

Strategic Planning Steering Committee

Meeting Highlights, 4/3//08, TRC Board Room

Present: Gregg Edwards, Roy Lindsey, Mark Peterson, Peter Angstadt, Rich Kirk, Sharon Davidson, Ron Fox, Mary O’Kief. Guests: Synthesis Team members Ann Trausch, Lori Sours, Kay Logterman, Denise Swafford.

1. **Vision Statement:** So that people would have an easier time remembering and getting motivated, several people indicated a preference for a shorter vision statement. Ron reminded people of Nike’s vision statement—“Just Do It.” It was noted that keeping the longer version is perhaps helpful for internal purposes. Gregg thought that the vision statement needed to do a better job of reflecting the goals and objectives.
2. **Six Strategic Challenges:** After some input about making these shorter, Mary shared her desire to retain as much of the flavor and feel of the challenges as possible so that the many volunteer team members involved with creating them would still recognize their work. Roy offered that providing short captions could accomplish both ends.
3. **Goals and Objectives - some of the comments are included below:**
 - a. **Goal 1:** Ron likes the phrase “cultivate an agile culture.” Gregg thought that the metrics do not speak to the outcomes. Rich thought that the objectives in some cases would be hard to measure.
 - b. **Goal 2:** Gregg wanted to know “what are you trying to measure?”. Ann said things like graduation rates and student FTE. Gregg suggested other metrics that get at whether we’re solving student needs, e.g. track the percent of students who needed distance learning (DL) in order to take the class. Rich shared that nearly 50 percent of DL students already report that they would not have been able to take the course without the DL option.
 - c. **Goal 3:** Roy thought RCC could use the Career Pathway goal to position the college in the community as the resource to make things happen. Roy also thought that employment might not be the only outcome, however Gregg noted that the goal may be intended to narrow in on employment. Rich also noted the importance of redefining completion. Note: a Career Pathway Certificate requires only 12 credits and is much shorter than RCC’s certificate and degree programs.
 - d. **Goal 4:** Ron urged us to focus on the important words and put them up front. Gregg asked “why are we doing this goal?”. Ann shared the importance of access to core classes to satisfy prerequisites and to not adversely impact a student’s financial aid. She also noted that there was nothing in the goals or objectives to help Student Services do a better job advising students.

- e. **Goal 5:** Gregg noted that the goal lacked a purpose. Various members thought goals 2 and 5 could be combined. Rich wondered if we have evidence that students want weekend and evening classes, or do we just think they do?
- f. **Goal 6:** Ron noted that this goal was important because it would help RCC have a better knowledge of itself and impact of its services on students and the community. Roy also noted that the data will help RCC adapt when change is indicated.
- g. **Goal 7:** It was suggested that we combine goals 7 and 8 (and possibly 6). Gregg also urged that we let the marketing analysis inform the rest of the strategic plan; and be patient about implementing big plans until we fully understand the analysis. Ron noted that marketing plan should be responsive to the needs of our stakeholders. It was suggested that include a question about student interest in alternative deliveries as part of the marketing study.
- h. **Goal 8:** Sharon and others suggested that we consider combining goals 8 and 9.
- i. **Goal 9:** Ron thought this was a big strategic issue for RCC, and especially important for Jackson County. He thought our relationships and awareness in the minds of employers is much stronger in Josephine County.
- j. **Mind Map:** Gregg thought that a visual with the mission and values at the bottom, goals in the middle, and vision at the top would be effective in telling the story. Sharon noted that when there was synergy between goals that it made sense that those similar goals were either both internal or both external.
- k. **Final comments:** Roy summed things up by recommending that we go with 5-7 goals that are attainable within the 4 years, that connect emotionally with staff (catch fire), and generate buy-in from top management.
- l. **Roll-Out Plan:** the plan was shared (see attached).
- m. **Next Steps:** Mary and Rand will work to improve the draft while honoring the work of the teams. This will be shared with the Synthesis Team at their 4/15 meeting or earlier if possible.