved** for all students districtwide.
- The 12.1% graduation rate increased to 17.1% in 2019-20.

Indicator 2: Increase the number of students who are transfer ready by 5% by 2021
- After a decline in the number of transfer ready students in Fall 2018, the number of transfer ready students increased to 5,985 in Fall 2020; this reflects a 3.8% increase over the five year time frame.
- Although the transfer ready goal was **not achieved** by 2020, the recovery in the number of transfer ready students after the Fall 2018 decline is an accomplishment and puts the district within 67 students of meeting the transfer ready goal.

Indicator 4: Increase the percentage of full-time students from 30% to 35% by 2021
- **Goal not achieved** for all students districtwide.
- The percentage of full-time students declined slightly or remained relatively stable over the five year time period; the percentage of full-time students in Fall 2020 was 33.0% (which does not include Apprenticeship or Public Safety Center students).

Goal 2: Ensure equitable academic achievement across all racial, ethnic, socioeconomic and gender groups

Indicator 1: Achieve 71% course success rate for each student group by 2021.
- **Goal not achieved**: 68.6% baseline course success increased to 70.0% in Fall 2020. Note that the course success goal was met in previous terms but declined slightly in Fall 2020.

By Gender:
- Goal **not achieved** for female students: 69.2% baseline course success rate for female students increased to 70.4% in Fall 2020.
- Goal **not achieved** for male students: 68.0% baseline course success rate for male students increased to 69.3% in Fall 2020.

By Race and Ethnicity:
- Goal **achieved** for Asian (77.8%), Filipino (73.4%), and White (74.2) students.
- Goal **not achieved** for African American (53.6% baseline increased to 56.0%), Hispanic/Latino (65.0% baseline decreased to 64.8%), Native American (62.1% baseline increased to 66.9%), Pacific Islander (61.9% baseline increased to 65.4%) and Multi-race students (64.3% baseline increased to 67.1%).

By First Generation:
- Goal **not achieved**: 66.9% baseline increased to 67.8% in 2019-20.

By Income Level:
- Goal **achieved** by middle and above income level students (73.1%).
- Goal **not achieved** by students at or below poverty level (63.7 baseline increased to 66.2%) and by low income students (67.6% baseline increased to 67.9%).

Indicator 2. Achieve a 17% degree and certificate completion rate for each student group by 2021

By Gender:
- Goal **achieved** for female students: 14.1% baseline completion rate increased to 17.1% .
- Goal **not achieved** for male students**:** 10.1% baseline completion rate increased to 14.4%
- By Race and Ethnicity:
- Goal **achieved** for Asian (20.9%), Filipino (27.0%), Pacific Islander (16,7%), and White (20.1) students.
- Goal **not achieved** for African American (5.7% baseline increased to 7.8%), Hispanic/Latino (11.3% baseline increased to 15.8%), Native American (7.9% baseline increased to 12.9%), and Multi-race students (11.2% baseline increased to 15.8%).

By First Generation:
- Goal **not achieved**: 11.7% baseline increased to 15.0%.

By Income Level:
- Goal **achieved** by low income (18.1%) and by middle and above income level students (23.6%).
- Goal **not achieved** by students at or below poverty level (9.5% baseline increased to 12.9%).

Indicator 3. Achieve proportionality in transfer-ready preparation rates for each student group by 2021.

Note: this goal compares the proportionality of transfer ready students compared to that of all students district-wide; further detail can be found on Strategic Plan Indicator matrix data detail or the Strategic Plan Indicators of Achievement Power BI.

By Gender:
- Goal **achieved** for female students: 56.2% of transfer ready students are female.
- Goal **achieved** for male students**:** 41.5% of transfer ready students are male.

By Race and Ethnicity:
- Goal **achieved** for Asian (21.2%), Filipino (4.1%), Multi-race (6.3%), Native American (0.5%), and White (35.9) students.
- Goal **not achieved** for African American (5.7%), and Hispanic/Latino (23.4%) students.

By First Generation:
- Goal **not achieved**: 25.8% of first generation students are transfer ready in Fall 2020.

By Income Level:
- Goal **achieved by each income level:** at or below poverty (26.6%), low income level (24.4%) and middle and above income (38.6%).

Indicator 5. Increase enrollment rates among groups who are traditionally underrepresented in higher education (within district's service area)

Note: Successful outcomes based on proportionality comparisons of district student enrollment compared to adult population in service area where data is available

By Gender:
- Goal **achieved** for female students: 54.6% of enrollment compared to 50.3% of population
- Goal **not achieved** for male students**:** 43.4% of enrollment compared to 49.7% of population

By Race and Ethnicity:
- Goal **achieved** by every race and ethnicity category except for white students
- Goal **not achieved** for White students: 33.4% of enrollment compared to 48.9% of population

Goal 3: Provide exemplary teaching and learning opportunities
Indicator 2. Increase student course success from 68% to 71% by 2021.
- **Goal not achieved**: 68.6% baseline course success increased to 70.0% in Fall 2020. Note that the course success goal was met in previous terms but declined slightly in Fall 2020.

Goal 5: Foster an outstanding working and learning environment

Indicator 1. Increase employment satisfaction as measured by the biennial District Employee Satisfaction Survey
- Goal **not achieved:** the 3.84 mean employee satisfaction decreased to 3.65 in Spring 2019

Note: The employee satisfaction survey was not administered in Spring 2021 as the decision has been made by college and district leadership to conduct a districtwide Campus Climate survey to be administered to students, faculty and staff in Spring 2022. A workgroup of district and college research representatives are currently engaged in the survey evaluation, development and preparation for Spring 2022 administration process.

Los Rios employees can access the detailed Strategic Plan Indicators of Achievement data tables and interactive Power BI dashboard:

Strategic Plan Indicators of Achievement Power BI Dashboard:
The Power BI Dashboard provides the ability to filter by each Strategic Plan Goal and Indicator of Achievement by term to illustrate change over time.
https://doirweb.losrios.edu/reports/powerbi/LRCCD/2015-16%20Strategic%20Plan%20Indicators%20-%20LRCCD?rs:embed=true

Strategic Plan Indicators of Achievement Data Tables:
Provides data detail by each Strategic Plan Goal and Indicator of Achievement.
https://employees.losrios.edu/our-organization/institutional-research/reports/strategic-plan-indicators-of-achievement

Note: Power BI Data Visualizations are only accessible if you are connected to the Los Rios network and require you sign in using your Los Rios credentials.

VISION FOR SUCCESS: 2022 GOALS
California Community Colleges Chancellor's Office
2020-2021 Update (based on Los Rios data)

TRANSFERS: Increase by 35 percent the number of California community college students transferring annually to a UC or CSU campus by mid-2022.

