Los Rios Strategic Planning Update

October 2026

LOS RIOS COMMUNITY COLLEGE DISTRICT

Presentation Team

- Dr. Jamey Nye, Deputy Chancellor
- Dr. Aisha Lowe, AVC, Planning, Research, & Institutional Effectiveness

Dual Enrollment:

- ARC: Dr. Lisa Cardoza, President
- CRC: Dr. Robert Montanez, Vice President of Instruction
- FLC: Dr. Art Pimentel, President
- SCC: Dr. Albert Garcia, President

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Presentation Objectives

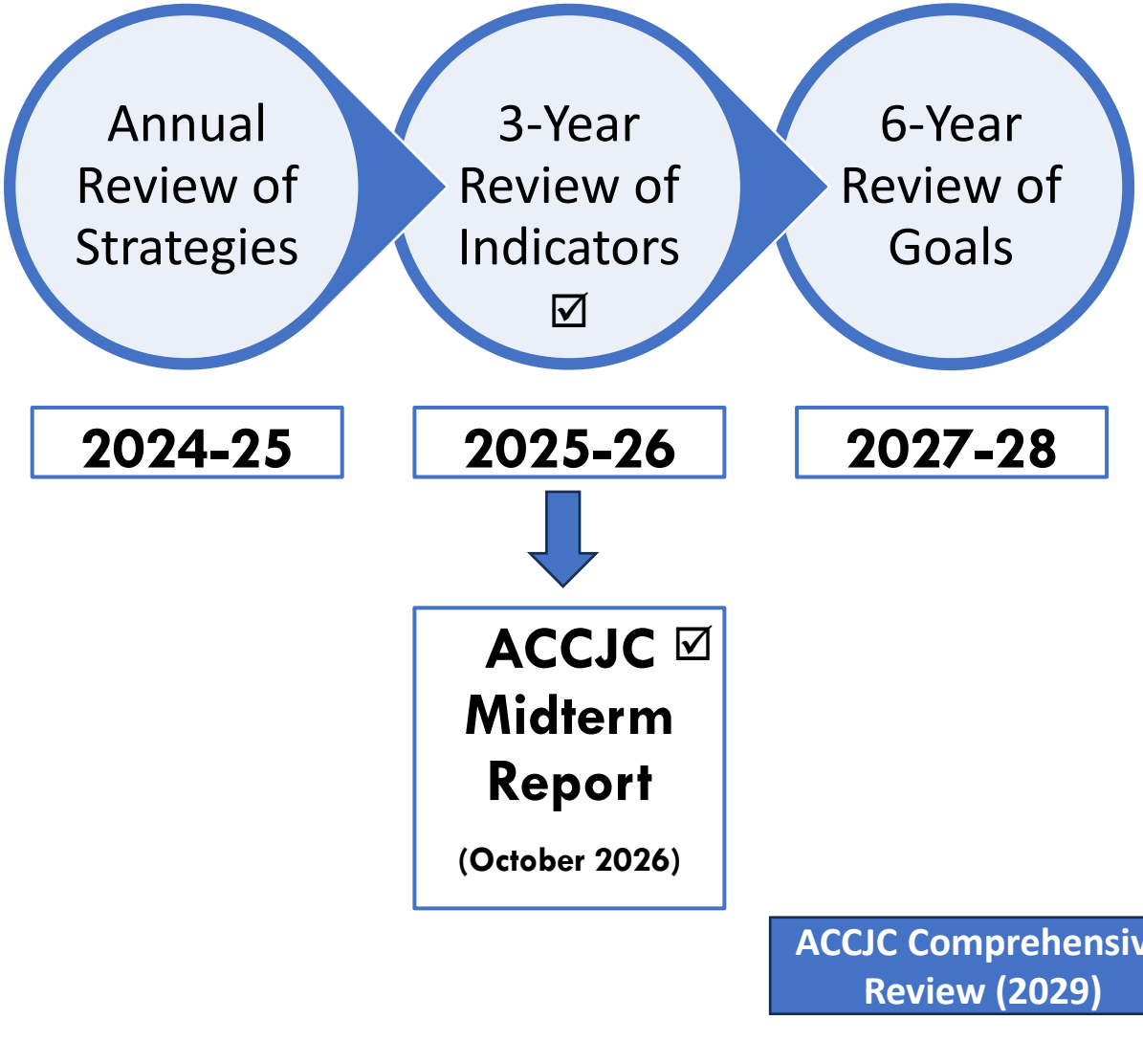
- Reacquaint ourselves with our strategic plan goals and process.
- Highlight key Access and Success outcomes.
- Learn about some of the excellent work colleges are doing to improve completion metrics and close equity gaps.

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Strategic Plan Goals

1. *Goal 1: Establish effective pathways that optimize student access and success*
2. *Goal 2: Ensure equitable academic achievement across all racial, ethnic, socioeconomic and gender groups*
3. *Goal 3: Provide exemplary teaching and learning opportunities*
4. *Goal 4: Lead the region in workforce development*
5. *Goal 5: Foster an outstanding working and learning environment*

Strategic Plan Cycles of Review



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New Data Dashboards

Los Rios Strategic Plan Data Dashboards



Goal 1

Establish effective pathways that optimize student access and success

View Data



Goal 2

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

View Data



Goal 3

Provide exemplary teaching and learning opportunities

View Data



Goal 4

Lead the region in workforce development

View Data



Goal 5

Foster an outstanding working and learning environment

View Data

Questions? Contact the Los Rios Office of Planning, Research, and Institutional Effectiveness at research@losrios.edu.

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The Evolution of the Community College

Access → Completion → Post-college Success

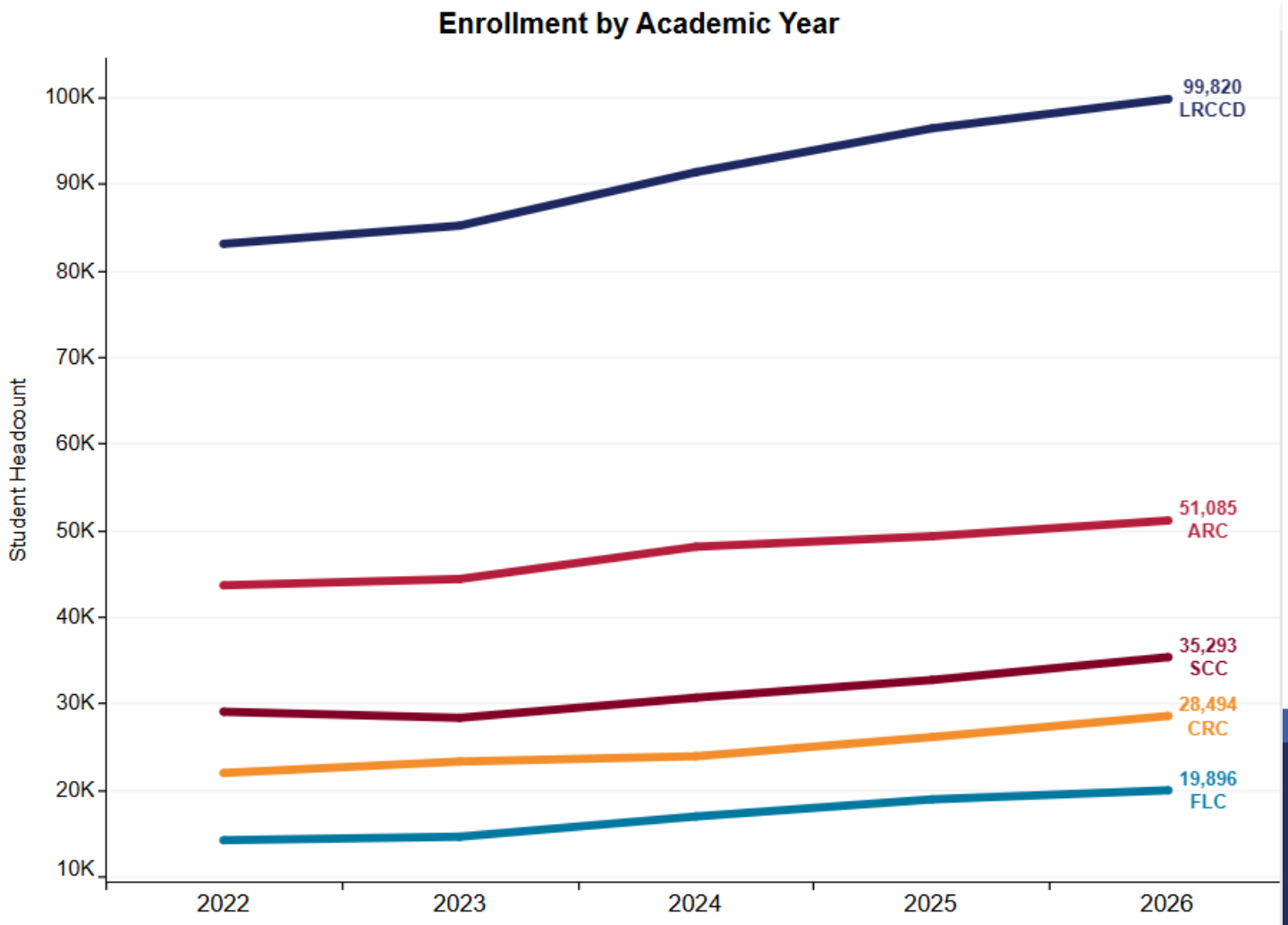


Enrollment has surpassed pre-pandemic levels.

