









# About Rogue Community College

Chartered by the state of Oregon on November 3, 1970, Rogue Community College (RCC) is a comprehensive, two-year public institution located in Southern Oregon. It serves two counties—Josephine (with a population of 88,090) and Jackson (with a population of 223,259)—across three campuses and additional learning sites.

RCC's origins date back to 1970 when the community college district was established by a majority vote in Josephine County. The Redwood Campus, formerly known as the Fort Vannoy Job Corps Training Center in Grants Pass, welcomed more than 1,000 students in 1971. The campus underwent significant renovations in 1989, including the addition of new buildings to provide more classroom and laboratory space.

In 1996, voters in Josephine and Jackson counties approved the expansion of RCC into Jackson County, leading to the establishment of the Riverside Campus in Medford. The Table Rock Campus in White City, designed to expand career and technical programs, opened in 2007. The college's enrollment growth led to a partnership with Southern Oregon University, resulting in the 2008 creation of the Higher Education Center, a shared instructional building at the Riverside Campus.

In 2016, voters in both counties approved a \$20 million bond for the renovation and construction of facilities at the Table Rock and Redwood campuses. The High Tech Center at the Table Rock Campus (TRC) was completed in 2018, expanding TRC's capacity to train students in advanced manufacturing, welding and mechatronics. In 2019, renovations to the Deschutes Building at the Redwood Campus were completed, providing state-of-the-art instructional facilities for the Visual Arts and Design Department, and relocating it from the Esther Bristol Education Center in downtown Grants Pass. The Health Professions Center opened in 2020 at TRC, serving as a premier center for nursing and allied health training.

Prior to the pandemic, RCC served more than 15,000 credit and non-credit students annually. In the fall of 2020, significant wildfires negatively impacted the college's ability to serve the region. During the past two years, RCC's enrollment has rebounded 22% with hopes of serving nearly 10,000 students again in 2023-24.









# Table of Contents

## About Rogue Community College .....2

### College Overview

President's Letter .....	6
Mission, Vision and Core Values .....	9
The Rogue Spirit .....	10
Go Blue—Osprey Spirit.....	12

### Leadership

Board of Education and Board Chair Letter.....	14
Administration .....	16
Organizational Structure .....	19

### Institutional Excellence

Diversity, Equity and Inclusion.....	21
Strategic Plan .....	22
Accreditations, Association and Affiliations ...	24
Campuses and Facilities.....	26
Technology.....	29
Economic Impact Study .....	31

### Institutional Stability

Budget .....	32
Grants.....	34
RCC Foundation.....	37
Inclusive Hiring .....	39

### Student Access & Success

Navigating Challenges, Embracing Growth ....	40
--	----

### Transforming Partnerships: Education, Community and Regional Workforce

College Connect .....	47
Advocacy & Resource Center.....	48
SOHOPE: Making Connections.....	50
Rapid Response: Nursing Program Expansion.....	53
Transforming Industrial Technology Education .....	55

## Transforming the Student Experience

Student Placement Reimagined.....	57
Restructuring Developmental Education .....	59
Transforming Education: A Synergy of Teaching, Learning and Assessment .....	60
EMS Training: Real-World Ready.....	63
Centralized Services .....	65
Concurrent Enrollment.....	66
SOS: Early Interventions.....	67
Fostering Engagement and Community .....	68
Entrepreneurial Fund and Innovation Grants .....	70
Innovation Jam.....	72
Green Zone Training.....	73
Guided Pathways .....	75
Hispanic and Latinx Enrollment.....	76

## Awards & Recognitions

Chief Human Resources Officer .....	79
InventOR .....	80
Small Business Development Center .....	83
Student Recognition .....	84
Workforce Champion Award .....	85
League for Innovation Award.....	86







# Letter from the President

Dear Members of the League Board,

I am honored to compose this letter on behalf of Rogue Community College, as we put our name forward as a candidate on the League for Innovation in the Community College Board. Within this Innovation Report, you will witness the unwavering dedication of RCC to expanding educational access and support, thereby empowering our students to achieve success.

Since assuming the role of college president in July 2022, I have had the privilege of witnessing how innovation and collaborative partnerships are integral to the flourishing of the Rogue Valley, and indeed, the state of Oregon. A striking example of this commitment is the state's Future Ready Oregon (FRO) initiative, which has received a substantial \$200 million in funding to address workforce shortages among adults. FRO necessitates the development of pioneering strategies in key sectors, and RCC is proud to have secured two grants, while actively shaping a nursing education partnership model that has the potential to serve as a blueprint for the entire nation.

Before joining Rogue Community College, I served as a League Board Representative at another institution. This experience afforded me firsthand insight into the dynamic interactions and benefits derived from membership in this esteemed organization. The innovative spirit that defines Rogue is unmistakable, as evidenced by our past accomplishments and our steadfast commitments for the future. Our college eagerly anticipates contributing our wealth of experience, best practices and additional resources to the League, while also eagerly anticipating the growth that will come from learning from our peer institutions.