LRCCD Student Transfers to University of California (UC): 2016-17 (Baseline Year) through 2019-20 and 2022 Projection
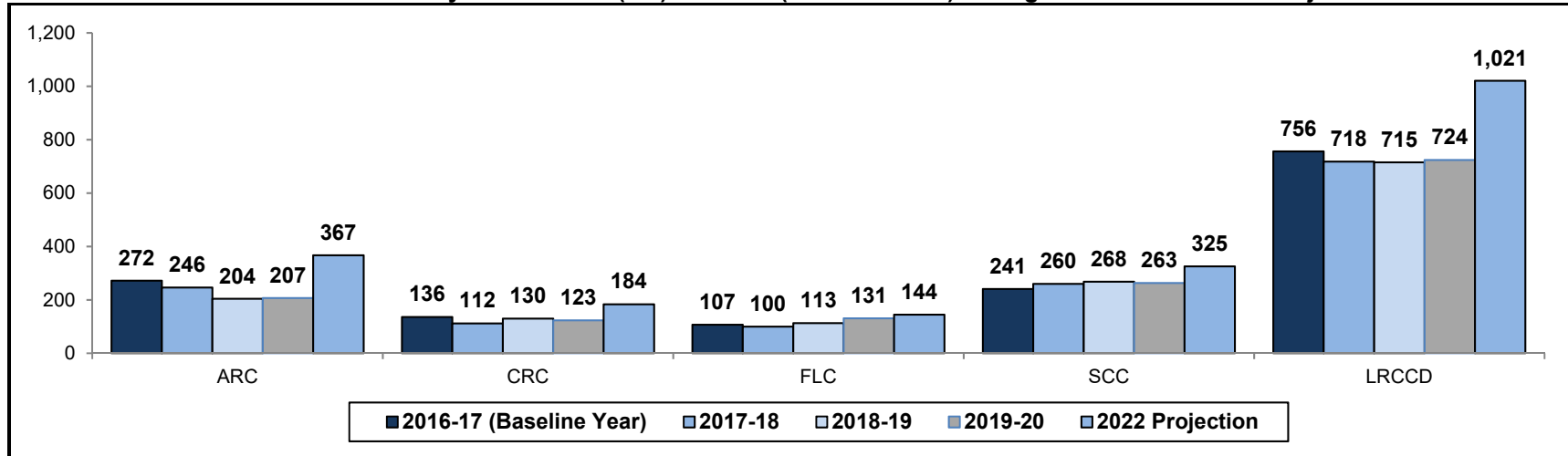
LRCCD Student Transfers to California State Universities (CSU's): 2016-17 (Baseline Year) through 2019-20 and 2022 Projection
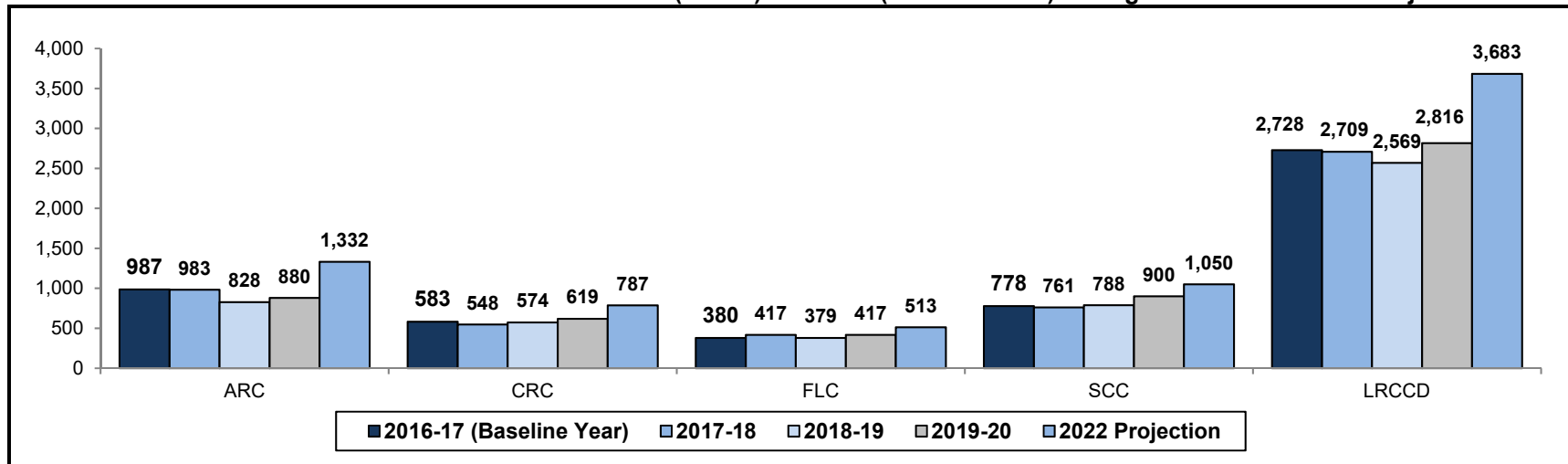
LRCCD Student Transfers to all California Public Universities (UC and CSU's): 2016-17 (Baseline Year) through 2019-20 and 2022 Projection
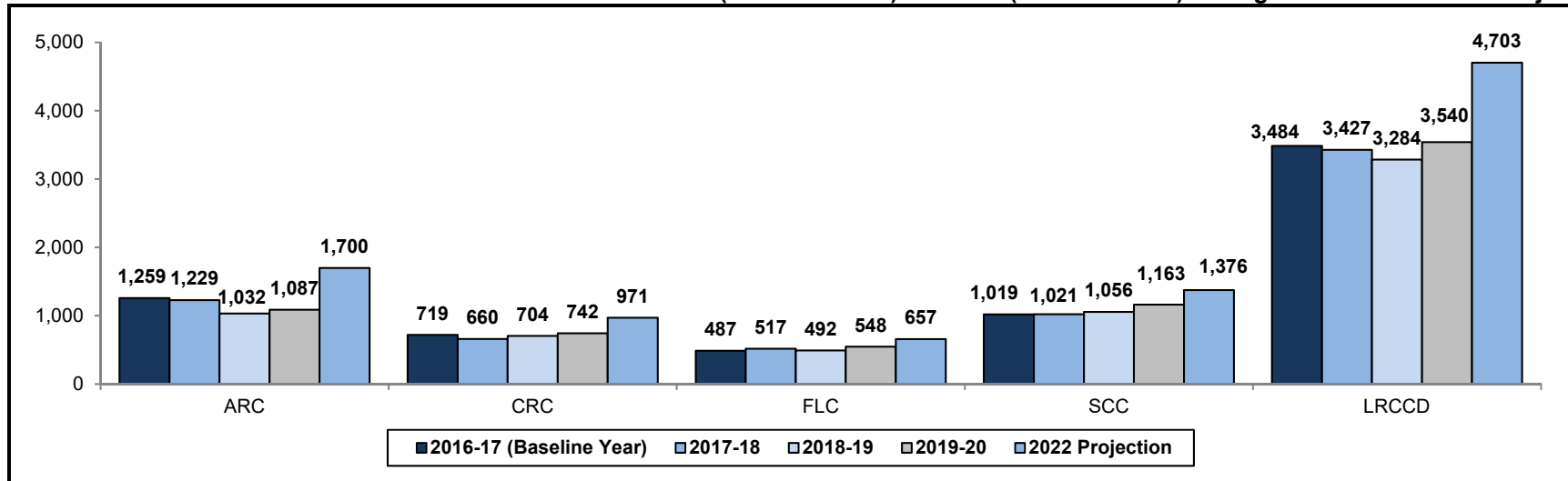
Technical Note: Transfer data based on full-year transfer counts as reported by UC and CSU System Offices

LRCCD Transfer Ready Students: 2015-16 through 2019-20
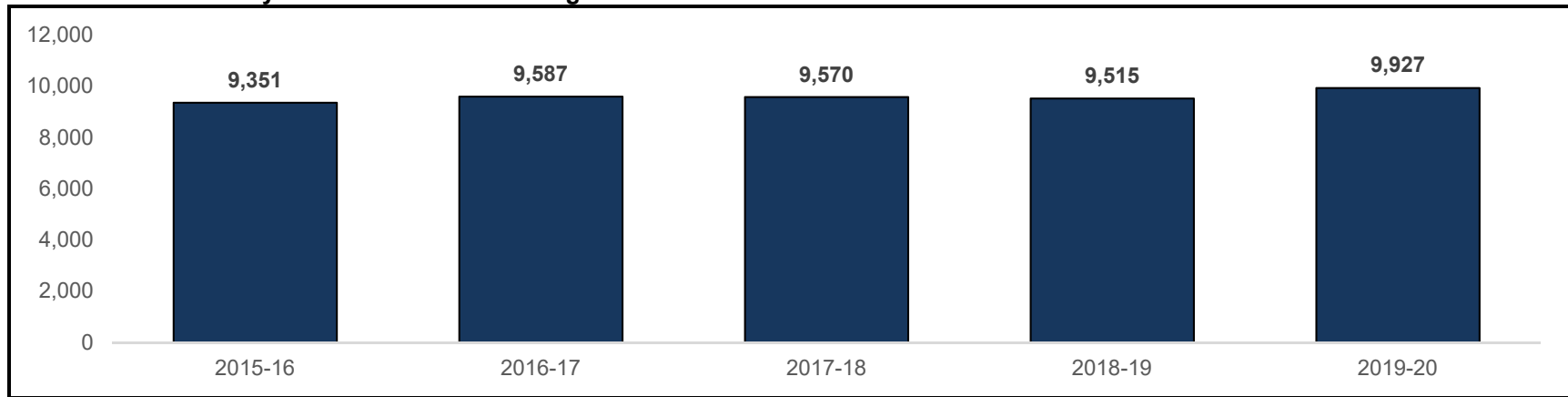
Based on those students who have met transfer ready criteria: 60 transferable units including successful completion of transfer level math and English.

AWARDS: Increase by at least 20 percent the number of students who earn associate degrees, credentials, certificates or acquire specific skill sets that prepare them for an in-demand job.

