

RIO SALADO COLLEGE

POWERED BY INNOVATION

Rio Salado College (RSC) fosters an entrepreneurial spirit which inspires change and embraces innovation. The college challenges the limits of tradition to significantly impact public higher education, business and governmental entities. Whether it is finding new student markets, forging community partnerships, or tapping into new technologies, the college's progressive approach accepts each challenge with remarkable enthusiasm and steadfastly pursues leading-edge solutions.

INNOVATIVE APPROACH

Rio Salado promotes an atmosphere where out-of-the-box thinking can flourish by incorporating proven business strategies and strategic partnerships to benefit higher education and the diverse communities the college serves. The following are just a few ways that Rio innovates:

Utilize a cost-effective upside-down faculty model which provides expanded support and recognition to adjunct faculty.

Streamline the teaching process through RSC's "one-course, many sections" model to ensure high-quality course design and delivery.

Develop customized, high-quality online classes through an in-house systems approach with instructional designers and course production personnel.

Offer Monday start dates throughout the year to provide students with an uninterrupted and accelerated pathway to degree completion.

Provide educational opportunities to new or capped student markets.

Participate in a higher education consortium to share expertise, explore feasibility, and development of open source content.

Continuously adapt to the ever-changing needs of higher education by providing programs and courses most relevant to the community.

Provide innovative educational opportunities in Teacher Education, Dental Hygiene, Clinical Dental Assisting, Chemical Dependency Case Management, Early Childhood and Adult Human Development, Military, Law Enforcement Technology, Dual Enrollment, Adult Basic Education, Incarcerated Re-Entry and lifelong learning.

Feature a Sustainable Food Systems program which incorporates a "farm to fork" living laboratory, on-site organically grown garden and the Cafe @ Rio which employs many sustainable practices.

EDUCATIONAL PARTNERSHIPS

Rio Salado College forges educational partnerships with schools, government and business organizations to provide programs and services for students, employers and members of the community. Leveraging partnerships is a sustainable, cost-effective practice which benefits students, the college and partnering institutions. The following are just a few ways that Rio partners to provide educational opportunity:

Provide articulation agreements with numerous universities for seamless transfer of credits for degree completion. In addition, Rio Salado partners with many colleges and universities to provide bachelor degree pathways for students to earn up to 90 credits at the community college level and complete the remainder at the university.

Partner with 30 government agencies, businesses, organizations and associations to provide customized education and quality training for workforce development. These partnerships provide opportunity to accelerate degree completion through customized flexible degree pathways.

Partners with 41 high schools throughout Maricopa County to provide dual enrollment opportunities to nearly 6,900 students. Dual enrollment allows high school students to earn college and high school credit simultaneously, saving time and money while at the same time preparing students for the rigor of college.

Provide incarcerated re-entry educational opportunities to nearly 2,800 inmates of the Arizona Department of Corrections through print based & in person formats.

Partner with the Arizona Department of Education for adult basic education representing nearly 9,400 residents annually.

Rio Salado is a Servicemembers Opportunity College serving 3,243 active duty service members and veterans through military programs including GoArmyEd.



RIO SALADO COLLEGE INNOVATIONS

Rio Salado has been transforming the learning experience for students and setting the standard for innovation in higher education since 1978. The college is committed to continuous improvement and adapts to meet the needs of its community. The college uses analysis of data and empirical examination of student outcomes to make tactical decisions regarding education and learning.

RIOACHIEVE

As a Next Generations Learning Challenges grant recipient*, RSC has developed five specific innovations to support student success, retention, and completion through scalable technology.

RIOCOMPASS

Rio Compass is a completion portal which allows students to monitor progress toward degree completion. In the portal, students are able to upload transcripts for review, choose a degree program and communicate with their dedicated advisor and peer mentor. Students use an electronic check sheet to plan course enrollment and track course completion. College staff are also able to monitor student progress and track contact notes in RioCompass. The system provides a holistic view of student progress all in one place by displaying course enrollment, degree plan, interventions, help desk tickets, tutoring tracking, placement scores, and more.

