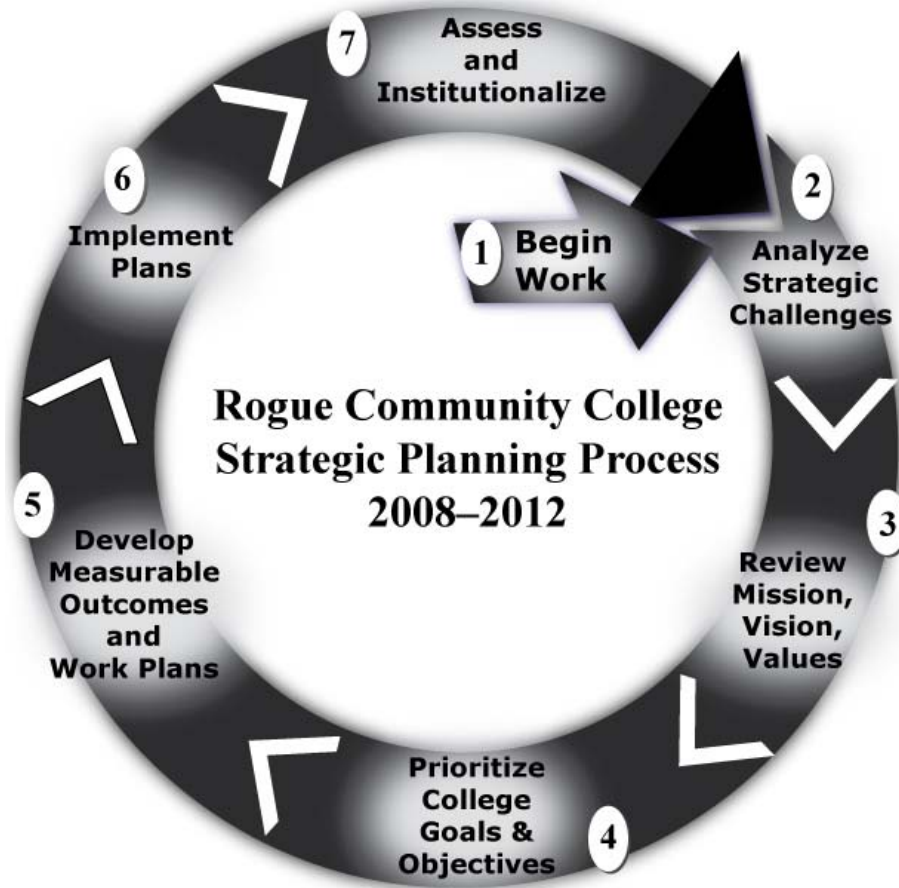
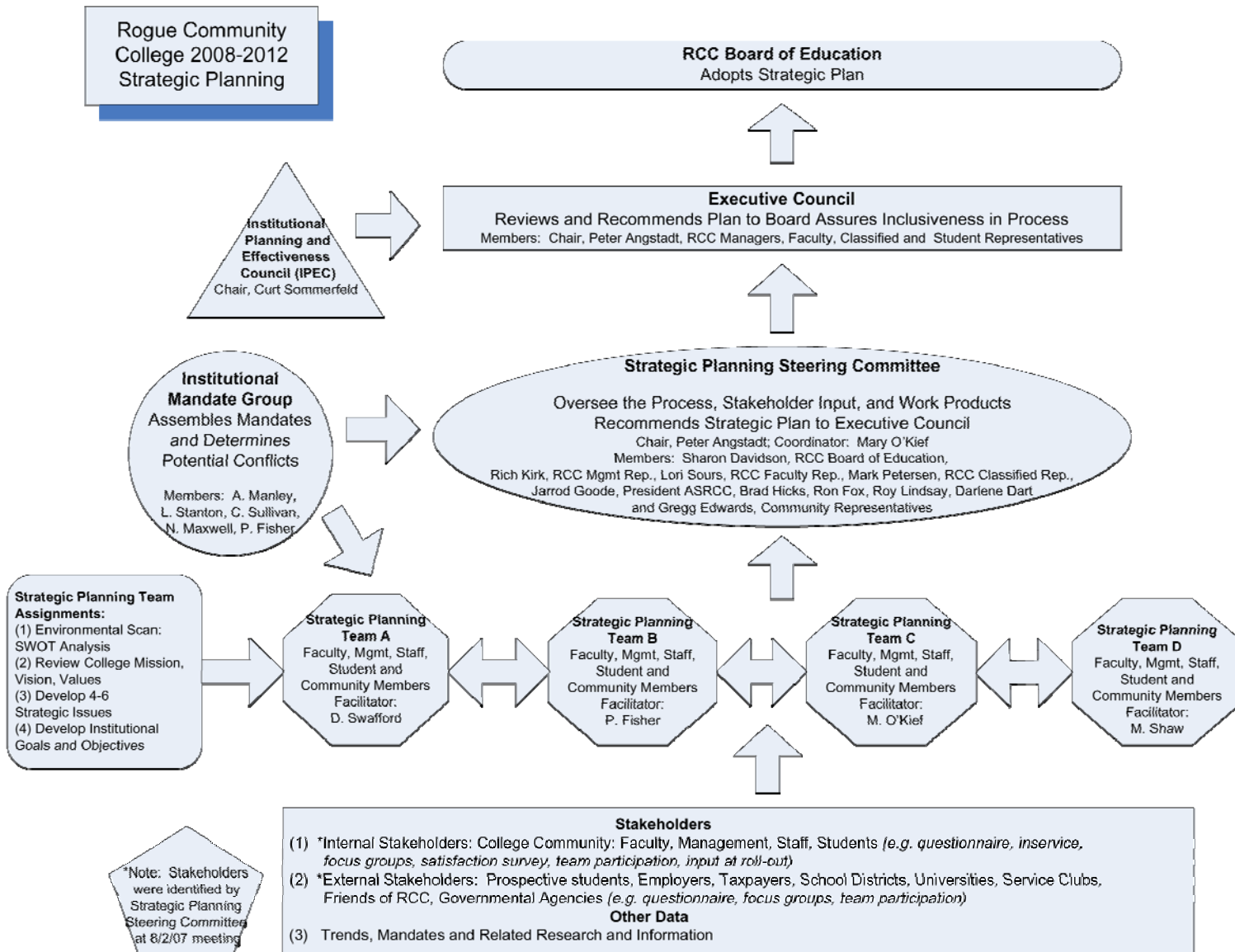