By *NUMBER OF STUDENTS* (unduplicated) who Received Awards

Total Number of LRCCD Students (unduplicated) who Received a 2-Year Award*: 2017-18 (baseline) through 2019-20 and 2022 Projection
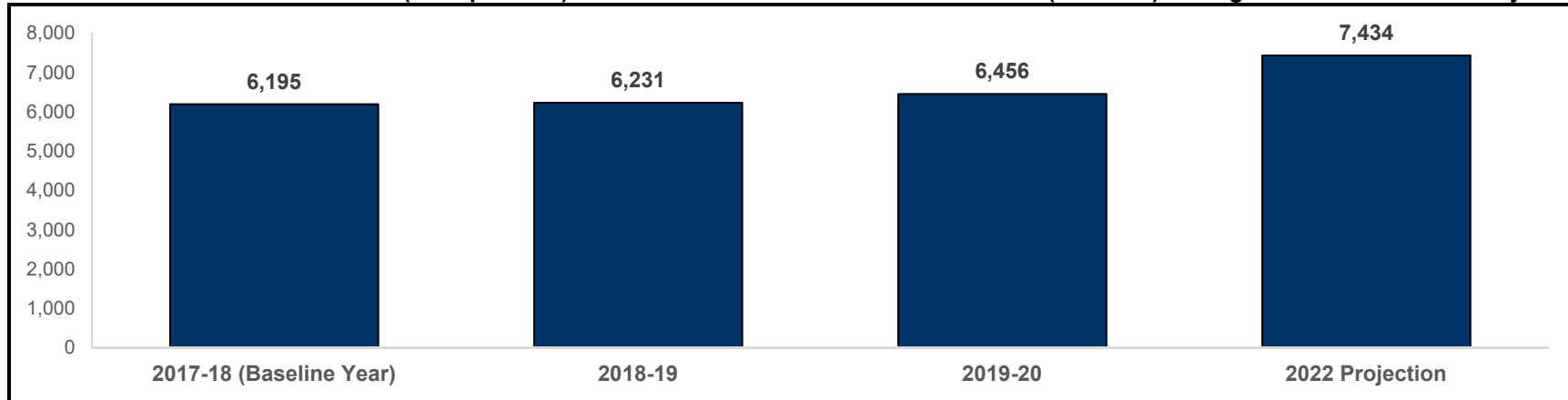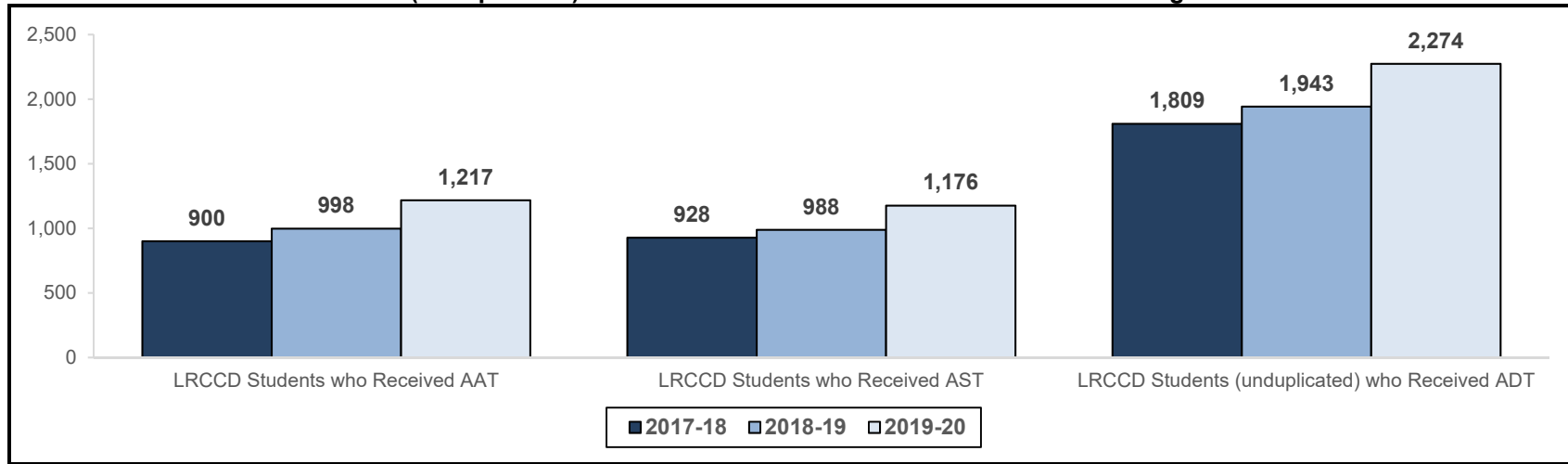

*Total number of LRCCD students who received Awards include unduplicated counts of students who earned AA, AS, AAT, AST and Chancellor's approved Certificates (ranging from 12 to 60plus units). The number of LRCCD students is based on distinct (unduplicated) student count; a student is only counted once including those students who may have received multiple awards.

Total Number of LRCCD Students (unduplicated) who Received AA or AS Awards: 2017-18 through 2019-20
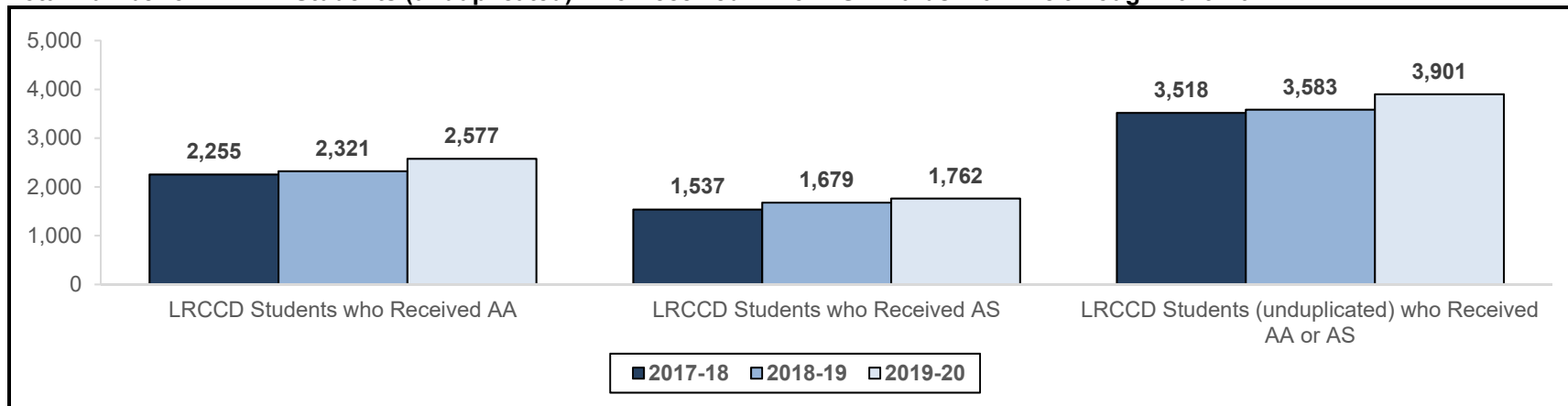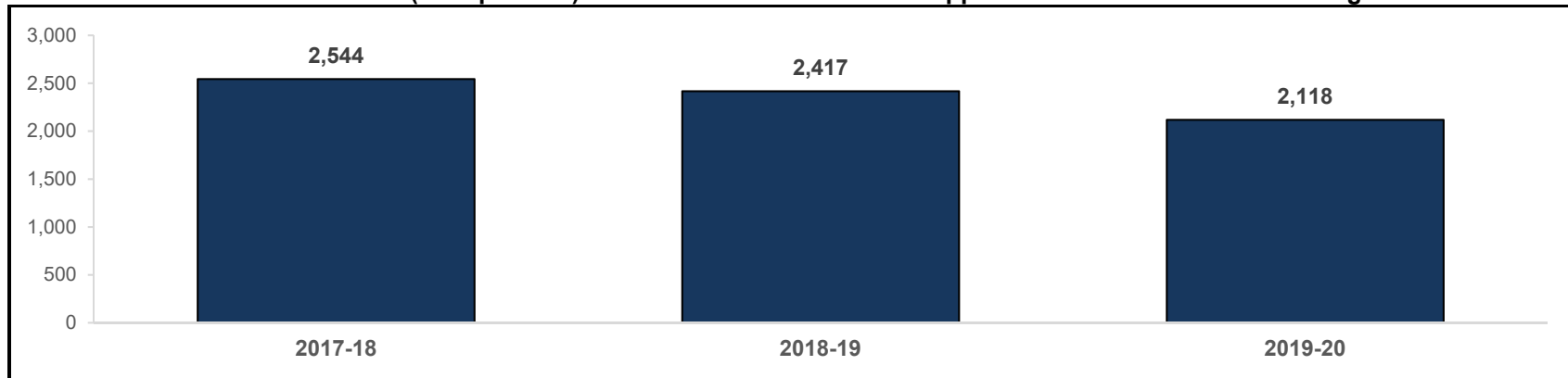

The number of LRCCD students is based on distinct (unduplicated) student count within each AA/AS category; for the total AA/AS awards a student is only counted once including those students who may have received multiple awards. These data do *not* include ADT's.