We recognize that the affirmation process requires a considerable investment of time, effort and financial resources, and we stand ready to engage wholeheartedly. At present, we are well-positioned to allocate resources toward fortifying our initiatives to enhance access and promote student success. The RCC board and administration are fully committed to leveraging our status as a League Board member in pursuit of our college's mission: "Rogue Community College enhances the quality of life in our communities by providing accessible, exemplary educational opportunities for student success and economic development."

Thank you for considering our application, and we invite you to explore more about our outstanding institution.

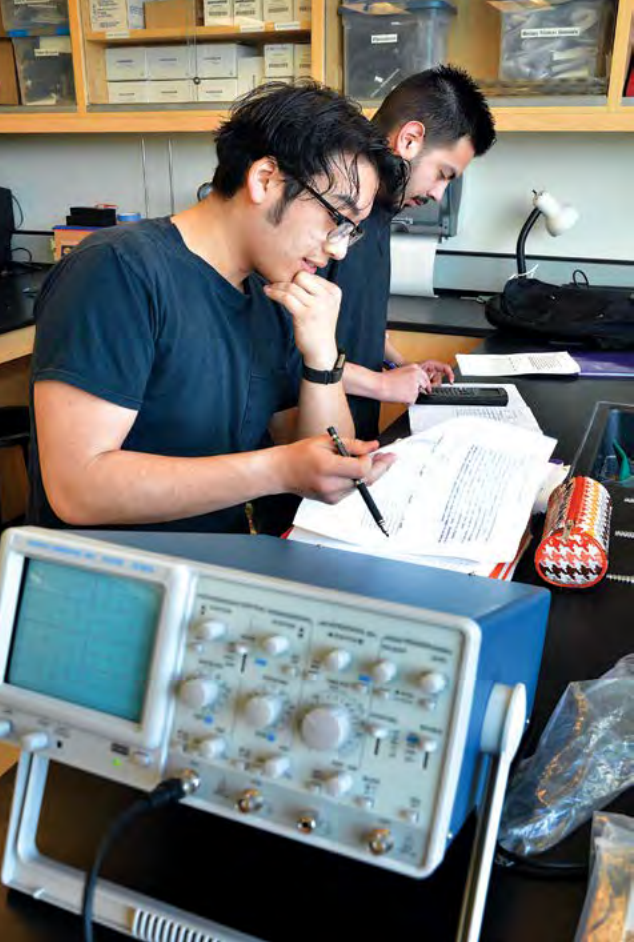
Respectfully,



Randy Weber  
President, Rogue Community College









# Mission, Vision and Core Values

## Mission

Rogue Community College enhances the quality of life in our communities by providing accessible, exemplary educational opportunities for student success and economic development.

## Vision

Rogue Community College will be an inclusive and dynamic college that inspires, strengthens and transforms.

## Core Values

**Integrity** drives us as an institution and as individuals to demonstrate clear communication, transparency, ethics and accountability.

**Collaboration** promotes a communicative, agile and responsive culture that fosters vibrant, productive partnerships to benefit our students and strengthen our communities.

**Diversity, Equity and Inclusion** create an accessible, welcoming, respectful and safe environment which engages all individuals, beliefs and ideas fairly.

**Sustainability** guides us to be responsible and thoughtful stewards of our human, economic, environmental and cultural resources.

**Courage** frees the institution and individuals to creatively pursue best practices supporting student success.







## The Rogue Spirit

Rogue Community College has a deep-rooted culture of innovation. With “Rogue” in its name, derived from the Rogue River that flows through the valley, RCC is quick to explore novel approaches to address critical issues. Innovation at the college is born out of necessity, driven by the need to adapt and progress despite limited resources. Historically, Oregon has prioritized local control and allocated significant funds to tackle challenges through a competitive grant-based

model. This strategy compels institutions like RCC to continually seek new and improved ways of operating.

A recent illustration of Oregon’s approach is the Future Ready Oregon (FRO) initiative, a statewide effort with a \$200 million budget aimed at enhancing workforce readiness among adults. FRO mandates that organizations develop innovative strategies to bridge the workforce readiness gap. RCC has already secured multiple grants under this initiative to address







healthcare-related issues in the region, such as pursuing dental hygiene accreditation and expanding the registered nursing program.

Moreover, the college has exhibited its innovative spirit through technological solutions. In response to specific information system needs, RogueNet was created in 1995. This homegrown system swiftly proved itself as a cost-effective and highly adaptable alternative to commercial systems. Newer solutions adoption has led to

more seamless experiences for students and employees.

The local economy, which has transitioned from its historical focus on natural resources to one characterized by growing sectors in manufacturing, technology and healthcare, relies on its local educational institution to prepare individuals for positions that may not even exist yet. To cater to the unique demands of this evolving region, Rogue Community College will undoubtedly continue to rely on its innovative spirit.







# Go Blue – Osprey Spirit

## Building Camaraderie, Fostering Team Culture and Boosting Enrollment at RCC

Rogue Community College takes a creative approach to enhance camaraderie among its faculty and staff and foster a strong team culture, while simultaneously boosting student enrollment. “Wear it Wednesdays” at RCC originated in 2016, via the Athletics and Marketing departments, to build Osprey pride and to incentivize more students to use the college mobile app.