GIVR

An Intervention Dashboard, or Guided Intervention and Response (GivR) collects data from several areas of the college to automatically alert appropriate staff to implement an intervention. The identified data include activities such as calls to the technology helpdesk, course grades, and instructor notes. These data are collected, displayed, and monitored by the student's advisor and faculty. Many interventions are automated to increase efficiency and scalability. Manual interventions can also be generated to ensure students are provided with all of the correct services available.

PACE

PACE is the college's predictive analytics system and stands for progress and course engagement. It tracks student login frequency, site engagement, and progress in the course. Based on these data, an indicator in the grade book displays how the student's current behavior aligns with previous students' successful behavior. The indicator is provided in the student grade book to increase student awareness and accountability. Faculty members view each student's PACE within the course roster and is also viewable to staff in the completion portal.

GUIDED EVALUATION ASSESSMENT RESPONSE (GEAR)

(GEAR) is a technology-based, faculty-developed solution that assists faculty in providing customized, personalized, detailed feedback to students on their assessments. The technology behind GEAR provides a template for rich, meaningful feedback so instructors have the time and resources to expand and personalize their comments to the student.

THE STUDENT SUCCESS HELPDESK

The Student Success Helpdesk is staffed with a student success coordinator, dedicated advisors for the grant population, and peer mentors. Dedicated advisors regularly reach out to assigned students to monitor course and degree progress, ensure students are enrolled in the correct courses, assist with future enrollments and answer questions. Mentors provide study tips, help students navigate student service systems and offer ongoing encouragement.

**RioAchieve, targets a specific population of first time to college, pell-eligible students seeking a AA, AAS or AGS degree. The college implemented the above interventions during FY 13-14 and plans to expand the initiative to additional student populations in the future.*

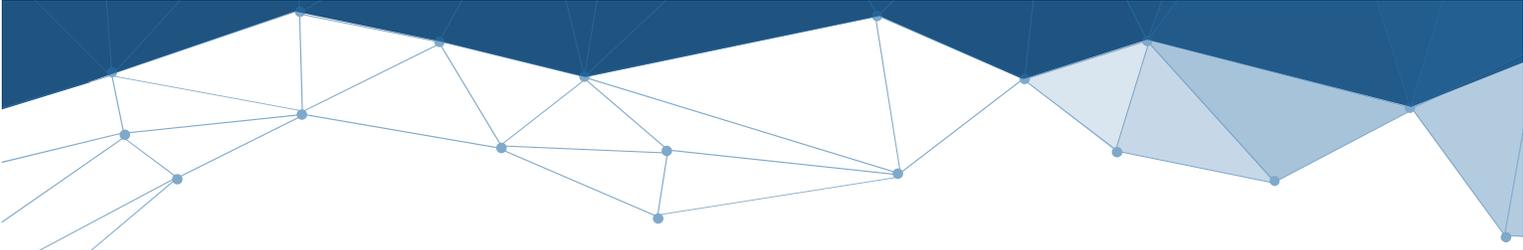
RioLearn

RioLearn, RSC's proprietary learning management system (LMS) was developed through a partnership with Microsoft and Dell to support the college's "one-course, many sections" model and year-round Monday start dates. This customized LMS allows the college to deploy timely updates in house and integrate new technology. The RioLearn platform and online support system integrates seamlessly for a user-friendly experience and can serve more than 100,000 students. Students, faculty and staff members each have separate portals for their specific purposes while benefiting from the many options available.

| SPOT 127

KJZZ's SPOT 127 – Youth Media Center

SPOT 127 is an innovative program that provides at-risk high school students with career training and mentoring in digital media and journalism. The program is free of charge and works with more than 300 students each year through after-school programs, summer media camps, one-day workshops, and in-school services. Since its inception in 2012, SPOT 127 has partnered with Phoenix Union High School District, St. Mary's Food bank, STAND AZ, TRUST AZ, Friends of Public Radio Arizona, Tumbleweed Youth Services, Touchstone Behavioral Health, the Maryvale YMCA, and the Maryvale Revitalization Corporation.