Total Number of LRCCD Students (unduplicated) who Received AAT or AST Awards: 2017-18 through 2019-20

The number of LRCCD students is based on distinct (unduplicated) student count within each AAT/AST category; for the total ADT awards a student is only counted once including those students who may have received multiple awards.

**Total Number of LRCCD Students (unduplicated) who Received a Chancellors Approved Certificate: 2015-16 through 2019-20**

The number of LRCCD students is based on distinct (unduplicated) student count for Chancellor's Office approved Certificates between 12 and 60 plus units; a student is only counted once including those students who may have received multiple certificates in an academic year.

AVERAGE NUMBER OF UNITS: Significantly reduce the average number of units accumulated by students who earn an associate degree from approximately 87 to 79; most Associate Degrees require 60 units.

Average number of units for the purposes of baseline data presented in the following charts is based on district-wide data; as further guidance is received from the CCCO methodology may change.

Average Number of Units by All Los Rios Students who received an AA, AS and Total AA and AS Awards (includes ADT awards): 2017-18, 2018-19 and 2019-20
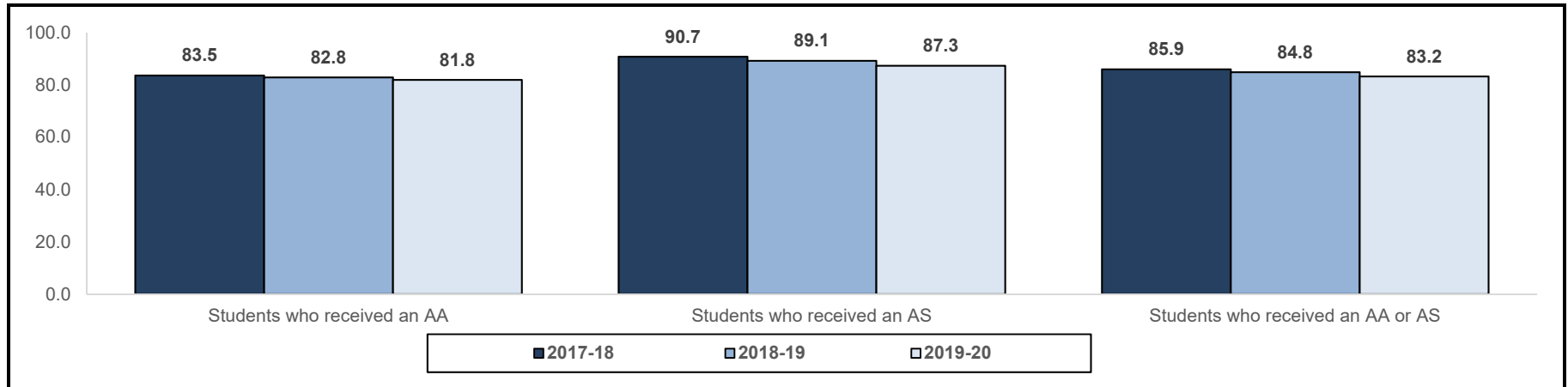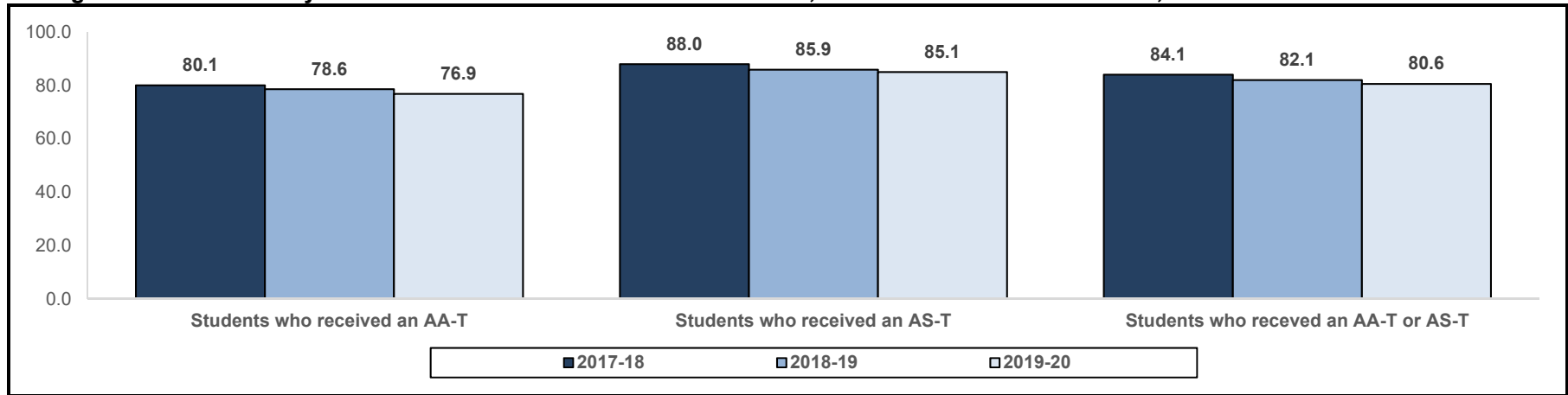

Total number of students who received an AA or AS in 2017-18 = 4,875, in 2018-19 = 5,037 and 5,540 in 2019-20 (based on distinct student count

Average Number of Units by All Los Rios Students who received an AA, AS and Total AA and AS Awards: 2017-18, 2018-19 and 2019-20
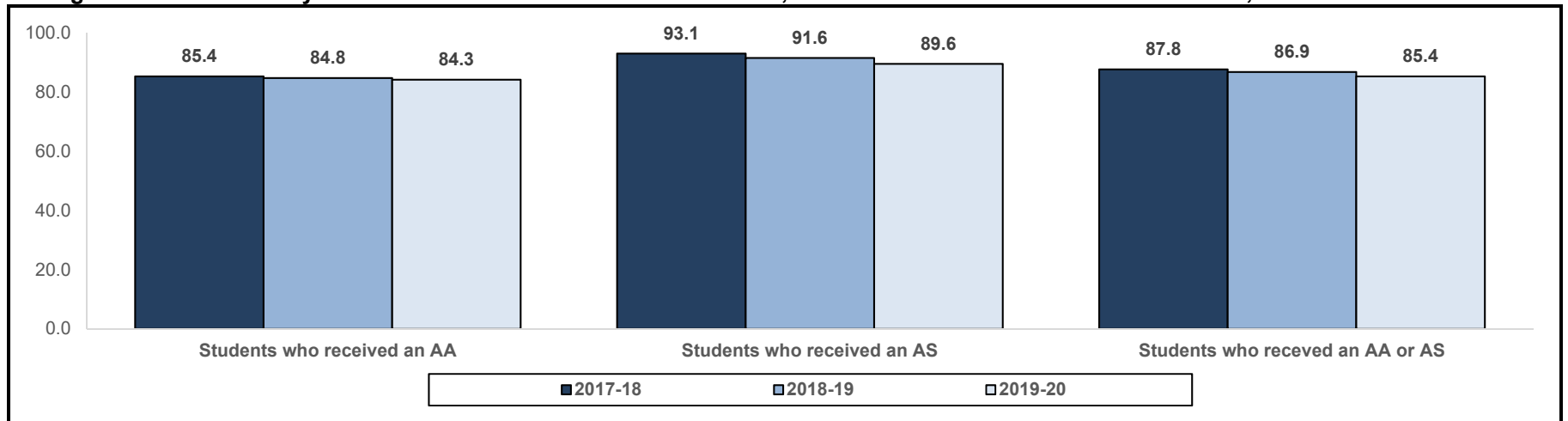
Total number of students who received an AA or AS in 2017-18 = 3,518, in 2018-19 = 3,583 and 3,901 in 2019-20 (based on distinct student count); **does not include ADT's**.