Along with wearing blue and logo wear on Wednesdays, the college recruited its mascot to help generate and grow RCC spirit. The official mascot of RCC, Ossie Osprey, can be spotted at college and student events, ribbon-cutting ceremonies and athletic games. Osprey-themed shirts, and various events and activities, are designed to create a sense of unity and fun among the Rogue community.

Most recently, the college invested in new blue name tags for all employees, creating more visibility of staff for students needing assistance.

RCC employees deploy their Osprey spirit in many ways. During the first week of each term, RCC hosts

“Welcome Week” where faculty and staff go the extra mile to help students find their classes. Complimentary coffee, tea, cocoa and snacks are provided, along with folders containing maps and essential resources, ensuring a warm and inviting welcome. Artistic activities like rock painting and tie-dyeing shirts are a fun way for students and staff to create personalized mementos and give them a sense of home and belonging on campus.



Midway through term, faculty and staff proudly don matching Osprey-themed shirts featuring the slogan “Don’t delay, register today!” This showcases their shared identity and serves as a visible reminder of their commitment to supporting student success.

Faculty and staff also participate in parades in the community, such as the Memorial Day Boatnik Parade. The 2023 theme was “Toy Story: You’ve got a friend in GP.” The admissions team and student employees in Rogue Central painted decorative posters, and the





facilities crew prepared RCC's trailer to be pulled in the parade. Thirty staff and student employees dressed up in costume and attended this event.

Additionally, RCC's bright yellow truck advertises the commercial truck driver training program at the Pear Blossom Parade every April in Medford. And faculty and staff join students from the Rainbow Club in parades supporting LGBTQ+ Pride.

The practice of traveling together on a tour bus to attend student success conferences further strengthens the sense of teamwork and camaraderie among faculty and staff. They play get-to-know-you games on the bus and karaoke at night. This shared experience fosters a supportive and cohesive community.

Other colleges see RCC's team spirit and aspire to have a similar connectedness.

Students feel the fun vibe that RCC exudes, making it a congenial and inclusive place for learning and personal growth. RCC's dedication to building camaraderie, fostering a strong team culture, and boosting enrollment has been a remarkable success. Through Osprey-themed shirts, Welcome Week, creative activities and shared experiences, RCC creates a supportive and enjoyable environment that benefits staff and students. This commitment to unity and student success reflects positively on the college's reputation and mission. The Osprey spirit is mighty and rooted in all RCC's work.





# RCC Board of Education

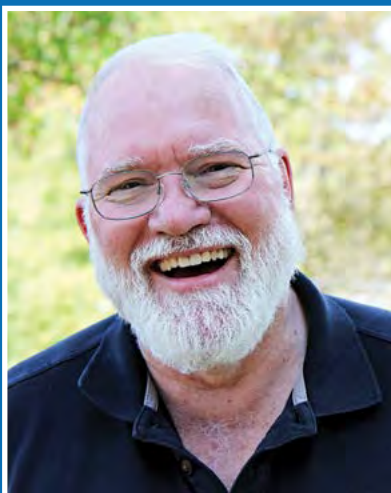
**Indra Nicholas**

(Zone 1, Josephine County)

*Owner, Udders Ice Cream and Gelato*

**Position/Committee**

- » Board Outreach Subcommittee
- » Foundation Liaison

**Pat Fahey**

(Zone 2, Josephine County)

*Owner/General Manager, Southern Oregon Sanitation*

**Position/Committee**

- » Board Outreach Committee
- » Bond Oversight Committee
- » Board Policy Committee
- » OCCA/OSBA Liaison

**Vanessa Jones**

(Interim for Zone 3, Jackson County)

*Director of Special Services, Grants Pass School District 7*

**Jonathan Bilden**

(Zone 4, Jackson County)

*Business Officer, Crater Lake Academy*

**Position/Committee**

- » Finance and Audit Committee
- » OCCA/OSBA Liaison

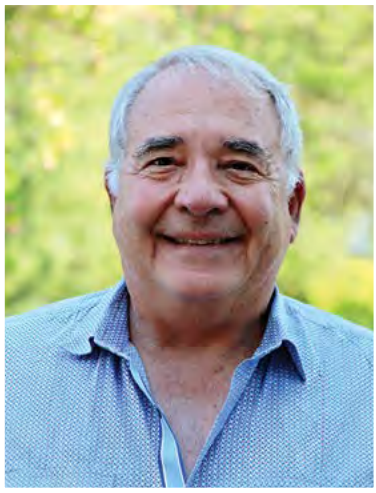


## Letter from the Board Chair

On behalf of the Rogue Community College Board of Education, I am delighted to express our wholehearted endorsement of the college's application for membership on the League for Innovation in the Community College Board. This moment marks an opportune juncture for our involvement. During the past year, we have achieved remarkable progress in terms of student achievement and accessibility, effectively reversing years of declining enrollment and retention rates. Much of this success can be attributed to our president, Randy Weber, and the team of highly motivated and dedicated leaders he has assembled to prioritize student success. This team is now poised to broaden their expertise and craft new, innovative strategies.