ACCESS

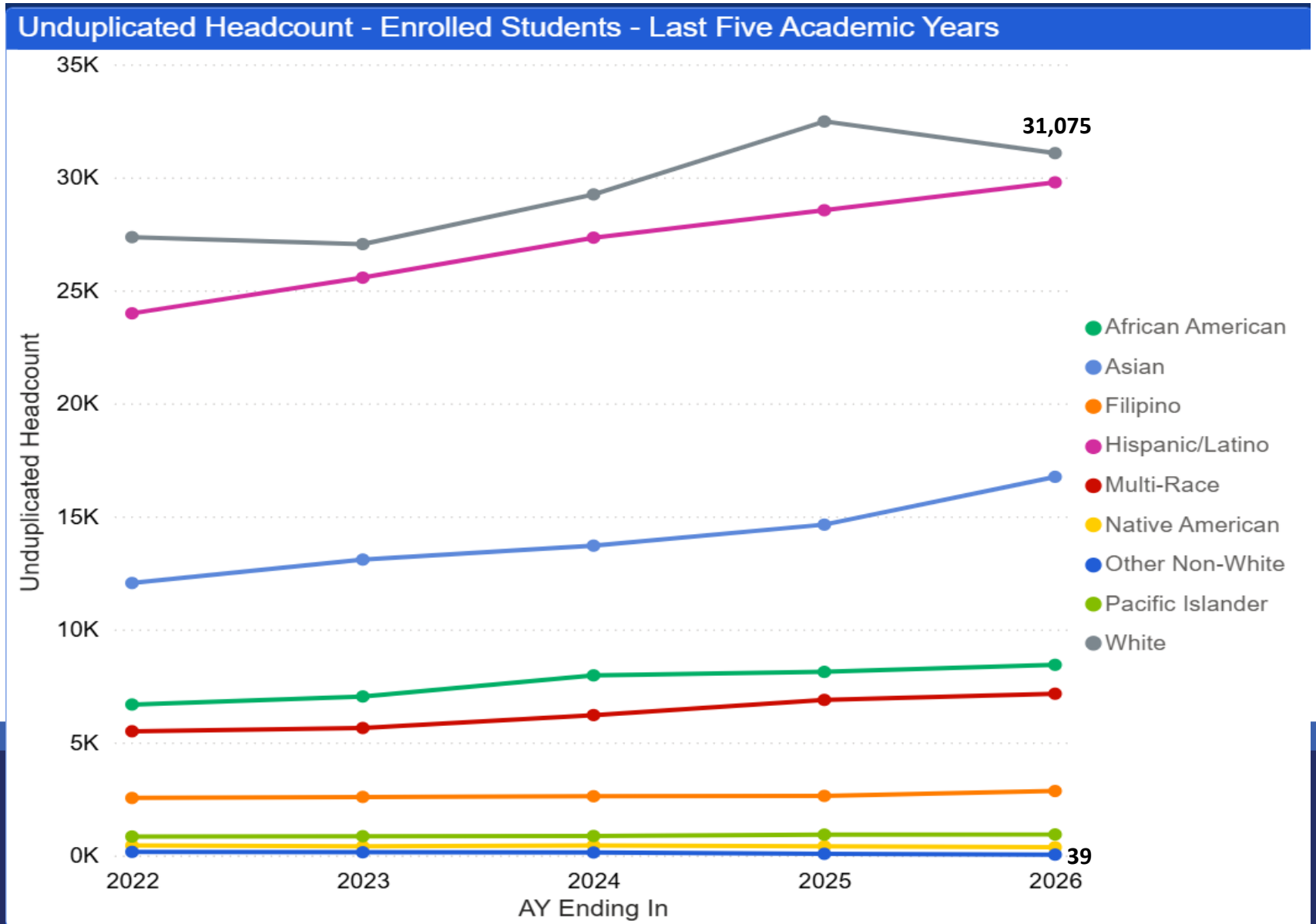
Overall Enrollment

2019: 98,401



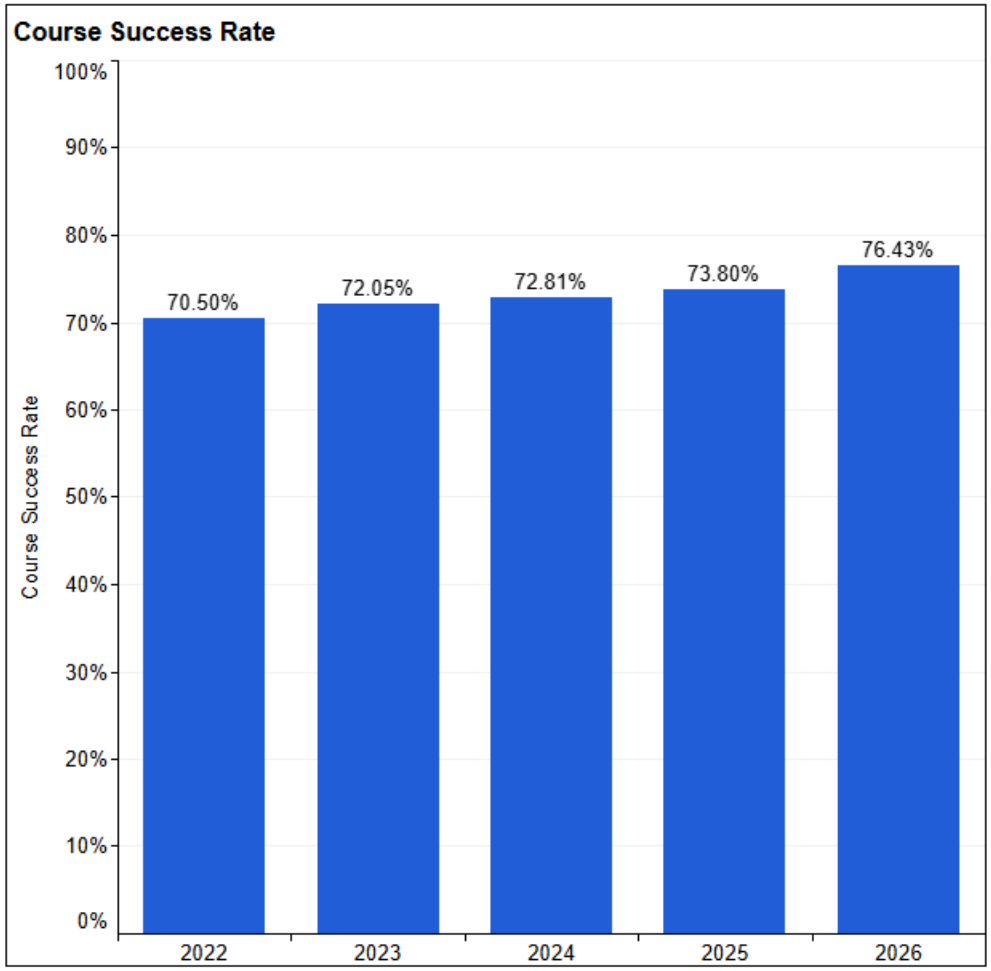
Enrollment is strong among all groups, with a decline among White students (-1,400).

ACCESS



Course success rates are high and have increased.

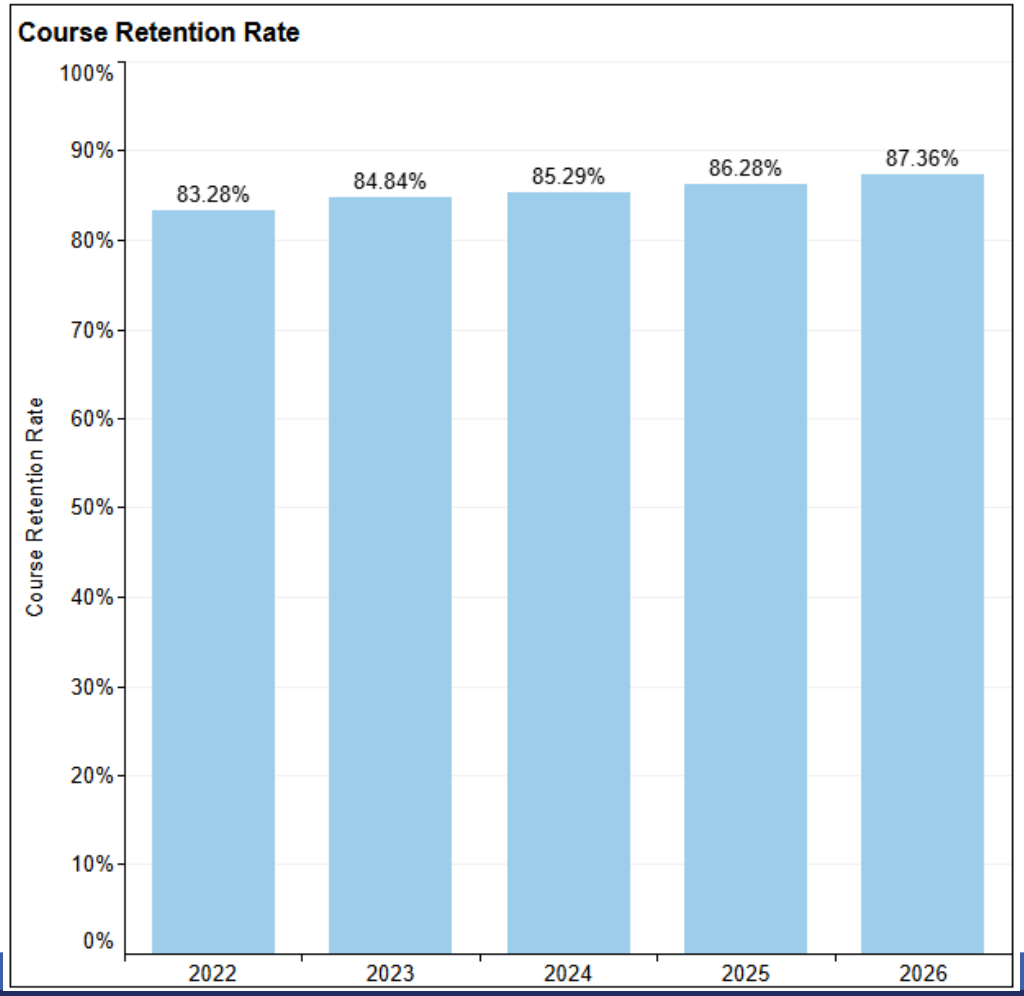
COMPLETION



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Course retention rates are high and have increased.

