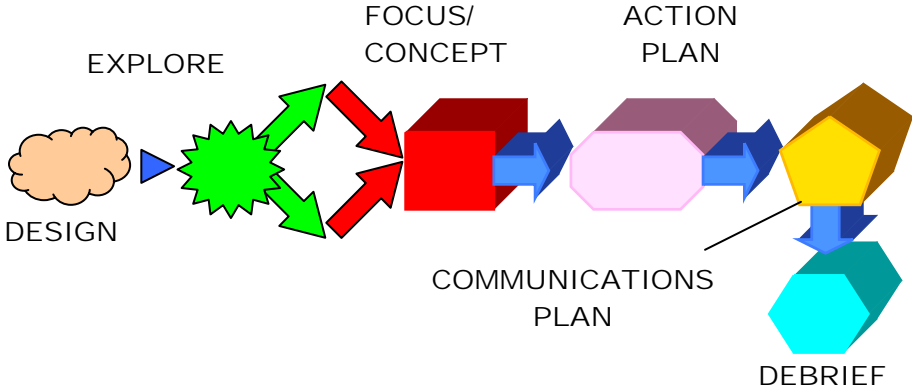


**Title of Session**  
**Delving Into RCC's Strengths & Weaknesses**  
 Delta Team: 10/25/07-Session #2

**Overall Purpose**

To develop a 2008-2012 strategic plan that will help RCC begin to solve its major challenges/issues.



**Purpose of Today's Session**

To identify RCC's major internal strengths and weaknesses as a prelude to identifying and framing its strategic challenges/issues.

To begin an analysis that will help assure that RCC solves the right problems rather than jump to conclusions.

**Non-Purpose of Session**

To get to solutions – too early.

**Session # 2 - 10/25/07- Background:**

- Strategic planning is a process that helps guide what an organization is, what it does, and why it does it – John Bryson.
- RCC also does strategic planning to meet accreditation requirements. It has been an area of weakness for RCC. Evaluators will look to see “How do our mission and goals reflect the college?” “Can we see our mission and goals in our budget? In Human Resources? Facilities? Are they all interconnected? Evaluators will look for the interconnectedness.
- Historically, strategic planning has also been viewed by RCC staff as busy work, and not very inclusive
- The current process is an attempt to improve the strategic planning process. The all-staff was an inclusive step. The roll-out process, postings at the web-page, the invitation to serve on the teams are all efforts to encourage all staff involvement.
- IPEC adopted a strategic planning process largely based on the work of John M. Bryson. The team design was based on a model by Joel D. Lapin.
- Work to date:
  - 1) Mandate sub-committee assembled institutional level mandates to help guide the teams in their work.
  - 2) Peter with some input from SP Steering Committee members and managers developed the various trends. Other information such as socio-economic data and the Power Up materials are offered as additional input.
  - 3) All staff visioning exercise – we will review when we do the mission, vision, values exercise.
  - 4) Team orientation held on 10/11/07. Homework – review your notebooks.
  - 5) Ground Rules offered by team on 10/11 to be discussed/adopted at 1025 meeting:
    - a) Ask for the floor by raising your hand
    - b) Use a parking lot for points to revisit that are unrelated to the topic at hand
    - c) Turn off cell phones
    - d) Be on time
    - e) Have homework completed
    - f) Be respectful of one another
    - g) Take care not to dominate
    - h) Be committed and supportive of the strategic planning process within the RCC community
- Facilitators Role: explore ideas, focus on the best, develop ideas into concepts, develop action & communication plans, debrief work.
- Any questions?



**Header Cards – For Discussion**  
 What are RCC’s greatest strengths?  
 What are RCC’s major weaknesses?



**Focusing Header Cards**

1. What are our top strengths and major weaknesses?
2. Are there any strengths and/or weaknesses that require more immediate action (e.g. referral to Executive Council for action)?
3. What ways do these strengths & weaknesses suggest possible strategic challenges?

**Session #2**

Manager	Grant Lagorio	Community	<b>Dennis Alexander</b>
Manager	<b>Jeanne Howell</b>	Student	<b>David Brown</b>
Manager	<b>Lynda Warren</b>	Student	<b>Flamur Vehapi</b>
Faculty	<b>Lori Sours</b>	Classified	<b>Bill Jiron</b>
Faculty	<b>Nicole Theis-Coulter</b>	Classified	Rosemary Pike
Faculty	<b>Eileen Micke-Johnson</b>	Classified	<b>Barbara Cournoyer</b>
Faculty	<b>Kiersta Fricke-Gostnell</b>		

**What Are RCC’s Top Strengths?**

- Serves all...supports diversity and provides training and education to a larger segment of the community than a traditional university. (7 dots)
- Provides affordable training and education. (5)
- Works closely with business and industry to meet workforce needs. (5)
- Partners with SOU to provide more services to students and community. (4)
- Has a passion for students, e.g. assistance and helpfulness.(4)
- Provides strong academic preparation for transfer students. (4)
- Possesses a state-of-the-art facility in White City. (4)

**What Are RCC’s Top Weaknesses?**

- Has ineffective, bland marketing which detracts from enrollment. (6)
- Lacks motivational leadership. (5)
- Lacks child care which discourages enrollment, and affects retention and student progress. (4)
- Lacks sufficient staff for counseling and advising. (3)
- Provides few social interaction opportunities for staff. (3)
- Lacks succession planning which puts us at risk when folks are injured, etc. (3)