Our local business community is equally enthusiastic about bolstering its support for the college. We recognize that a resilient and adaptable community college is indispensable in nurturing a skilled workforce and revitalizing our regional economy.




**Gary Plano**

(Zone 5, Jackson County)

*Retired Educator*

**Position/Committee**

- » Vice Chair
- » Executive Committee
- » Board Policy Committee
- » President's Performance Review Committee


**Roger Stokes**

(Zone 6, Jackson County)

*Retired, Former Owner/President of Brill Metal Works, Inc.*

**Position/Committee**

- » Bond Oversight Committee
- » Finance & Audit Committee
- » President's Performance Review Committee


**Maria Ramos Underwood**

(Zone 7, Jackson County)

*Chief Development Officer for LaClinica*

**Position/Committee**

- » Chair
- » Board Policy Committee
- » President's Performance Review Committee

The RCC board is comprised of seven locally elected officials, each resolute in their commitment to the college and its invaluable contributions to our community. With local governance and the backing of a district tax base, the college possesses the autonomy and resources necessary to tackle the challenges of education and workforce training in the Rogue Valley. The RCC board acknowledges the institutional commitment of time, effort and money required to serve as a League for Innovation board institution, and we stand ready to provide our support in this endeavor. The benefits we can offer and gain through this participation are well worth the investment, promising to bring innovative strategies to workforce development into our region. We eagerly anticipate engaging in the League's various initiatives aimed at advancing student success.

We extend our heartfelt gratitude for the opportunity to assist RCC in its journey towards innovation and look forward to collaborating with you to bolster support for our students.

Maria Ramos Underwood

Chair, Board of Education, Rogue Community College



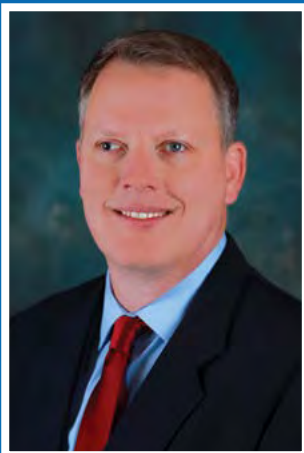
# RCC Administration

## Meet the Leadership Team

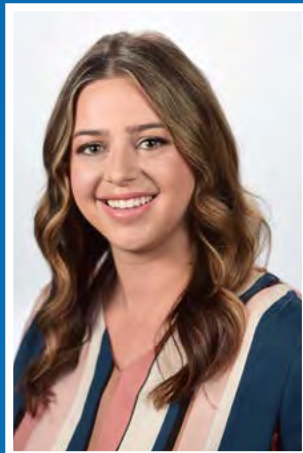
Rogue Community College strives to balance the recruitment of skilled leaders with a commitment to growing its own. While the college's president is relatively new to the institution, each of the current vice presidents are individuals who diligently worked their way up through the college, earning promotions through dedication, expertise and a commitment to educational excellence. Starting in a variety of roles, these professionals have demonstrated a deep understanding of RCC's mission, vision, values and the needs of its diverse student body. As a result, they assumed leadership roles of great importance in shaping the college's future. This

approach ensures that the administrative team possesses an intimate understanding of the college's unique challenges and strengths, and fosters a sense of loyalty and unity among staff.

In addition to the vice presidents, there are strong members of the executive team with blended backgrounds—those who have developed at RCC, and those who come from other colleges and organizations. All these individuals bring rich experience and dedication making them invaluable members of RCC. The college nurtures and facilitates their development within the institution.



**Randy Weber**  
*President*



**Jamee Harrington**  
*Vice President of  
People, Culture &  
Safety/Chief Human  
Resources Officer*



**Juliet Long**  
*Vice President of  
Student Learning  
& Success/  
Chief Academic  
Officer/Chief Student  
Services Officer*



**Lisa Stanton**  
*Vice President  
of Operations  
& Finance/Chief  
Financial Officer*





## Members of Executive Team

### **Lucia Bartscher**

Diversity, Equity & Inclusion Coordinator

### **Navarro Chandler**

Dean of Instruction, General Education & Transfer

### **Kelly Gonzales**

Director of Marketing & Communications/  
Public Information Officer

### **April Hamlin**

Dean of Student Success

### **Jamee Harrington**

Vice President of People, Culture & Safety/  
Chief Human Resources Officer

### **Jeanine Henriques, PhD**

Dean of Instruction, Curriculum &  
Academic Support

### **David Koehler**

Dean of Instruction, Health & Public Service

### **Jonah Liden**

Community & Governmental Relations Coordinator

### **Juliet Long**

Vice President of Student Learning & Success/  
Chief Academic Officer/Chief Student  
Services Officer