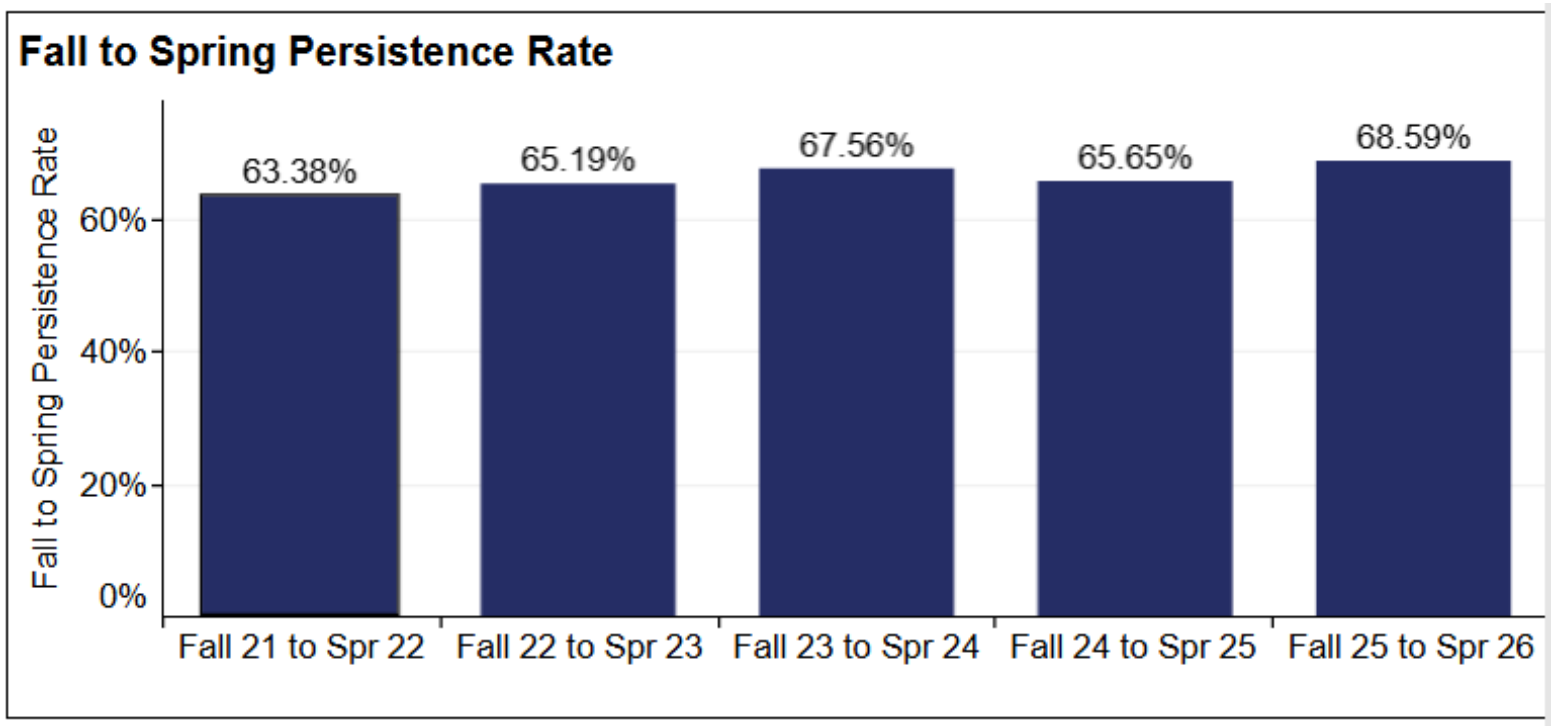
COMPLETION



LOS RIOS COMMUNITY COLLEGE DISTRICT

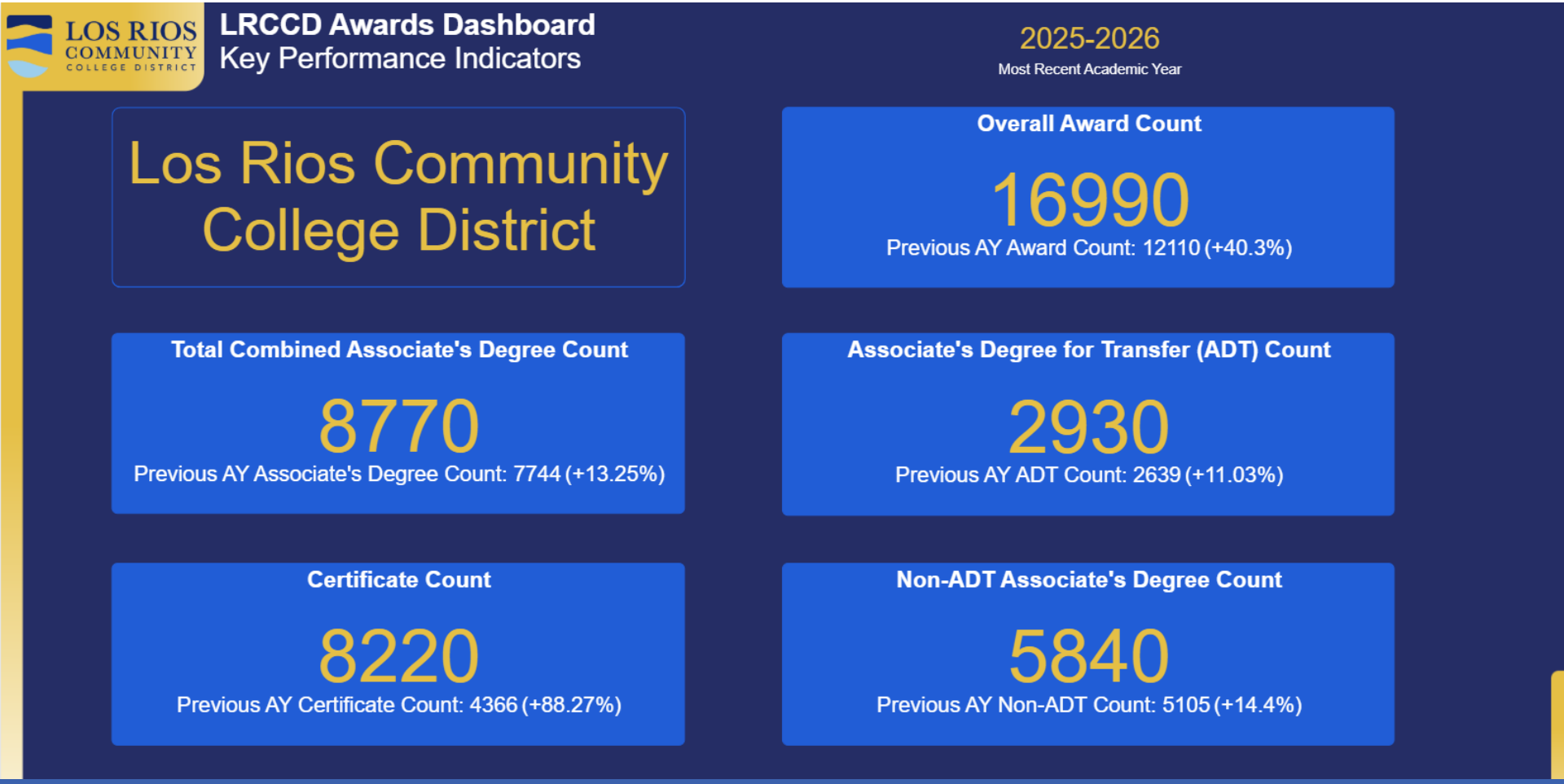
Persistence is strong and growing.

COMPLETION



Award completion is on the rise.

COMPLETION

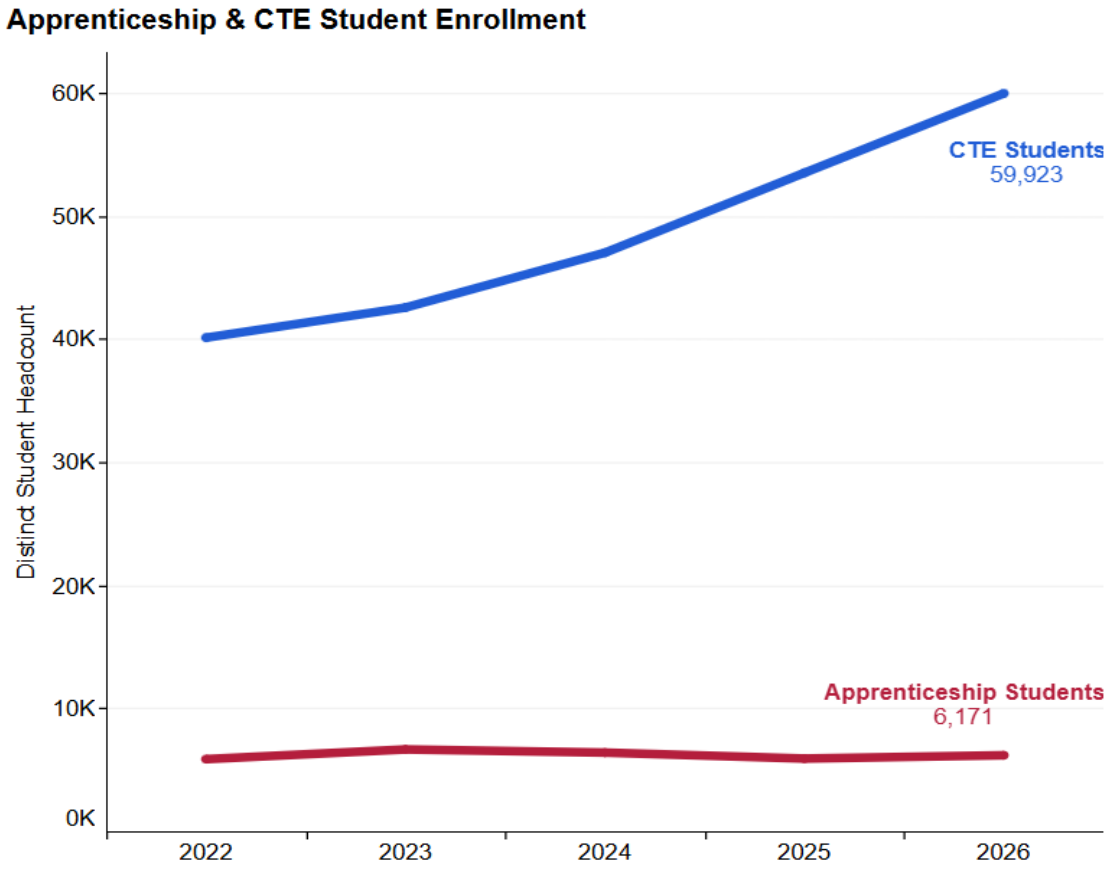


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The number of students enrolled in CTE programs has increased.