EDUCATIONAL EMPOWERMENT ZONES

In keeping with the Maricopa Community Colleges' vision, Rio Salado has created Educational Empowerment Zones that are uniquely tailored to the communities they serve. The college forges partnerships with cities and towns, schools, civic organizations, churches, social service agencies, and business and community leaders to extend education to residents who have the greatest need. As an anchor in the community, Rio Salado and its partners continually find creative new ways to empower communities all over Maricopa County.

- Educational Empowerment Zones are located in communities that have underserved populations, near families that might have first generation college students, those who have not completed high school, and families that may need college orientation services.
- Draw external grant funding to pilot innovative, replicable and scalable academic and career pathway models for nontraditional students.
- Open doors to a college education for multi-generational residents who might not otherwise have an opportunity to pursue higher education at a traditional institution.

RSC SOUTHERN

RSC Southern is just one example the college's many educational empowerment zones. This location serves the East Valley, providing convenient access to educational opportunities, as well as pathways to certificate and degree completion that prepare students for employment and career advancement. Students can take advantage of onsite computer lab and testing facilities, as well as College Bridge Pathways programs, including Adult Basic and Secondary Education, high school equivalency exam preparation, and English Language Acquisition for Adults. The location also offers academic advising, counseling, tutoring and other college support services.

East Valley Veterans Education CENTER

The East Valley Veterans Education Center is a unique facility created to provide educational outreach and college advisement services for veterans and their family members. The center offers veterans assistance in applying for VA educational benefits, employment and workforce development workshops, tutoring and academic skill-building. The center also provides referrals to community resources, such as medical, housing, and employment, as well as opportunities to connect with peers and participate in events and activities to ease the transition to civilian and college life. This facility is a partnership with four colleges of the Maricopa County Community College District and numerous government and community agencies.

*Communi*versity

COMMUNIVERSITY MODEL

The Communiuniversities at Surprise and Queen Creek represent an alternative model of higher education where community colleges, universities and municipalities partner to offer educational opportunity to residents of the outlying areas of northwest and southeast Maricopa County. Communiuniversities offer progressive degrees and seamless transfer options all under one roof, in one convenient location. This innovative concept allows students to save money by earning lower division credits through a community college partner, then transfer to a university partner to complete their degree through articulation agreements. Program pathways were determined through academic and occupational needs assessments of the surrounding communities and are offered in a variety of course formats, including in-person, online and hybrid.

Rio Salado's partners at the Communiiversity at Surprise include the City of Surprise, the Maricopa Community College District, Glendale Community College, Phoenix College, Northern Arizona University, Ottawa University and the College of Saint Scholastica. The college's partners at the Communiiversity at Queen Creek are comprised of the Town of Queen Creek, Maricopa Community College District, Chandler-Gilbert Community College, Northern Arizona University, Ottawa University and the Southwest College of Naturopathic Medicine and Health Services. Both Communiiversities offer academic advising, counseling and other college support services.

EFFICIENCY AND PRODUCTIVITY

Rio Salado College has the most cost-effective model among the Maricopa Community Colleges and is 44% more cost-efficient than peer IPEDS institutions nationally. The college's systems approach engages the entire college as a team to impact a profitable bottom line by streamlining operations and providing quality customer service.

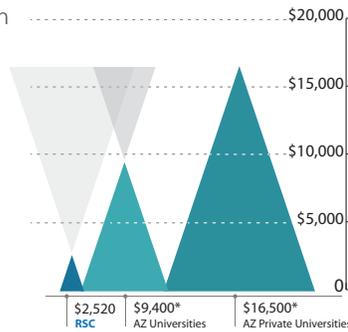
AFFORDABILITY

At \$84 per credit hour, RSC provides an affordable, higher education option.