### **Greg McKown**

Chief Facilities Management Officer

### **Lisa Parks**

Dean of Workforce Development

### **Laurie Roe**

Director of Institutional Research

### **Dan Ruby**

Executive Director of RCC Foundation

### **Nicole Sakraida**

Dean of Enrollment Management

### **Lisa Stanton**

Vice President of Operations & Finance/  
Chief Financial Officer

### **Jeremy Taylor**

Chief Information Officer

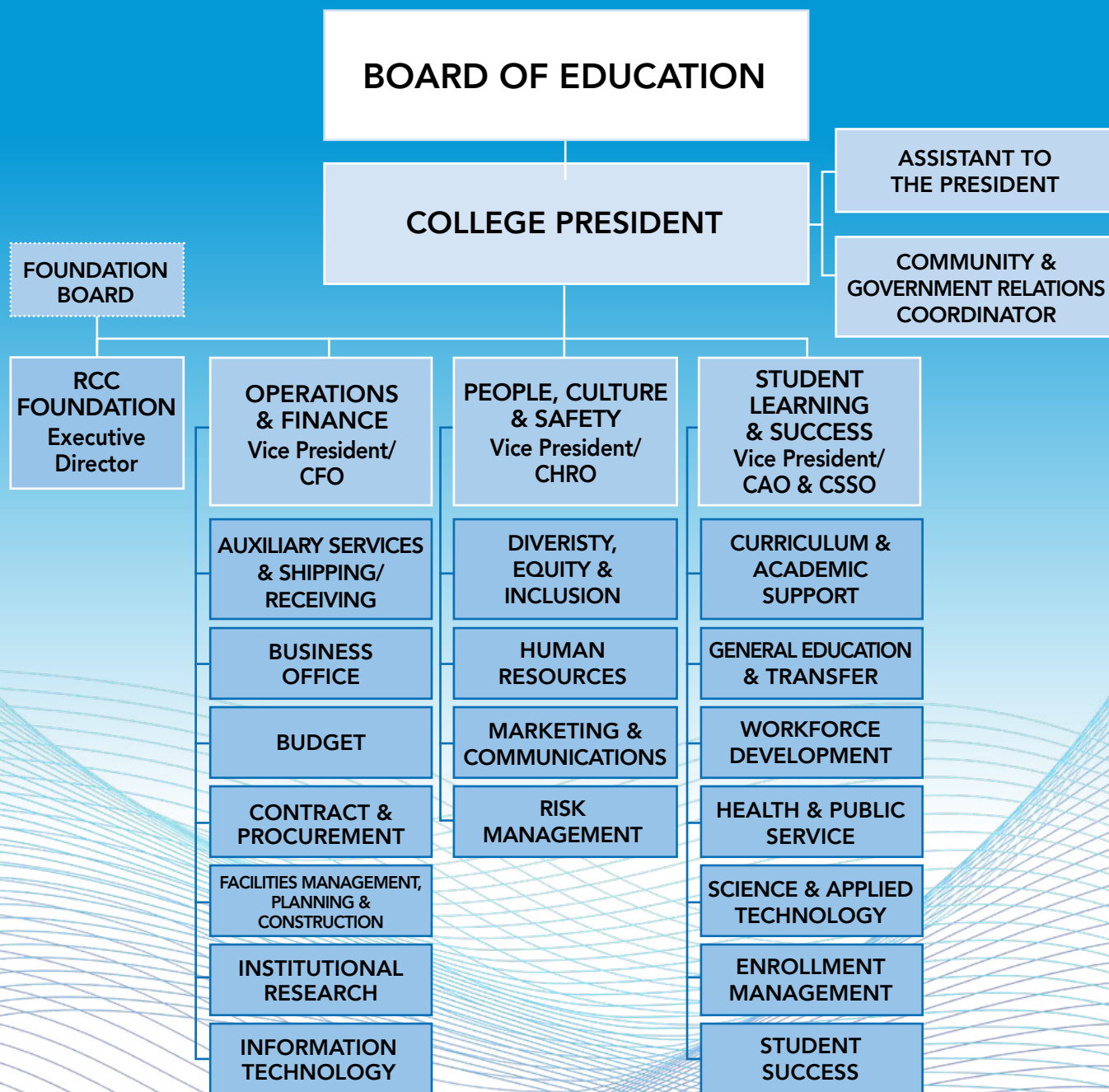








# Organizational Structure









## Diversity, Equity and Inclusion

Rogue Community College's dedication to diversity, equity and inclusion (DEI) is ingrained in the core of the institution. RCC has undertaken various initiatives to champion these values, aligning with its broader strategic goals.

In 2019, the college took a pivotal step by establishing a high-level DEI leadership role, working closely with the Vice President of People, Culture & Safety/Chief Human Resources Officer (CHRO). This dedicated DEI Coordinator position was created to lead, develop, coordinate and assess DEI initiatives and events, ensuring the college's environment remains welcoming, inclusive, respectful and free from bias and harassment.

Additionally, in response to Oregon House Bill 2864, RCC formed the DEI Council. Comprised of staff, faculty and students, this council serves as an advisory body to the RCC's executive team. They guide policies, practices, programs and activities geared toward fostering a diverse, equitable, and inclusive campus where all members can flourish. Notably, one of the council's key responsibilities is the creation and implementation of RCC's campus climate surveys for students and employees.