POST-COLLEGE SUCCESS

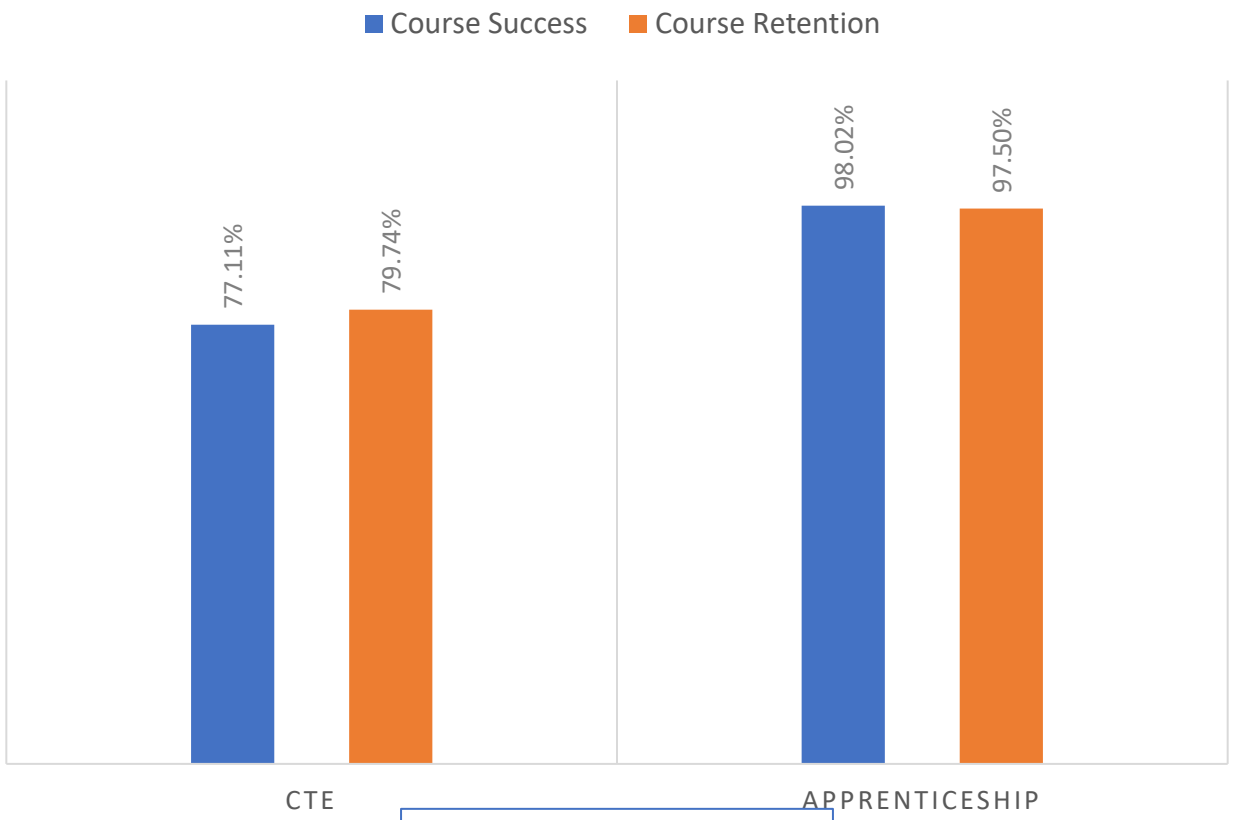
Overall CTE/Apprenticeship Enrollment



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CTE and Apprenticeship course success & retention are high.

POST-COLLEGE SUCCESS

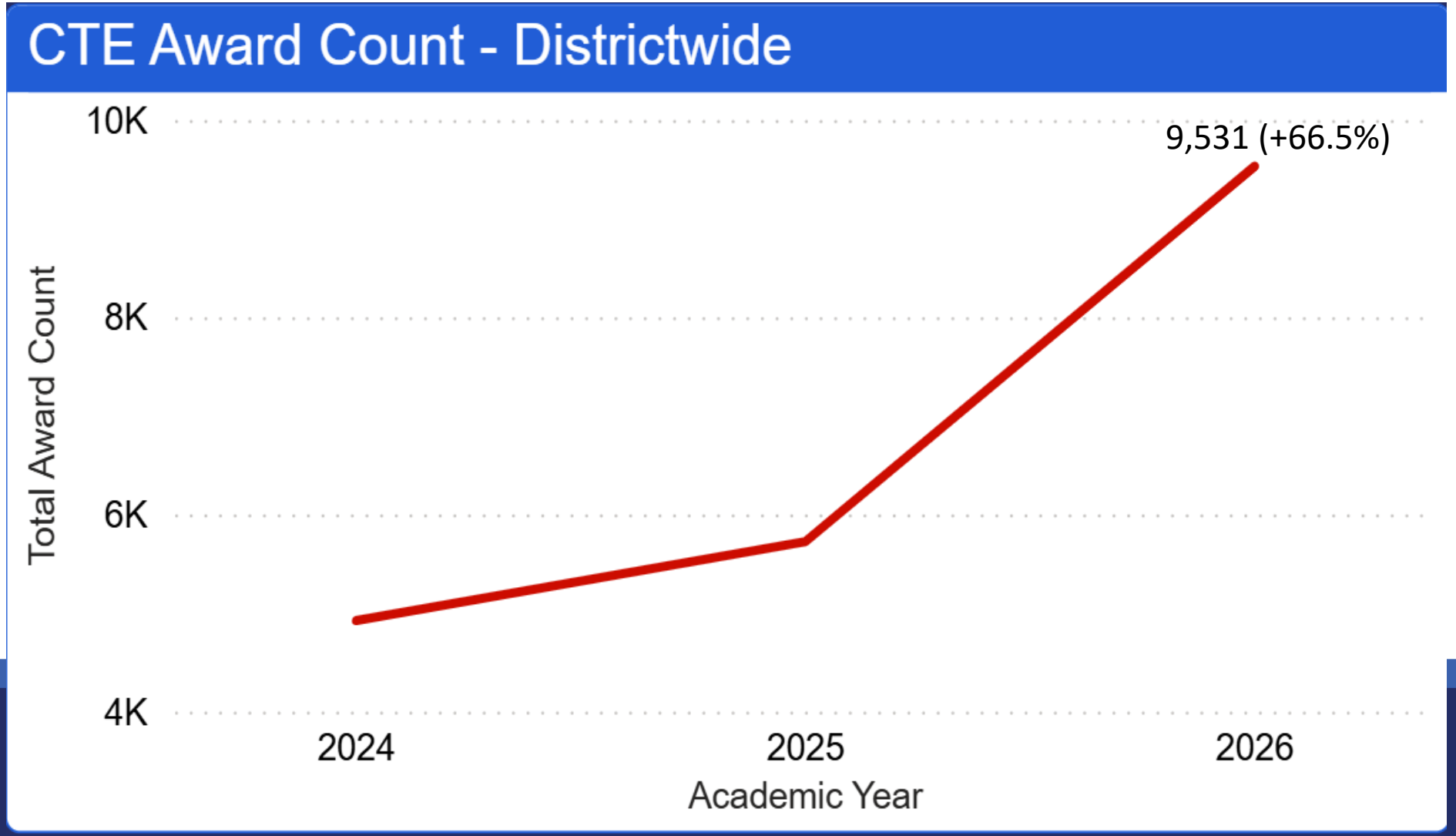


Persistence: 86.23%

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POST-COLLEGE SUCCESS

CTE/Apprenticeship awards have increased substantially.