Average Number of Units by All Los Rios Students who received an AA-T, AS-T and Total ADT's: 2017-18, 2018-19 and 2019-20

Total number of students who received an ADT in 2017-18 = 1,809, in 2018-19 = 1,943 and in 2019-20 = 2,274 (based on distinct student count)
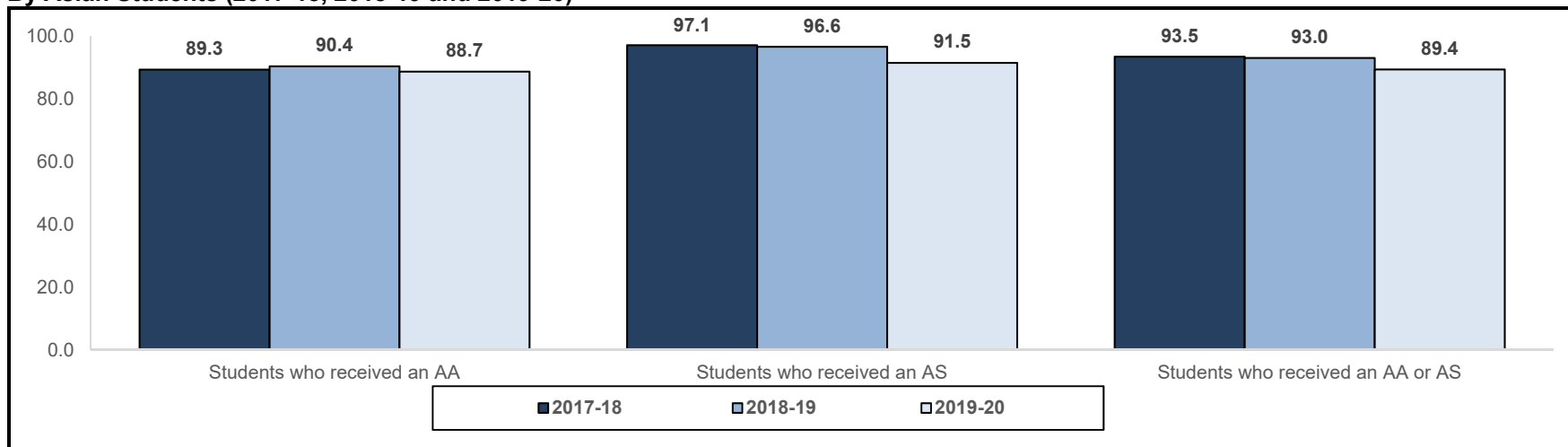
Note: The following charts are based on Los Rios students who received an AA or AS *including ADT's* by race and ethnicity.

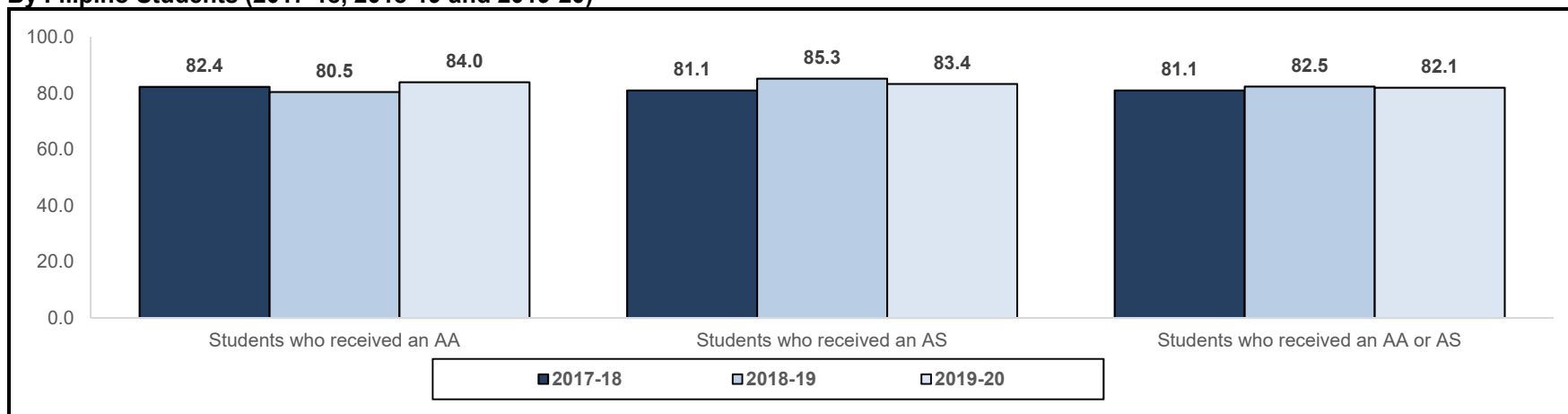**By African American Students (2017-18, 2018-19 and 2019-20)**
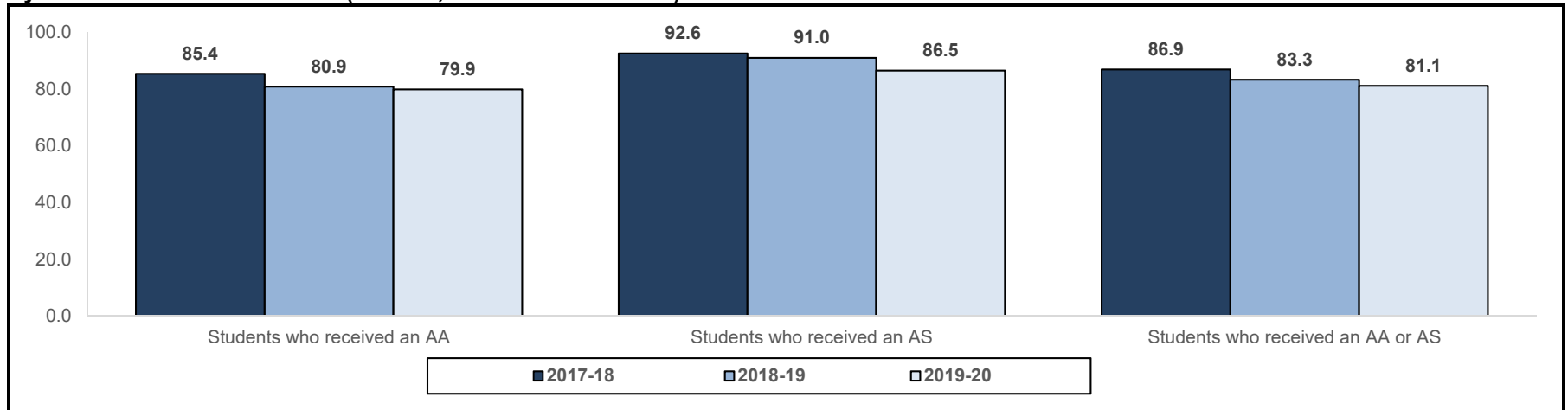
Total number of African American students who received an AA or AS (includes ADT's) in 2017-18 = 341, in 2018-19 = 356 and in 2019-20 = 429.