Beyond these initiatives, the Diversity Programming Board (DPB), established in 1996, actively promotes DEI. The DPB mission is to act as a catalyst for inclusion, continuous learning, understanding and acceptance through dynamic engagement and facilitation

of educational opportunities. The board's primary purpose is to increase student and employee awareness and understanding of diversity issues, provide leadership and guidance to support the diversity of the region, and support student-initiated diversity activities. Programming events led and supported by the DPB, from thought-provoking Courageous Conversations to social justice theater workshops and cultural celebrations, are open to students and employees, as well as to the broader community. Representatives of DPB foster significant relationships with community partners, contributing directly to the communities they serve in meaningful ways.

Looking forward, the Office of DEI at RCC aims to boost student engagement in diversity programming, targeting pre-pandemic levels by introducing incentives for student involvement and representation. The DEI Council is also developing an Equity Toolkit designed for use across the institution, from inclusive institutional planning decisions to the promotion of equitable teaching practices.

In line with its commitment to DEI, RCC is planning a partnership with the Department of Workforce Development to offer a non-credit cultural competency certificate, enhancing the educational landscape, and furthering the cause of diversity, equity and inclusion in the community.



# Strategic Plan

At RCC, the assessment of institutional effectiveness is a critical tool for evaluating the college's commitment to the mission: Rogue Community College provides quality learning opportunities for students to achieve their goals and supports the vitality of our communities. This mission is further detailed in the college's four Wildly Important Goals (WIGs): Equitable Access, Student Success, Building Community and Institutional Excellence.

Quality learning outcomes are assessed at multiple levels within the college, beginning at the course level, extending to programs and ultimately rolling into institutional learning outcomes.

RCC's progress towards goal achievement and community support is monitored through its strategic plan. The WIGs serve as the college's guiding principles, and the associated key performance indicators (KPIs) measure success in attaining these goals.

RCC is currently in the process of restructuring its KPIs to ensure they accurately track the successful implementation of the programs and the achievement of RCC's mission. This refinement in RCC's assessment approach will provide the college with a more precise understanding of its mission fulfillment and institutional effectiveness.



## Wildly Important Goals: Core Themes

### 1 WIG 1: Equitable Access creates a welcoming and inclusive environment for all.

- » **Objective 1:** Improve community access to educational opportunities and support systems.
- » **Objective 2:** Foster greater participation of under-served populations in RCC programs.
- » **Objective 3:** Strengthen adaptable and responsive training and learning opportunities aimed at boosting student participation.

### 2 WIG 2: Student Success helps all students progress on their learning pathway.

- » **Objective 4:** Provide holistic resources and support to ensure students achieve their learning goals.
- » **Objective 5:** Employ effective student engagement strategies to increase student persistence.
- » **Objective 6:** Reduce the time and number of credits to completion of a credential.





### 3 WIG 3: Building Community strengthens and expands internal and external collaborative partnerships.

- » **Objective 7:** Expand comprehensive outreach with business and industry partners.
- » **Objective 8:** Foster advanced educational partnerships to enrich learning opportunities.
- » **Objective 9:** Enhance internal systems and communication practices for improved collaboration.

### 4 WIG 4: Institutional Excellence builds a campus culture of continuous improvement.

- » **Objective 10:** Utilize assessment and institutional data to optimize instruction, services and operations in support of student success.
- » **Objective 11:** Increase participation in professional development programs that elevate teaching and learning, student success and operational effectiveness.
- » **Objective 12:** Leverage existing, new, and emerging technologies to improve the student experience and operational efficiency.



# Accreditation, Associations and Affiliations

**R**ogue Community College has been accredited by the Northwest Commission on Colleges and Universities (NWCCU), a regional accrediting agency within the scope of authority approved by the United States Department of Education, since 1971. Regional accreditation is voluntary.

Courses and programs are approved by the Oregon Higher Education Coordinating Commission in concert with the Oregon Department of Community Colleges and Workforce Development. RCC is also approved as a veterans' training institution by the Veterans Administration.

**Current Affirmation:** RCC's accreditation was last reaffirmed in 2020 based on the new NWCCU 2020 Standards.

**Specialized Accreditation:** Several of RCC's career and technical programs—including Emergency Medical Services, Massage Therapy, Nursing and Practical Nursing—have been accredited by program-specific professional associations or approved by state regulatory agencies.

RCC is also a member of the American Association of Community Colleges and the Oregon Community College Association.