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College Spotlights



Folsom Lake College

Dr. Art Pimentel, President

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Folsom Lake College

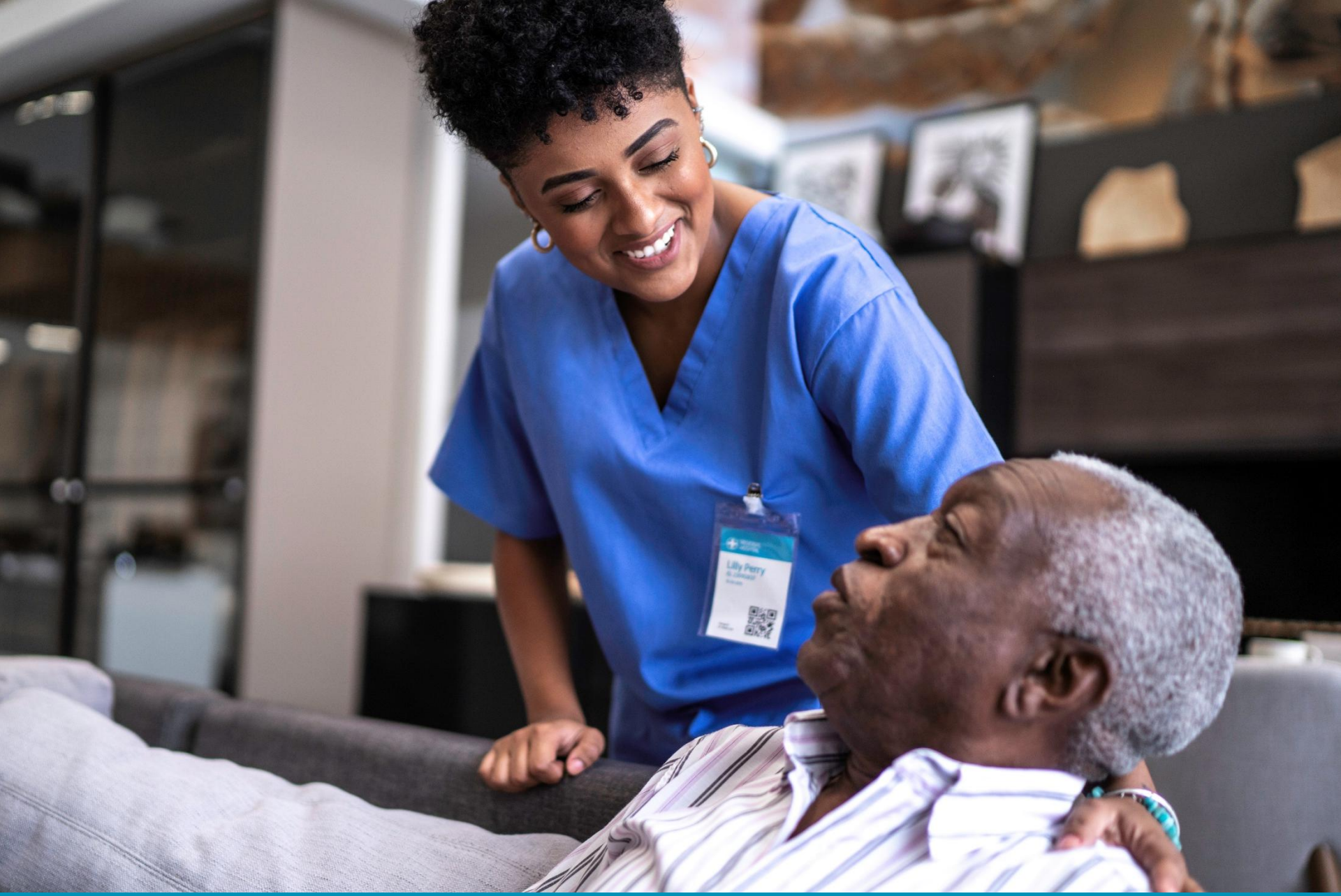
Career Education Program Development

Board of Trustees Retreat • October 2026

Career Education Programs

Accounting
Administration of Justice
Allied Health / Pre-Health Occupations
Artificial Intelligence*
Business
Business Technology*
Commercial Music
Computer Information Science
Early Childhood Education
Emergency Medical Technology
Fire Technology*
Geographic Information Systems*
Imaging (CT, MRI)
Kinesiology / Public Health Science
Management
Manufacturing and Industrial Technology*
Medical Technology*
Modern Making
Nurse Assistant
Nutrition*
Project Management
Public Management / Civil Service
Radiologic Technology*
Real Estate
Social Work / Human Services
Technical Theatre
Viticulture*
Water / Wastewater Management*

*Programs started or revised within the last three years



Certified Nursing Assistant (CNA)

Certified Nursing Assistant (CNA)

PROGRAM AND CAREER PATHWAY

- Launched in 2020; part of the Rancho Cordova Healthcare Hub since 2025
- 8-week certificate with five cohorts each year
- Entry point to healthcare careers; an extra point on nursing school applications

LABOR MARKET

1,200+
annual job openings

$22.92/hour median wage

ENROLLMENT AND OUTCOMES

Term	Students in Major	Retention Rate	Success Rate
Fall 2024	9	53.3%	46.7%
Spring 2025	13	68.0%	64.0%
Fall 2025	31	82.7%	75.0%
Spring 2026	30	85.9%	78.1%
Fall 2026	47	N/A	N/A

Fall 2026 outcomes are not yet available.

Certified Nursing Assistant (CNA)

STRATEGIES FOR SUCCESS

- Grant-funded books and selected supplies reduce student costs
- Clinical training with local long-term care facilities supports an aging population
- A structured, short-term cohort offers a clear path to completion

JOB OPPORTUNITIES

14 of 14 students

Summer 2026 students had conditional job offers at program completion through local partnerships

RACE AND ETHNICITY · FALL 2026

Group	Students	Percentage
African American	6	12.8%
Asian	5	10.6%
Filipino	1	2.1%
Hispanic / Latino	14	29.8%
Multi-Race	3	6.4%
Native American	0	0.0%
Pacific Islander	1	2.1%
White	16	34.0%

GENDER · FALL 2026

Gender	Students	Percentage
Female	38	80.9%
Male	8	17.0%
Non-Binary	1	2.1%



Business Technology

Business Technology

MODERN, CAREER-FOCUSED PATHWAY

- The 2025 curriculum revision created a new degree and stackable certificate pathway
- Curriculum aligns with in-demand business technology and leadership skills
- District-wide curriculum and scheduling coordination improves access and completion
- Embedded Microsoft Office certifications provide industry-recognized credentials

ENROLLMENT AND OUTCOMES

Term	Students in Major	Retention Rate	Success Rate
Fall 2025	18	70.6%	58.8%
Spring 2026	27	74.5%	68.1%
Fall 2026	44	N/A	N/A

Fall 2026 outcomes are not yet available.

LABOR MARKET

2,900+

projected job openings

$26.12–$41.99/hour median wage

Administrative Assistants to Executive Secretaries

Business Technology

ACCESS AND CAREER EXPERIENCE

- 100% online course offerings expand access for working adults and students
- Declared majors receive a grant-funded bookstore credit and access to LinkedIn Learning
- Embedded WEXP classes offer resume-building career experience

RACE AND ETHNICITY · FALL 2026

Group	Students	Percentage
African American	2	4.5%
Asian	13	29.5%
Filipino	0	0.0%
Hispanic / Latino	14	31.8%
Multi-Race	3	6.8%
Native American	0	0.0%
Pacific Islander	0	0.0%
White	12	27.3%

GENDER · FALL 2026

Gender	Students	Percentage
Female	14	31.8%
Male	28	63.6%
Non-Binary	2	4.5%

Infrastructure & Partnerships







VITICULTURE

Community and industry partners are developing a teaching vineyard at the El Dorado Center in Placerville, expanding practical viticulture training.

ALLIED HEALTH

Sutter Health invested in the Rancho Cordova Healthcare Hub, expanding training capacity for Radiologic Technology/Imaging, CNA, and EMT programs.

FIRE TECHNOLOGY

FLC is working with neighboring communities and fire agencies on training pathways for current personnel and a pipeline of future firefighters.

Questions?

Career Education
Program Development

Sacramento City College

Dr. Albert Garcia, President

LOS RIOS COMMUNITY COLLEGE DISTRICT

City Scholars

Fall 2026 Board Retreat

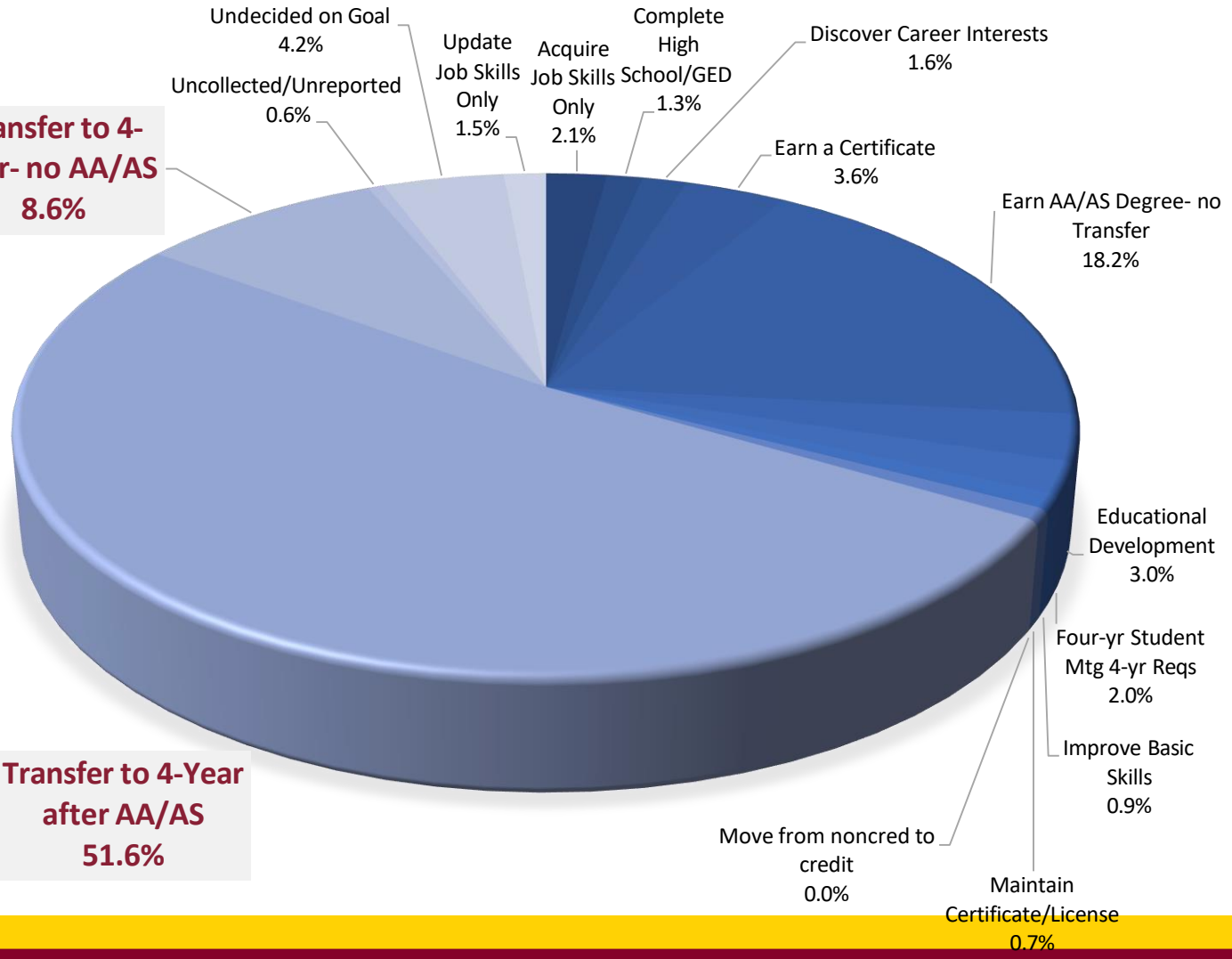
Goal 2: Ensure equitable academic achievement across all racial, ethnic, socioeconomic and gender groups.