By Asian Students (2017-18, 2018-19 and 2019-20)

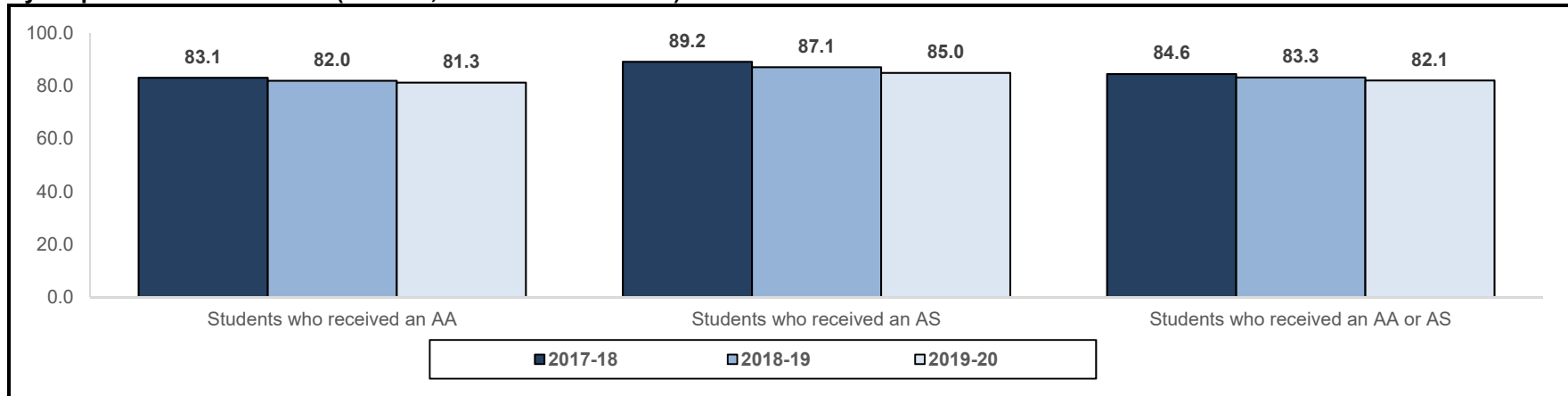|	Students who received an AA	Students who received an AS	Students who received an AA or AS
2017-18	89.3	97.1	93.5
2018-19	90.4	96.6	93.0
2019-20	88.7	91.5	89.4

Legend: ■ 2017-18 ■ 2018-19 □ 2019-20

Total number of Asian students who received an AA or AS (includes ADT's) in 2017-18 = 684, in 2018-19 = 742 and in 2019-20 = 818.

By Filipino Students (2017-18, 2018-19 and 2019-20)

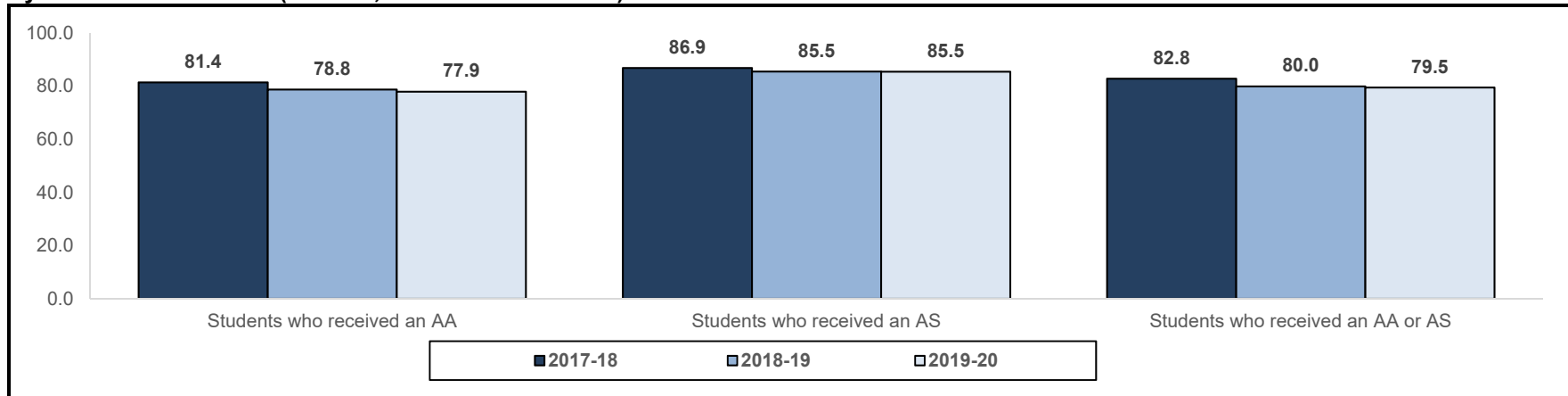|	Students who received an AA	Students who received an AS	Students who received an AA or AS
2017-18	82.4	81.1	81.1
2018-19	80.5	85.3	82.5
2019-20	84.0	83.4	82.1

Legend: ■ 2017-18 ■ 2018-19 □ 2019-20

Total number of Filipino students who received an AA or AS (includes ADT's) in 2017-18 = 161, in 2018-19 = 176 and in 2019-20 = 184.

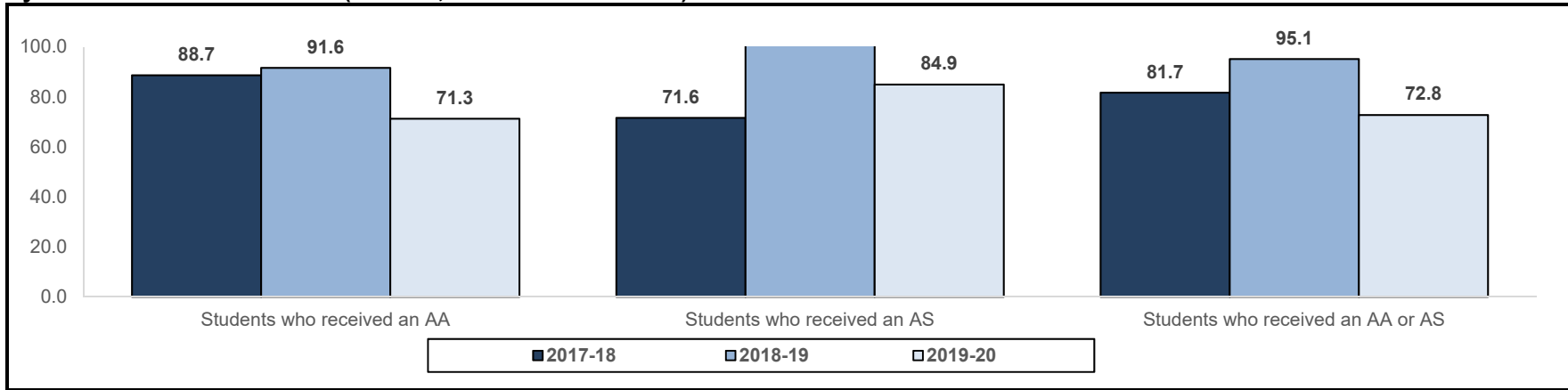**By Hispanic/Latino Students (2017-18, 2018-19 and 2019-20)**

Total number of Hispanic/Latino students who received an AA or AS (includes ADT's) in 2017-18 = 1,189, in 2018-19 = 1,202 and in 2019-20 = 1,355.

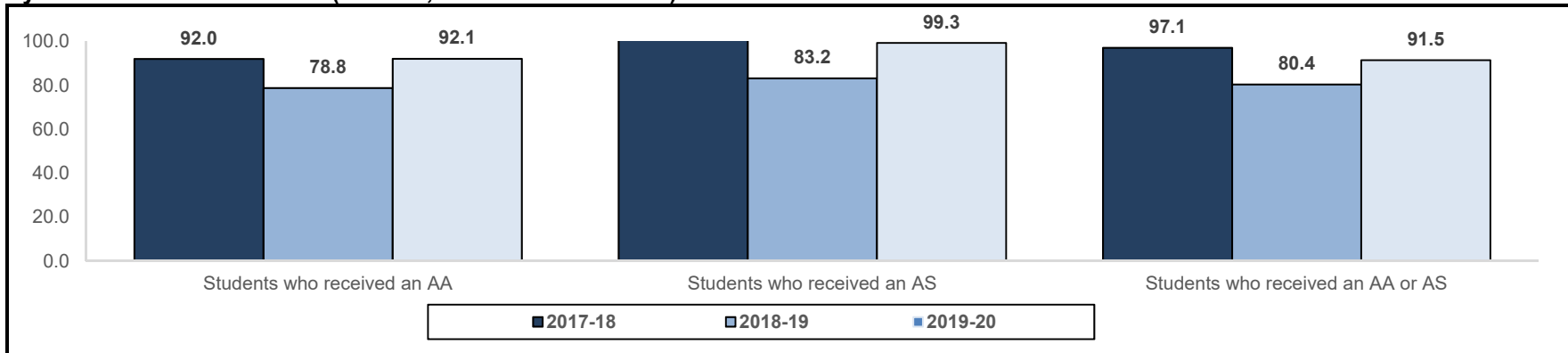**By Multi-Race Students (2017-18, 2018-19 and 2019-20)**

Total number of Multi-Race students who received an AA or AS (includes ADT's) in 2017-18 = 307, in 2018-19 = 327 and in 2019-20 = 368.