Cost comparison data:

- RSC = \$2,520
- AZ State Universities = \$9,400*
- AZ Private Universities = \$16,500*

*Figures based on two 15-credit semesters of in-state tuition.



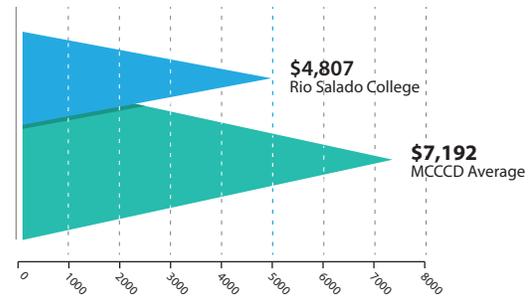
FY 2013-2014 STUDENT HEADCOUNT

Rio Salado College's FY 2013-14 credit headcount of 58,980 is nearly 18% of the District's total credit headcount, which includes 30,250 online credit students.

In addition, Rio Salado College's Adult Basic Education program (ABE) is the largest ABE program in Arizona numbering at 9,392 students or more than 80% of the Maricopa District's total ABE headcount.

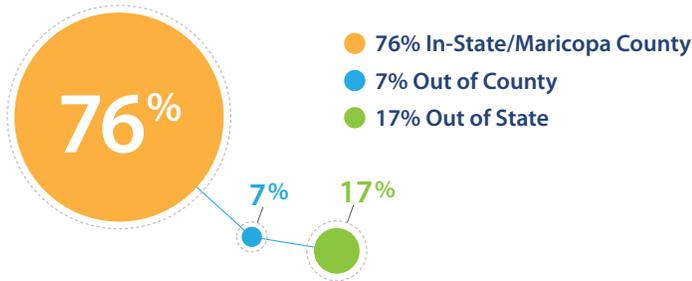
COMPARISON OF OPERATING COST PER FULL-TIME STUDENT EQUIVALENT (FTSE)

Not only is Rio Salado College's cost to educate a full-time student equivalent the lowest in the Maricopa District, it is 33% below the average of the nine other Maricopa Community Colleges.



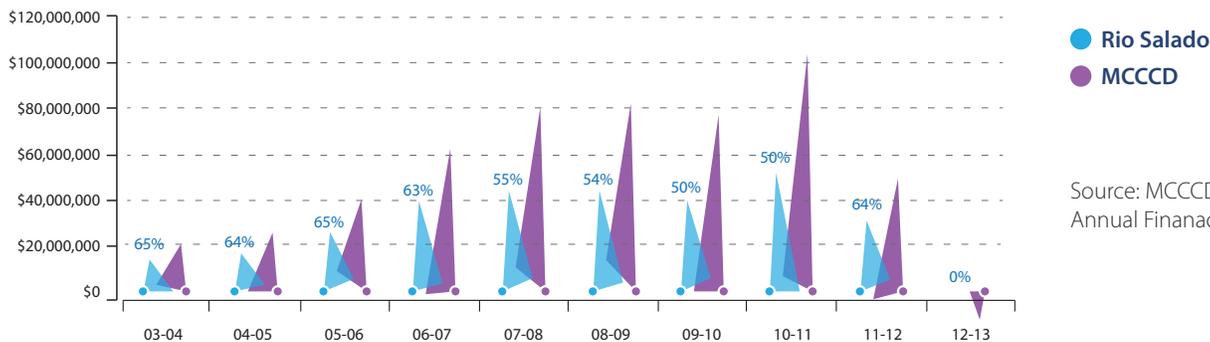
STUDENTS BY GEOGRAPHIC LOCATION

Students in Maricopa County, throughout the State, the country, and around the world benefit from Rio's affordable tuition.



CURRENT UNRESTRICTED FUND BALANCE/NET ASSETS GROWTH

For the past 10 years, Rio Salado College's performance and efficiency have accounted for 57% of the growth in the net assets of the Maricopa Community College District, which is comprised of 10 community colleges, including Rio Salado.



Source: MCCC Comprehensive Annual Financial Reports (CAFR)