Indicator of Achievement: *close equity gaps in access and progress metrics*

Goal 3: Provide exemplary teaching and learning opportunities

Indicator of Achievement: *completion rates and time to completion for certificates, degrees, and transfer*

College Student Education Goals: Fall 2024 census data

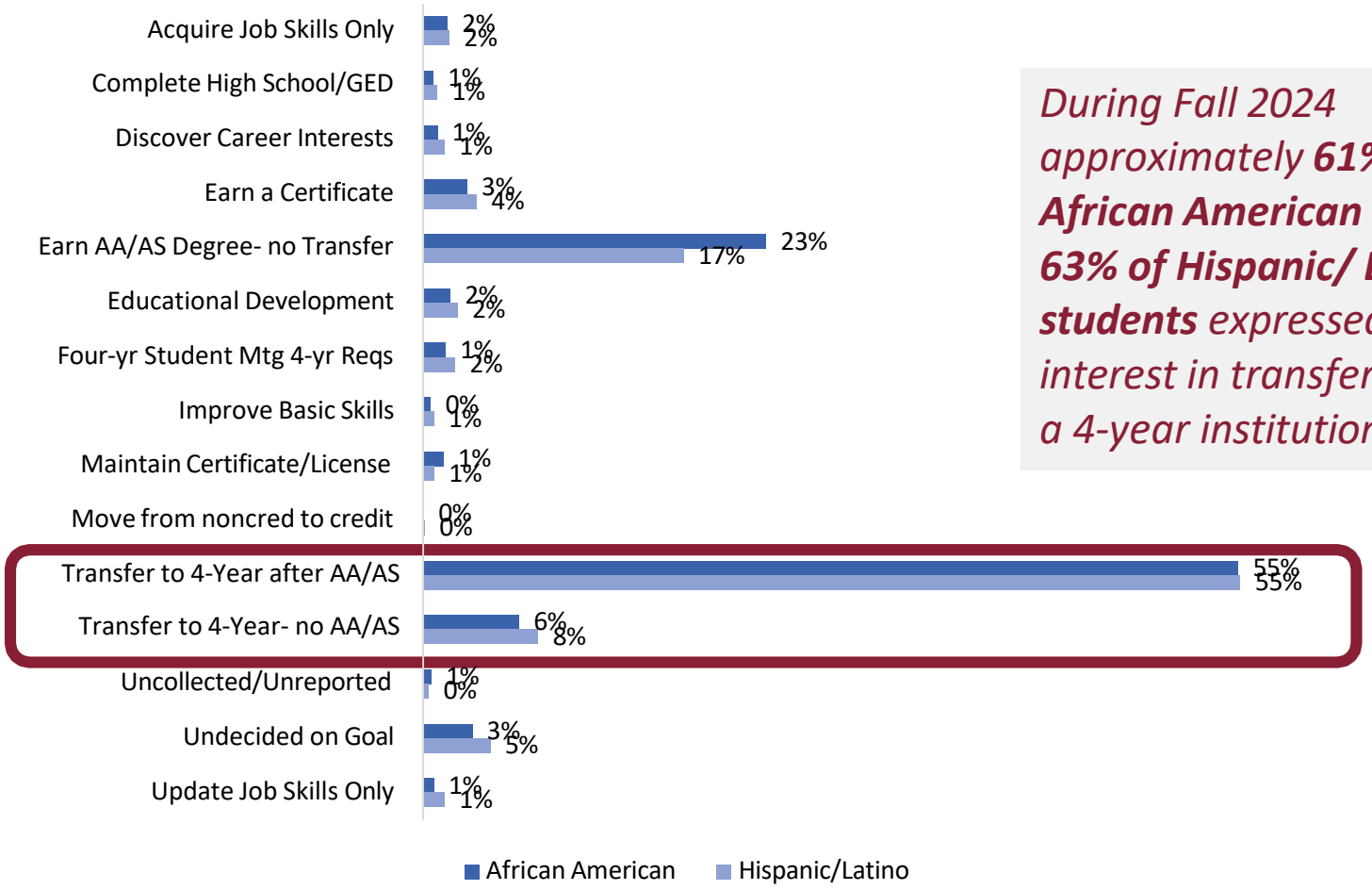


*During Fall 2024 approximately **60% of SCC students** expressed interest in transferring to a 4-year institution.*

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Source: PRIE Office, Census Dashboard Fall 2024

African American & Hispanic/ Latino Student Education Goals: Fall 2024 census data



*During Fall 2024 approximately **61% of African American** and **63% of Hispanic/ Latino students** expressed interest in transferring to a 4-year institution.*

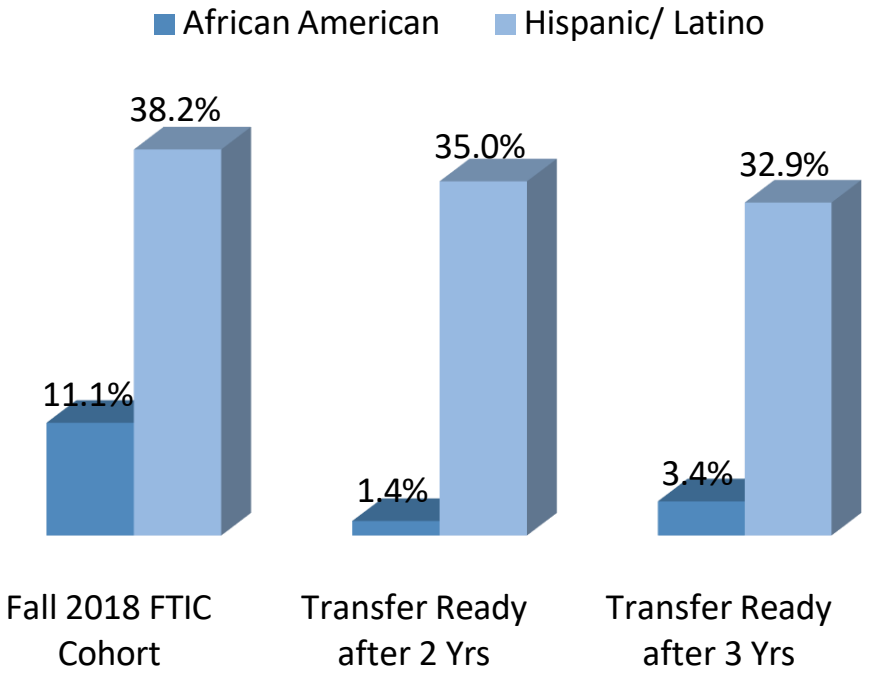
Source: PRIE Office, Census Dashboard Fall 2024

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Transfer Readiness of FTIC Students with a Goal to Transfer to a 4-year Institution

Our Fall 2018 first-time-in-college (FTIC) cohort of African American students comprise 11% of our FTIC population, and after 2 years they comprise just less than 2% of the transfer ready population.

Our Fall 2018 first-time-in-college (FTIC) cohort of Hispanic/ Latino students comprise 38% of our FTIC population, and after 2 years they comprise 35% of the transfer ready population.



Students	Fall 2018 FTIC Cohort		Transfer Ready after 2 Yrs		Transfer Ready after 3 Yrs	
	N	%	N	%	N	%
African American	265	11.1%	2	1.4%	13	3.4%
Hispanic/ Latino	908	38.2%	49	35.0%	127	32.9%
All Students	2380	100.0%	140	100.0%	386	100.0%

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Source: PRIE Office, FTIC/FYE Dashboard

City Scholars: A Comprehensive Program to Ensure Transfer Readiness

Student Schedule

- Two-Year ADT Completion
- Block Scheduling
- Guaranteed Classes
- Student Cohorts
- 15 units per term
- Completion of Math and English in First Year

Three Popular Degrees

- Business Administration
- Psychology
- Administration of Justice

Embedded Assistance

- Counseling
- Financial Aid and Scholarships
- Mental Health
- Tutoring

- Supportive faculty
- Community Concept
- Partnership with other SCC affinity programs
- Connections with CSUS and other universities

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Current Status

- ✓ Fall 2026 inaugural Class: 71 students
- ✓ Students completed summer orientation and started classes.
- ✓ Faculty engaged in community of practice.
- ✓ Great energy exists in and between classes, a strong sense of community.
- ✓ Students are receiving support immediately.

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Thank You



American River College

Dr. Lisa Cardoza, President

LOS RIOS COMMUNITY COLLEGE DISTRICT

HomeBases:
A Plan to Measure Impact

The Evolution of Home Bases at ARC

ARC developed Home Bases as its local Guided Pathways model, evolving the structure as student needs and resources changed.

2017

Guided Pathways

Statewide framework introduced; ARC begins local planning.

2019

Home Base Design

ARC develops its local Guided Pathways model.

2020

Launch of Home Bases

Six pathway-based Home Bases open in locations across campus.

2023

Expanded to Nine Home Bases

With COVID block grant funding, the model temporarily expands to nine Home Bases.

2026

Home Bases Co-Locate

Most Home Bases move into one physical center, creating a more visible and coordinated student support experience. The MCT Home Base remains in the CTE building.



Current Status

COVID block grant funding sunsets, and ARC is currently evaluating how to proceed once that funding is gone.

Our Starting Point

What We Could Count

- HomeBase Visits
- Emails Sent
- Workshop Attendance

What We Wanted to Understand

- Meaningful Connections
- Students Taking a Next Step
- What Students Gained

How Do We Know Our Work Is Helping?

Our Starting Point for Planning



College Strategic Goals + Equity Plan



Student Outcome We Want to Support



HomeBase Work That Can Contribute

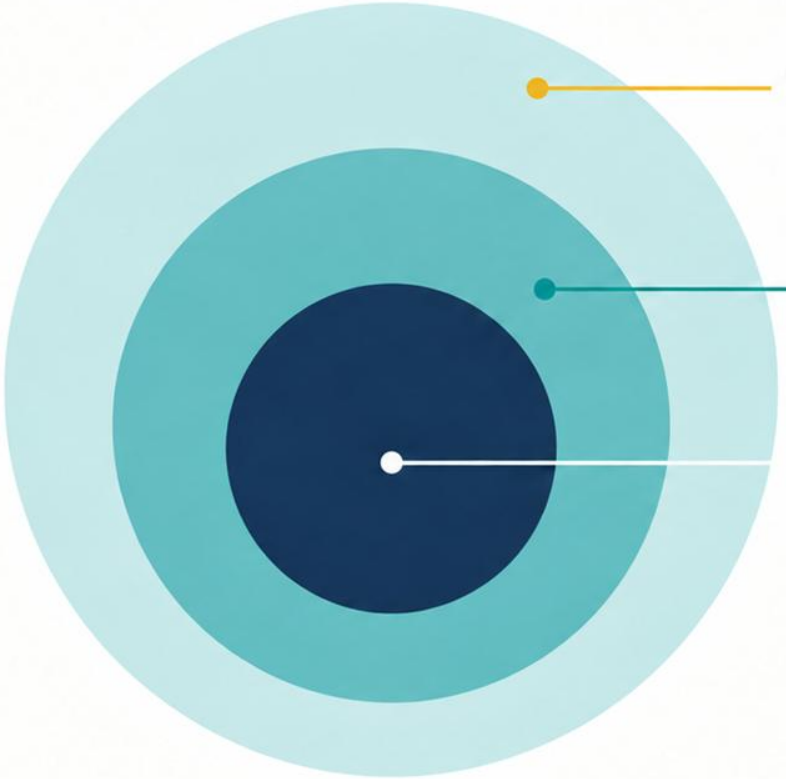
Research Involved from the Beginning

Looking at Gaps Without Blaming Students



What Might We Need to Change or Make Easier?