### Advantages of Accreditation

Rogue Community College complies with NWCCU accreditation standards, policies and practices for the benefit of the college and the students it serves. Advantages of accreditation include:

- » Easily transferable credits to other colleges and universities
- » Access to and eligibility for federal financial aid for students
- » Access to and eligibility for state and federal grants and other funding for college programs and services
- » Recognition as an educational institution that fosters excellence and engages in continuous improvement practices
- » Opportunity to compare and measure effectiveness against state and nationally recognized norms and trends in higher education
- » Recognition of students' degrees and certificates by employers

### Transfer Affiliations

All Oregon community colleges  
 Eastern Oregon University  
 Oregon Health & Science University  
 Oregon Institute of Technology  
 Oregon State University  
 Pacific Northwest College of Art  
 Portland State University  
 Southern Oregon University  
 The University of Phoenix  
 University of Alaska Fairbanks  
 University of Oregon  
 Western Governor's University  
 Western Oregon University



# Campuses and Facilities

Rogue Community College stands as a beacon of sustainability, exemplified by its collaboration with Southern Oregon University. Together, they achieved a groundbreaking milestone: the construction of the Higher Education Center (HEC), a jointly owned, Leadership in Energy and Environmental Design (LEED) Platinum-certified building. The center represents a historic first in Oregon, marking the inaugural co-ownership of a single facility between a two-year and four-year institution within the Oregon University System. Situated in downtown Medford, this innovative partnership not only serves as an academic anchor but also reinforces the economic vitality of the community, offering a hub for business resources and creating an inclusive environment for students pursuing a wide range of degrees.

Beyond the HEC, RCC's commitment to sustainability extends to rigorous green building standards and energy-efficient practices in all its designs. The college consistently adheres to the

U.S. Green Building Council's (USGBC) LEED or equivalent sustainable building design, consistently exceeding minimum energy code requirements. This comprehensive approach extends to reducing energy consumption, water usage and greenhouse gas emissions across all RCC building designs, showcasing the institution's dedication to environmentally responsible construction and operation.

In the realm of renewable energy, RCC initiated a district solar energy study in 2017. This document serves as a roadmap for potential solar collector sites, array sizes and associated costs. Currently undergoing an update in collaboration with RHT Energy Solutions Inc., the study adapts to align with new developments and evolving renewable energy landscapes. The HEC is host to RCC's first solar array. This 56-kilowatt system was installed in 2009. RCC has installed three additional solar arrays since the HEC, increasing RCC's overall photovoltaic rating.

RCC is also actively enhancing its resiliency through the Community Resiliency Energy Program from the





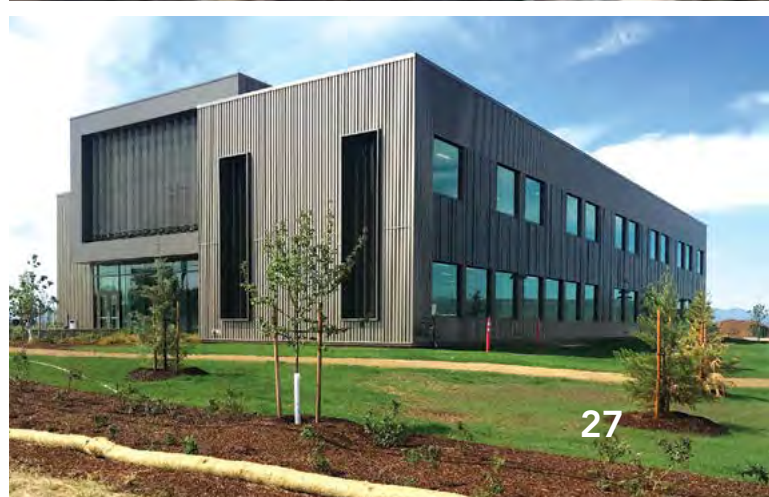
Energy Trust of Oregon. This program empowers the college to develop an energy resiliency plan, with the goal of creating a strategic roadmap by March 2024. The plan focuses on identifying critical electrical loads within the district, establishing objectives for mitigating these loads during emergencies without relying on fossil fuel generators, and implementing a sustainable design project featuring a solar array with battery storage. This array will power the Redwood Campus' alternate water source, providing the college and surrounding community with a potable water source in the event of a municipal water system outage. Additionally, the plan explores opportunities for electric vehicle (EV) charging stations.

Within the college's daily operations, RCC remains dedicated to energy efficiency through the Strategic Energy Management (SEM) program. With meticulous planning and focused efforts, RCC has redefined sustainable energy usage. Looking toward the future, RCC remains committed to reducing electricity and