2008-2012 RCC Strategic Plan
RCC Board of Education Approval
6/17/08





Rogue Community College District

Revised 2008-2012 Strategic Planning Goals & Objectives RCC Board of Education Approval 9/22/09

Background

After completing 2008/2009, a review with recommended changes of the goals and objectives was done by the strategic planning champions, the Assessment Team, and the Institutional Planning and Effectiveness Council as part the college's year-end progress report. The RCC Board of Education did a final review on September 22, 2009 and voted to approve the recommendations. The following highlighted areas reflect the revisions to RCC's Strategic Planning Goals and Objectives.

Goal A: CULTURE – Develop and sustain an agile and inclusive culture that values teaching and learning, unifies and inspires staff, faculty and community members, spotlights campus strengths, and utilizes resources effectively.

Objectives:

- A.1 Identify and implement ways to revitalize the RCC culture to:
 - A.1.1 Support broader leadership development;
 - A.1.2 Inspire, support, and recognize staff;
 - A.1.3 Make RCC processes more inclusive;
 - A.1.4 Assert teaching and learning as the college's main goal;
 - A.1.5 Improve communication flow at all levels;
 - A.1.6 Support the continued development of the faculty senate and other shared governance efforts that may arise;
 - A.1.7 Invests in adequate staffing and professional development.