What Can Our Team Influence?



We Contribute to Broader Outcomes
Persistence, Course Completion, Equity Gaps

We influence with Partners
Service Access, Education Planning, Next Steps

We Control
Outreach, Workshop Design, Follow-Up

Campaigns Aligned with ARC Strategic Goals

Initial Campaign Ideas

- Units Enrolled
- Student Education Plans
- Transfer-Level Math and English

Fall Focus

- Student Education Plans
- Academic Notice Support

Partner Conversations + Staffing Capacity + Readiness

Higher-Touch Outreach to Black, Latinx, and Native American Students

What Evidence Will Help Us Learn?

Participation

Who Did We Reach?



Contacts and Attendance

Immediate Result

What Did Students Gain?



Workshop Feedback

Follow-Through

What Happened Next?



Connections and Next Steps

Surveys inform Us. Follow-Up Shows the Next Step.

Thanks!

Cosumnes River College

Dr. Robert Montanez, Vice President of Instruction

LOS RIOS COMMUNITY COLLEGE DISTRICT

COSUMNES RIVER COLLEGE

CRC 10-Year Progress Report: Student Success

Four Plans, Shared Commitment



CRC Initiative Aligned With District Strategic Plan

Five initiatives that stand out across the college's two recent strategic planning cycles

- **Course Success Rates** (2015)
- **Guided Pathways** (2016)
- **15-unit Opt-Out** (2019)
- **We Won't Fall** (2020)
- **ZTC/OER** (2021)



COSUMNES RIVER COLLEGE

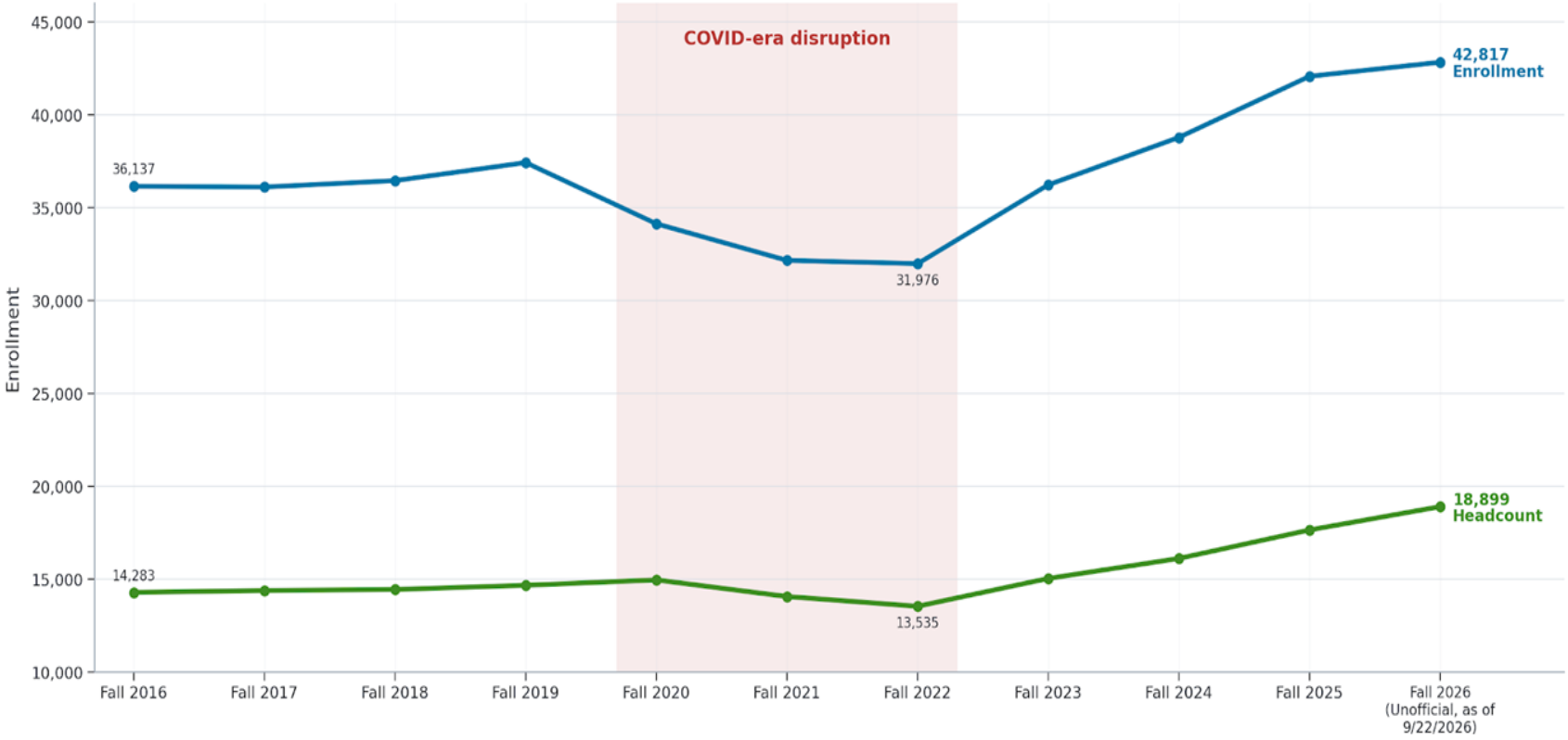
CRC

From Momentum to Completion

Enrollment Trends, Fall 2016-Fall 2026

Enrollment Continued to Grow and Reached a New Period High in Fall 2026

Both enrollment and headcount increased for four consecutive fall terms after declining through Fall 2022.



CRC

From Momentum to Completion

Zero Textbook Cost Growth and Student Success

ZTC scaled from a small offering to CRC's dominant course model

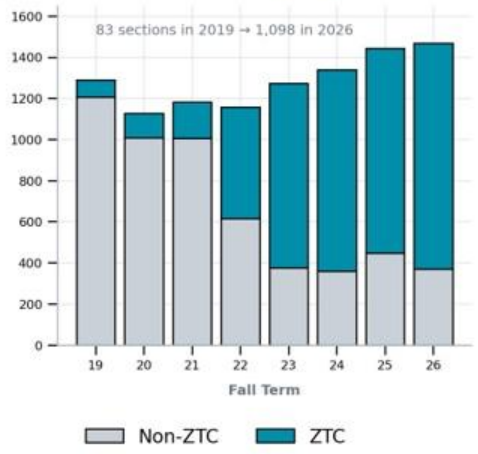
Growth in ZTC sections and enrollment coincided with consistently strong course success.

1,098 ZTC sections Fall 2026

74.9% of all sections are ZTC

74.0% ZTC success Fall 2025

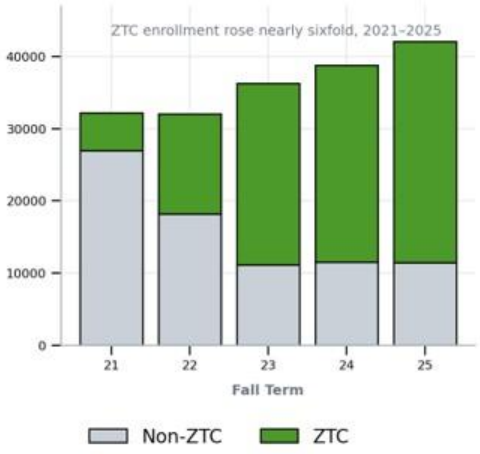
ZTC became the majority of sections



6.4% → 74.9%

ZTC share of sections, 2019–2026

Most course enrollments are now ZTC



16.2% → 72.8%

ZTC share of enrollment, 2021–2025

Course Success



+6.1 pts

ZTC success gain, 2021–2025

More sections. More enrollments. Sustained success.

CRC

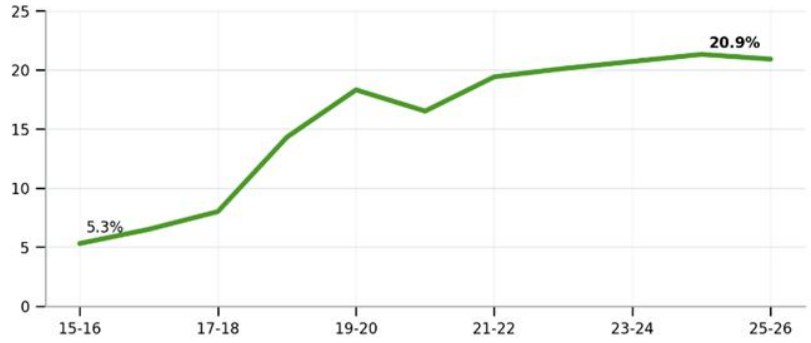
From Momentum to Completion

How Early Momentum Shapes Persistence and Student Success

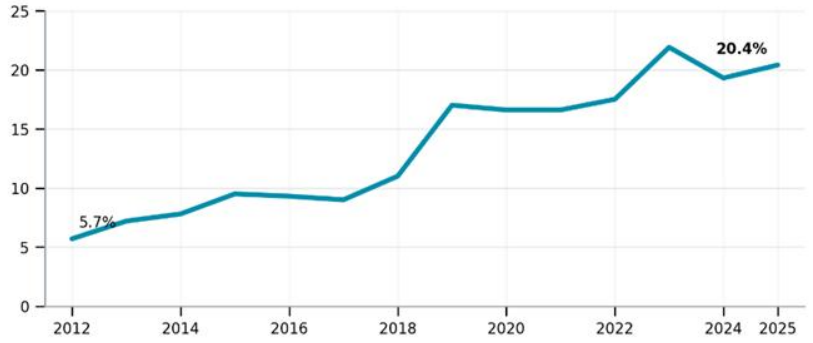
Stronger Momentum Is Leading to Better Outcomes

Early academic momentum has improved substantially, while persistence remains the central recovery opportunity.