**By Native American Students (2017-18, 2018-19 and 2019-20)**

Total number of Native American students who received an AA or AS (includes ADT's) in 2017-18 = 26, in 2018-19 = 21 and in 2019-20 = 19; note the small N's

By Pacific Islander Students (2017-18, 2018-19 and 2019-20)

Total number of Pacific Islander students who received an AA or AS (includes ADT's) in 2017-18 = 56, in 2018-19 = 57 and in 2019-20 = 67.

**By White Students (2017-18, 2018-19 and 2019-20)**
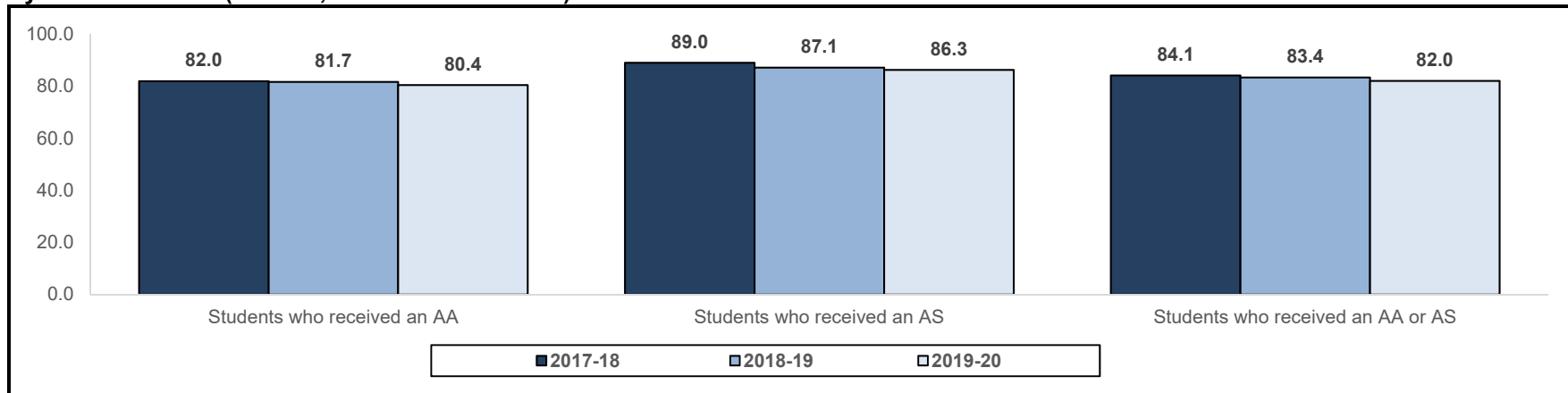
Total number of Pacific Islander students who received an AA or AS (includes ADT's) in 2017-18= 2,016 , in 2018-19= 2,065 and in 2019-20 = 2,190.

- **ACHIEVEMENT GAP (as defined by CCCCO Vision for Success):** Reduce achievement gaps by 40 percent within 5 years and fully close the achievement gaps within 10 years
- **Los Rios Course Success Goal:** The Los Rios District and colleges set an overall districtwide course success target for all colleges in Fall 2019 where each Los Rios college will achieve a 73% course success rate, or higher, overall and eliminate achievement gaps. The following charts provide course success for all Los Rios students by race and ethnicity based on the Los Rios 73% course success goal for all Los Rios colleges.

Districtwide Target #1: Increase the districtwide course success rate **from 72%** (in Fall 2019) **to 73%** across each of the Los Rios colleges with a focus on eliminating the African American and Hispanic/Latinx achievement gap
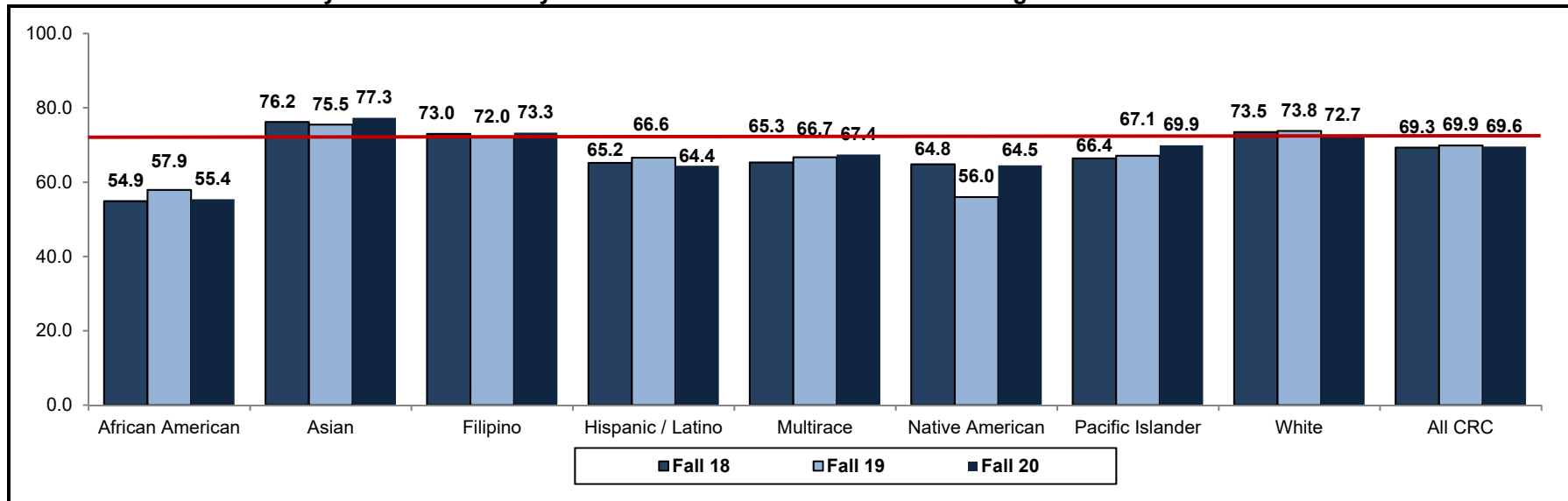
LRCCD Course Success Rate by Race and Ethnicity and for all Students: Fall 2018 through Fall 2020
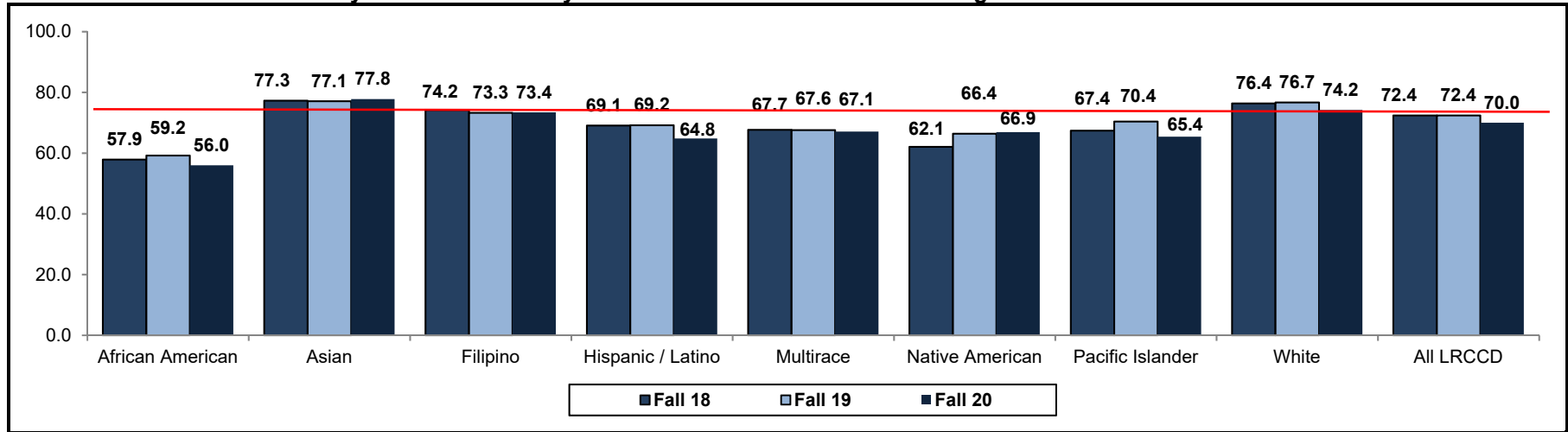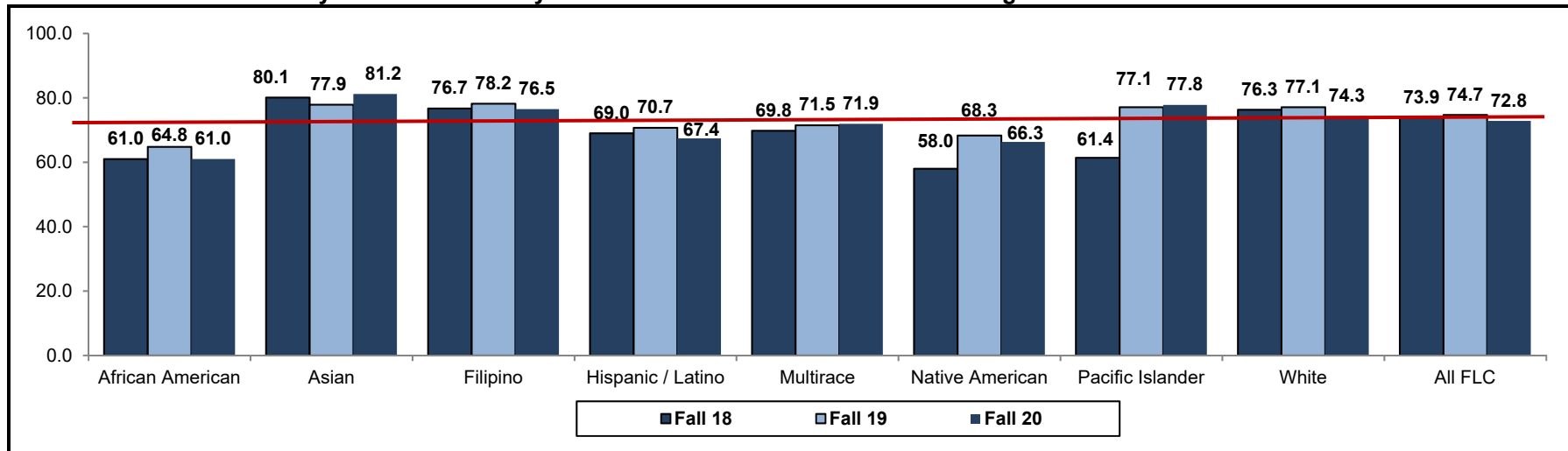