Goal B: STUDENT ACCESS AND COMPLETION – Expand alternative class delivery options, and seek employer input to improve access and completion.

Objectives:

- B.1 Allocate appropriate resources to support more staff teaching online, and improve the quality and number of distributed learning offerings.
- B.2 Develop responsive course delivery options for students.
 - B.2.1 Identify and group appropriate courses for evening and weekend delivery.
 - B.2.2 Support such class delivery methods as team teaching, blended classes, and cohort instruction.
 - B.2.3 Use student input to assist in making classes more available.

- B.3 Create a proficiency-based review protocol for prerequisites and encourage students to challenge core prerequisite courses on a proficiency basis including:
 - B.3.1 Apply a proficiency-based review protocol for pre-requisites and encourage students to challenge core prerequisite courses on a proficiency basis.
 - B.3.2 Review pre-requisites in terms of barriers to class participation such as secondary pre-requisites and discuss the implications of reducing them.
- B.4 Anticipate and plan for maximum enrollment levels in the seven most commonly required courses in a firm, year-long schedule with sufficient sections.
- B.5 Support a more robust and comprehensive instructional advisory committee evaluation process.
 - B.5.1 Share programmatic and course-level learning outcomes with program advisory committees, review their input, and respond.
 - B.5.2 Seek their input about the “what, when, where, and how” of courses to be offered.
- B.6 Develop a comprehensive facility master plan that:
 - B.6.1 Analyzes current and future facility needs;
 - B.6.2 Features areas of focus for each campus;
 - B.6.3 Identify and apply sustainable practices in selected operational areas.
 - B.7 Identify and promote sustainable practices in selected curriculum areas.

Goal C:

CAREER PATHWAYS – Enhance students’ ability to move through their education and into the workforce by adopting a systemic pathways philosophy and framework within the college that is supported by our partners in education, workforce development, and industry.

Objectives:

- C.1 Identify RCC programs that work well with the career pathway concept, and engage with faculty and employer representatives to develop pathway certificates based on industry needs and standards.
 - C.1.1 Extend career pathway development to other educational institutions such as creating Programs of Study with high schools, and increasing program/degree articulations with OUS schools.
 - C.1.2 Develop advising materials and pathway maps for students, staff, counselors, parents, high school and university stakeholders.
 - C.1.3 Strengthen efforts to disseminate regional workforce data, trends, and information to design effective pathways that better guide students into employment.
 - C.1.4 Develop education/training delivery adaptable to employer needs.

Goal D: DATA DRIVEN DECISION-MAKING – Strengthen RCC’s research and data processes to inform decision-making and improve the college’s effectiveness to better serve both its internal and external communities.

Objectives:

- D.1 Use an assessment of the institution’s data needs to effectively support the identification and implementation of organizational goals and objectives, program priorities, and core themes.
 - D.1.1 Train staff regarding existing data tools and best research practices, and provide additional tools as necessary to enhance the effectiveness of their work.
 - D.1.2 Make data more accessible to and interactive for staff so that they may use data to improve college effectiveness in serving internal and external communities.
- D.2 Support new Student Enrollment Planning initiative with data collection and analysis.

Goal E: STUDENT ENROLLMENT GROWTH – Build student enrollment using marketing, targeted services, and strategic partnerships to attract students and/or employers.

Objectives:

- E.1 Prioritize and implement the RCC 2009-10 marketing plan, evaluate, and update annually.
- E.2 Encourage the attitude that everyone has a role in attracting learners.
- E.3 Intensify the college’s response to advisory committee and employer requests for educational services, initially focusing on health care and customized training.
- E.4 Research best practices in community partnering to develop partnership selection and prioritization criteria.
 - E.3.1 Develop a plan using the criteria to engage with community partners.
- E.5 Reduce student educational expenses by supporting development of regional resources such as public transportation, child care assistance, scholarships, and other areas.
- E.6 Increase enrollment of new students representing identified RCC target markets.