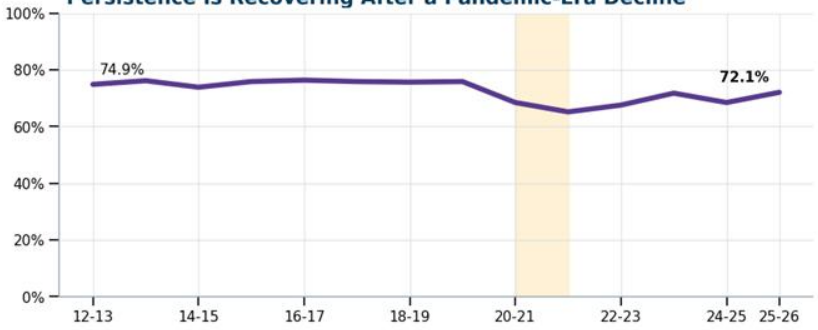
First-Year Transfer Math & English Completion



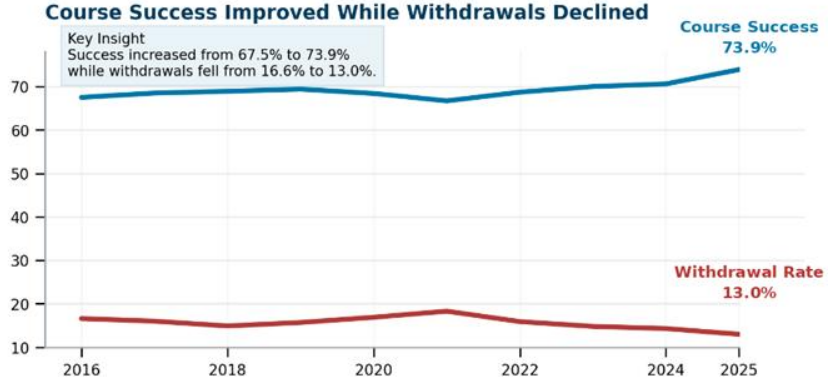
Students Attempting 15+ Units in First Term



Persistence Is Recovering After a Pandemic-Era Decline



Course Success Improved While Withdrawals Declined



CRC

From Momentum to Completion

How Student Outcomes Have Changed Over the Last Decade | Longer-term outcomes, 2012–2022

3-Year Cohort Outcomes Show Sustained Growth

All four long-term outcome measures improved significantly between 2012 and 2022.

Math & English

32.6%

↑ 16.9 pts

Completion

29.0%

↑ 15.2 pts

Award Attainment

14.7%

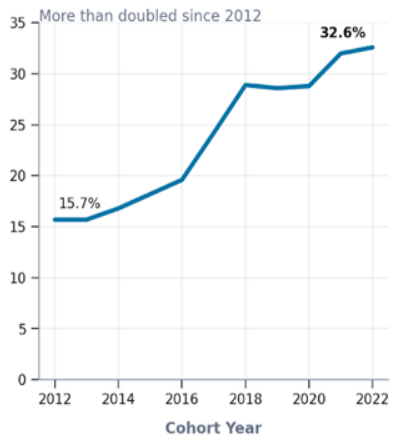
↑ 10.8 pts

Transfer Outcomes

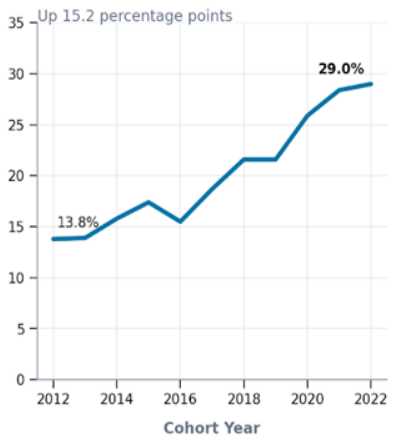
17.1%

↑ 11.5 pts

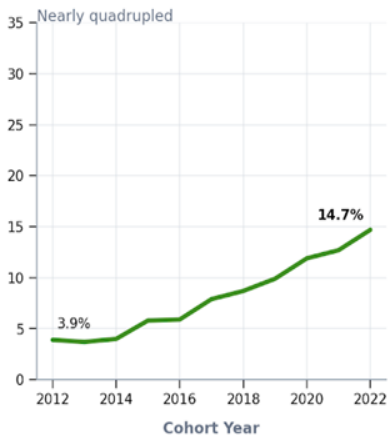
Math & English Completion



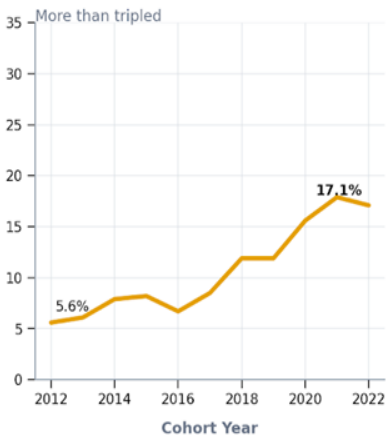
Completion



Award Attainment



Transfer Outcomes



Data Notes

The cohort of students represented in these data are First-Time, Degree/Transfer Seeking Students. The rate represents the outcome by the end of the cohort's third year. Completion is defined as transfer-ready. Transfer, and/or award attainment.

COSUMNES RIVER COLLEGE

We Won't Fall Efforts Continue

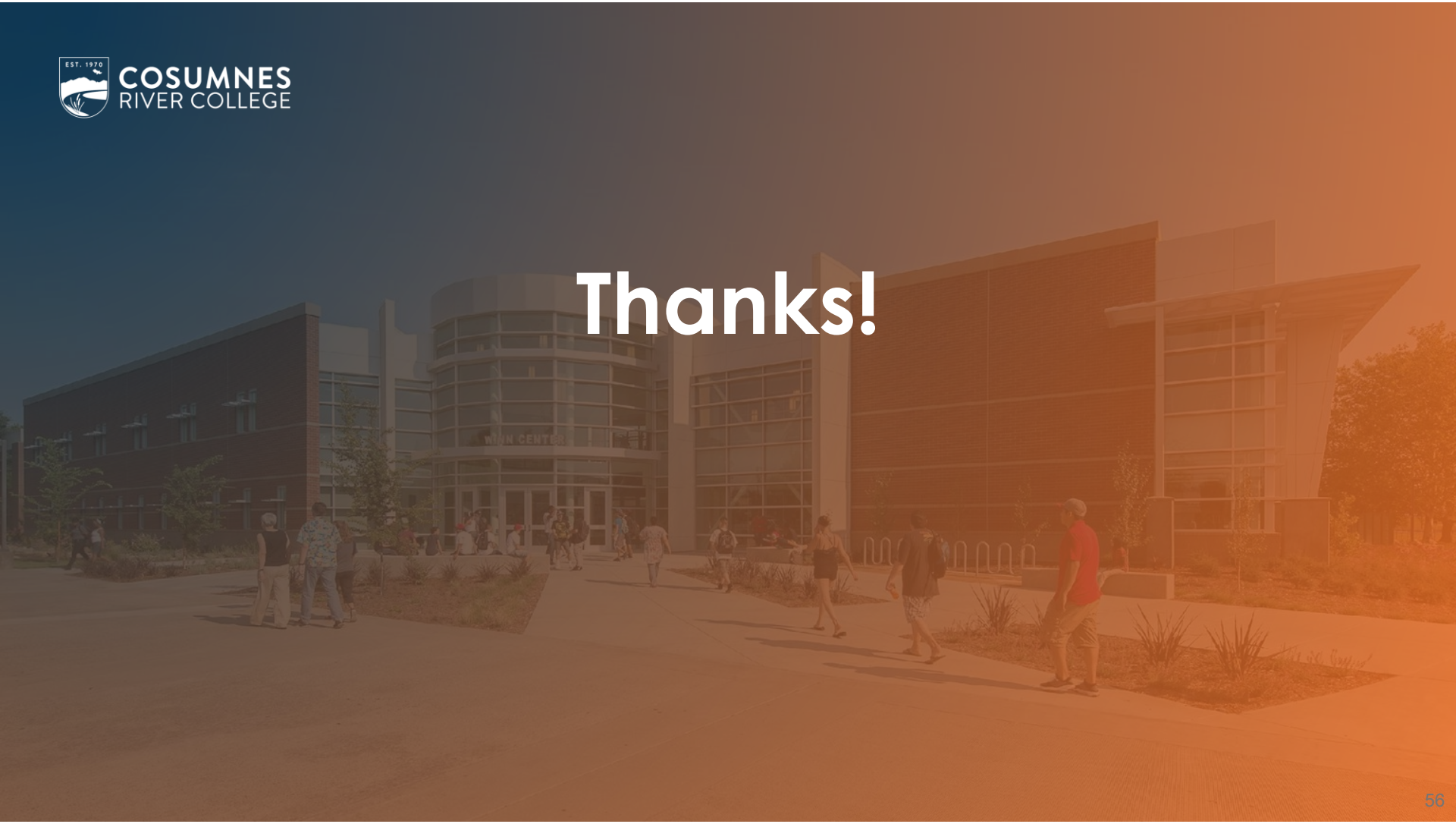
*CRC is committed to these targets until equity gaps in achievement are **eliminated***



- **Equity gaps for African American and Hispanic/Latinx students have narrowed in several important momentum measures**.
  - course success
  - enrollment in 15 transfer-level units
  - completion of transfer-level units
- Additionally, equity gaps remain persistent for Native American students, Foster Youth, Students with Disabilities, Veterans, LGBTQ+ students, low-income students, first-generation students, and several male student populations, as identified in the college's 2025-2028 Student Equity Plan.

COSUMNES RIVER COLLEGE

Thanks!



LOS RIOS COMMUNITY COLLEGE DISTRICT

Appendix



2025-2026 Asian Subgroup Headcount

Asian Subgroup	Headcount
Afghan	4128
Asian Indian	3127
Bangladeshi	91
Burmese/Myanmar	70
Cambodian	420
Chinese	4113
Filipino	5142
Hmong	2077
Indonesian	118
Japanese	1185
Korean	756
Laotian	545
Other Asian	1061
Pakistani	796
Sri Lankan	43
Taiwanese	242
Thai	389
Vietnamese	2943