ARC Course Success Rate by Race and Ethnicity and for all ARC Students: Fall 2018 through Fall 2020
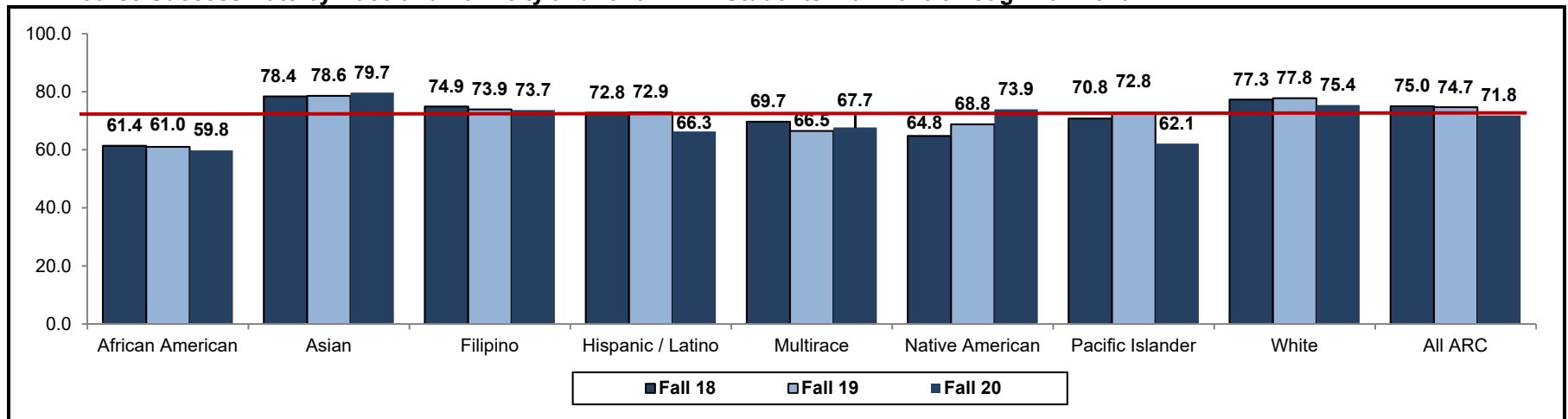
CRC Course Success Rate by Race and Ethnicity and for all CRC Students: Fall 2018 through Fall 2020

Race/Ethnicity	Fall 18	Fall 19	Fall 20
African American	54.9	57.9	55.4
Asian	76.2	75.5	77.3
Filipino	73.0	72.0	73.3
Hispanic / Latino	65.2	66.6	64.4
Multirace	65.3	66.7	67.4
Native American	64.8	56.0	64.5
Pacific Islander	66.4	67.1	69.9
White	73.5	73.8	72.7
All CRC	69.3	69.9	69.6

FLC Course Success Rate by Race and Ethnicity and for all FLC Students: Fall 2018 through Fall 2020

Race/Ethnicity	Fall 18	Fall 19	Fall 20
African American	61.0	64.8	61.0
Asian	80.1	77.9	81.2
Filipino	76.7	78.2	76.5
Hispanic / Latino	69.0	70.7	67.4
Multirace	69.8	71.5	71.9
Native American	58.0	68.3	66.3
Pacific Islander	61.4	77.1	77.8
White	76.3	77.1	74.3
All FLC	73.9	74.7	72.8

SCC Course Success Rate by Race and Ethnicity and for all SCC Students: Fall 2018 through Fall 2020
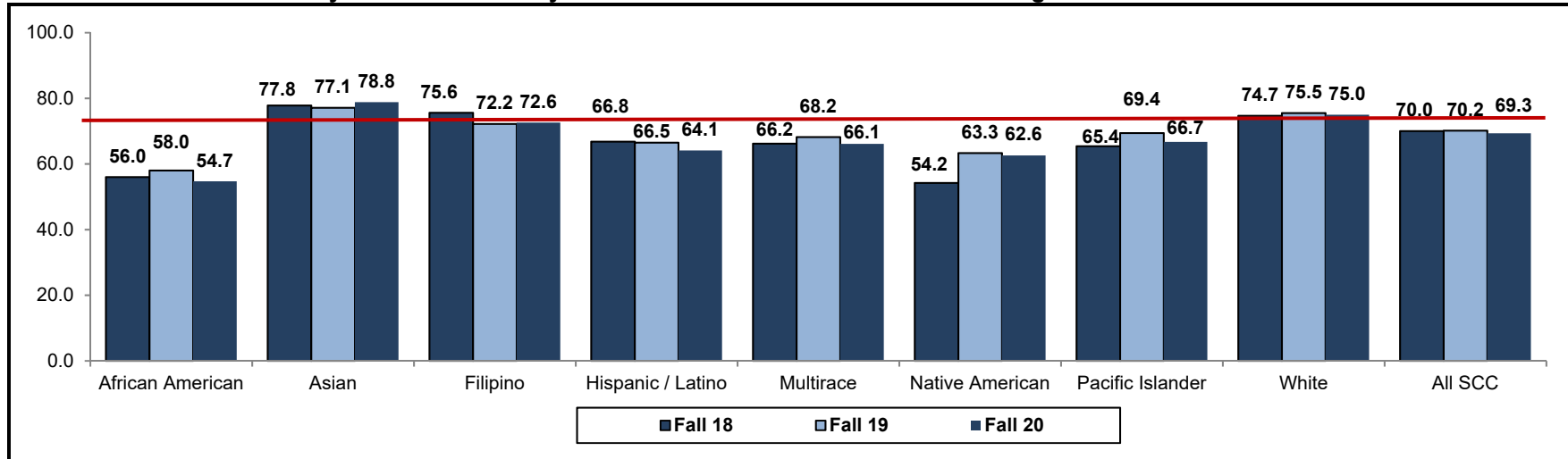
Technical Note: Course success rates reflect the percent of students who are successful in courses by earning grades A, B, C or Credit. Those students who withdrew in all their courses by first census are not included in the calculation.