GOAL F: RCC/SOU PARTNERSHIP - Strengthen the RCC/SOU partnership.

Objectives:

- F.1 Identify opportunities to maximize resources for students, faculty, operations, and programming at the Higher Education Center.
- F.2 Explore other areas where the two institutions can effectively partner to enhance services to the region.

Introduction

Developing a Strategic Plan that will guide Rogue Community College from 2008 through 2012 has involved a wide range of faculty, staff, students, and community representatives working collaboratively. An over-arching goal in drafting this plan has been to incorporate ideals and values deemed important in directing the college toward effectively fulfilling its mission of serving students and the Southern Oregon community.

The complete strategic planning process includes six stages: 1) design the planning process and form groups to do the work; 2) unearth the major strategic challenges facing RCC in the coming four years using a scans analysis process; 3) review and modify the mission, vision, and value statements; 4) develop institutional priorities (goals and measurable objectives) to address the strategic challenges; 5) develop work plans with short-term outcomes; 6) implement and/or pilot strategies; and 7) assess and institutionalize as appropriate.

The planning process officially got underway at Fall In-Service in September 2007. During that session a significant number of RCC staff and faculty reported they wanted a concise, updated mission statement that served as a motivational and purposeful ideal.

In August 2007, the **Strategic Planning Steering Committee**, made up of RCC and community representatives, was formed to monitor progress and made recommendations to improve the plan. In October, **four Strategic Planning teams**, each with 9-12 members, began meeting regularly.

The teams' **Strengths-Weaknesses-Opportunities-Threats** analyses revealed strategic challenges with considerable overlap between them. At two retreats, teams shared their efforts and reached agreement on the best ways to strengthen RCC. They drafted a new mission statement; developed institutional goals and objectives; prepared an inspirational vision statement to describe RCC once it has achieved its plans; and drafted new core value statements to express how the College staff will conduct business and themselves.

The **Synthesis Team**, with representatives from each team, incorporates and integrates suggested changes. The strategic planning coordinator and writer work with the team to identify and summarize key elements. Draft versions of all work are posted at the strategic planning web-page and circulated widely to selected college councils, all campuses, Strategic Planning Steering Committee, and the Board of Education. All input is considered.

The planning process timeline calls for sending the 2008-2012 Strategic Plan to the RCC Board of Education for adoption in June 2008.

The Executive Council will assign champions for each objective and an overall champion for each goal. Champions will develop performance metrics, action plans, budgets, and communication plans for each objective. Champions will provide updates to IPEC and to Executive Team on a routine basis. The strategic planning process and objectives will be evaluated annually, with objectives modified as needed.

Mission Statement

Rogue Community College provides quality education to help learners achieve their goals, and to support the social, civic, cultural, and economic vitality of our diverse community.

Tag Line



Vision Statement

Building on our strong traditions of serving students and the Southern Oregon region, Rogue Community College:

- 1) Excels as a progressive, collegial, and responsive teaching and learning community by providing accessible, affordable, and quality classes. (Relates to Goal B)
- 2) Provides a collaborative and inclusive culture by inspiring staff, honoring teaching and learning, using data strategically, and communicating effectively. (Relates to Goals A & D)
- 3) Enhances student employability by developing career pathways and connecting students to work force opportunities. (Relates to Goal C)
- 4) Advances the region's economic, social, and cultural well-being by building and sustaining partnerships with other educational institutions, employers, community agencies, and students. (Relates to Goals E & F)

Core Value Statement

Rogue Community College serves its community with outstanding educational opportunities based on a dedication to these core values:

Excellence motivates our every act and inspires our dedication to service.

Integrity inspires us toward strong ethical principles and accountability.

Respect nurtures an environment that treats individuals and ideas fairly with dignity and compassion.

Innovation promotes an agile, responsive culture to creatively address the emerging needs of our region.

Stewardship commits us to responsible and resourceful guardianship of community resources and sustainable practices.