- Employs a disproportionate number of part-time to full-time faculty which results in staff who lack the broader vision of the college and their role and full-time faculty who have greater loads. (2) (got moved over by the group)
- Lacks strategies for helping students cope with excessive textbook costs which may prevent some students from attending RCC. (2) (got moved over by the group)

**List of Other Items under - What Are RCC's Greatest Strengths?**

- Provides excellent benefits for employees. (3)
- Aggressively pursues high school interests with proactive programs such as 2+2 and pathways. (3)
- Meets students where they are and provides appropriate academic opportunities. (2)
- Meets the needs of high schools and area students by offering professional/technical programs. (2)
- Provides open access with no formal admissions process (? which makes it easier for people to enroll in postsecondary education). (2)
- Provides the only specialty testing and certification in many areas for southern Oregon (2)
- Requires the lowest TOEFL scores in the USA. (1)
- Is part of a statewide ESL system that is recognized nationally. (1)
- Stimulates students to begin their education using fantastic incentives such as 6 free credits. (1)
- Helps people re-engage in life through the Discovery Programs (1)
- Provides the most comprehensive professional/technical college program among Oregon's 17 community colleges. (1)
- Adds vibrancy to Medford's downtown and creates partnership opportunities with business, arts, library.
- Possesses the leading fire science training statewide.
- Fosters a collegiate attitude among staff which builds morale and helps with communication.
- Dazzles students with its quality tutoring center.
- Builds infrastructure to support students and staff.
- Generates 99% success rate in job placement in its professional/technical programs.
- Concentrates certain programs at its 3 campuses to maximize staff expertise at specific locations.
- Provides easy access for students to attend RCC (?given its 3 campus locations and distance learning offerings).
- Offers world-class instruction in Microsoft Applications and Certifications for local businesses.
- Aggressively seeks to award high school seniors with dual credit.
- Provides continuing education for licensing which isn't available anywhere else in the valley.
- Staff carries extra duties to assist daily operations.
- Offers competitive salaries in the region.
- Offers meeting rooms to the public and groups.

**List of Other Items under - What Are RCC's Major Weaknesses?**

- Lacks an effective telephone system/point of contact which could result in RCC losing students. (2)
- Limits scheduling options which negatively impacts student choice. (2)
- Exhibits a lack of communication between departments which can impact student advancement and their understanding of their career pathway. (2)
- Lacks transportation options between campuses which impacts enrollment and student progress. (2)
- Does not financially support enough full-time faculty positions which can devalue the quality of education. (2)
- Lacks athletic sports which may discourage choice and enrollment for some. (1)
- Lack of accountability for some part-timers. (1)
- Doesn't promote CWE opportunities for students. (1)
- Faculty and staff don't market RCC. (1)
- Parking at RVC is poor. (1)
- Can't find people for some management jobs because salary is not high enough to attract faculty and others. (1)
- There is no career ladder advancement for classified, management, etc. (1)
- Does not provide professional/technical training to keep staff and faculty current. (1)

**The following received "0" dots:**

- Lacks a budget mechanism for evaluating support needs for departments. (0)
- Some manager pay scales are not high enough for the work they do.
- Does not provide sufficient support for par-timers.
- Prices itself out of the market for workforce training because RCC does not provide general fund support for workforce.
- Tolerates a disparity between various departments regarding who has support staff and who doesn't.
- Lack of confidence in leadership lowers morale which lowers staff effectiveness which impacts services to students.
- Tries to be all things to all people and that dilutes our effort.
- Lack of coordinated transfer services.

**Parking Lots Topics**

1. Oregon Community College Program Matrix shows limited number of programs.
2. Does Fire Science program draw students from outside the area?

**De-Briefing:**

What Worked Today?	What to Improve for Next Time?
<ul style="list-style-type: none"> <li>-The process was well-delineated. (2)</li> <li>-There was enough time to think and produce.</li> <li>-The process worked for me.</li> <li>-Process worked, especially when we physically moved cards to top strengths &amp; weaknesses.</li> <li>-Appreciated that we were pushed to go beyond the short answer &amp; had to speak to the actual impact of the concern.</li> <li>-Good interaction. (4)</li> <li>-Good ideas.</li> <li>-Like the storyboard and cards.</li> <li>-Group respect and ground rules.(2)</li> <li>-Process effective at getting at strengths &amp; needs.</li> <li>-time spent in group discussion rather than writing out individual cards</li> <li>-Process allowed input to clarify ideas</li> <li>-time limit on input.</li> <li>-Using dots to determine top strengths &amp; weaknesses (2)</li> <li>-Allowing discussion on moving items</li> <li>-Facilitation</li> </ul>	<ul style="list-style-type: none"> <li>-mm...have cheese pizza!</li> <li>-Need bigger dots</li> <li>-Minimize intro.</li> <li>-Voting skewed because of departments represented.</li> <li>-Students could get screwed again.</li> <li>-Did not address the needs of the students so much.</li> <li>-Need more in-class lecturing faculty here—their direct work with students needs more voice.</li> </ul>