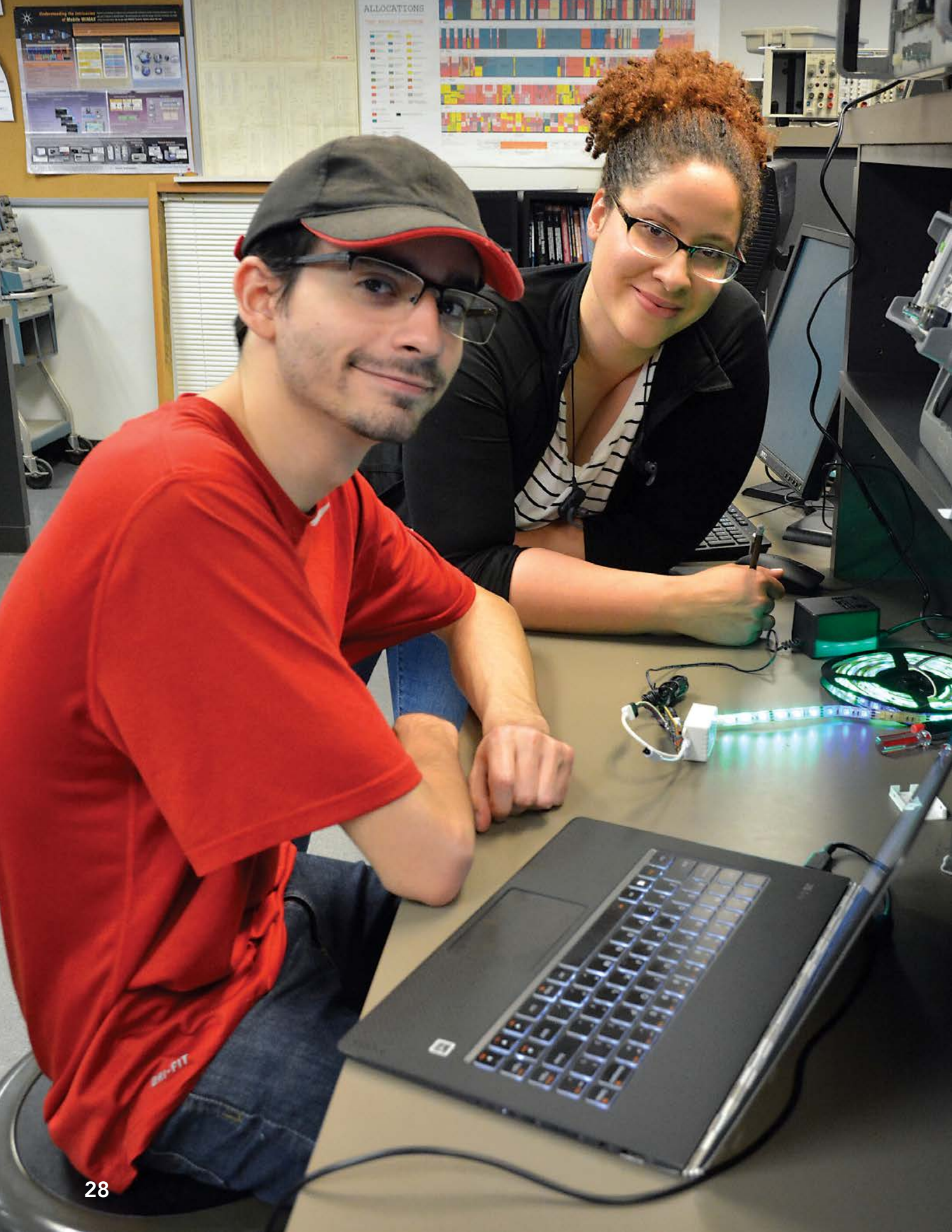
natural gas consumption by 1% at RWC and RVC, with a more substantial 2% reduction at TRC in 2023. The college has also set a long-term objective of saving 60,000 kilowatt hours of electricity every year by 2027, equivalent to a 10% reduction over five years.

Innovation is a key pillar in RCC's focus on sustainability. To evaluate the building envelope of more than 30 buildings on the Redwood Campus, the college initiated a project where an industrial-grade thermal imaging camera was attached to a drone and flown over each building on the 84-acre campus. The intent was to identify potential improvements needed for energy conservation and determine a cost for budgeting. The project caught the attention of the Energy Trust of Oregon as a potential tool for verifying roof insulation and solar panel efficiency installed by grant recipients.

RCC's commitment to sustainability, energy efficiency and resiliency is core to the institution's ethos. These ongoing efforts and innovative programs showcase RCC's dedication to a sustainable, resilient future.











## Technology

RogueNet has been a cornerstone at RCC since it was created as the college's homegrown information system in 1995. It was developed as a team effort to serve the community and students in the best way possible. Throughout the years, the tool was so effective that it became a proprietary product used as the information system for four other colleges in the state. As RCC plans to transition away from RogueNet in August 2024, the college will always remember its impactful legacy—it's not just part of RCC's history but has also influenced community colleges throughout Oregon.

### The Challenges of 2020

The year 2020 presented challenges that required a rapid shift in how the college conducted its teaching and work. Before the COVID-19 pandemic, tools like Zoom, Teams and OneDrive were primarily used within the IT department for smaller meetings and projects. However, the pandemic and the state of Oregon's mandate for remote learning accelerated RCC's adoption of these platforms across all departments. Faculty and staff showed remarkable resourcefulness in quickly becoming proficient with these new tools. The college also fully implemented Zoom phone integration to enhance support for students and employees, making remote learning and communication as seamless as possible.

### The Teaching and Learning Center

A year later, RCC opened its Teaching and Learning Center (TLC). This space offers faculty resources and tools to develop learning materials for traditional and online classrooms during ever-changing times. It also provides ongoing support and opportunities for professional development, benefiting everyone involved.

### What Lies Ahead

A big year is ahead for technology at RCC in 2024. The college is making two significant changes to better serve the community. First, RCC is retiring RogueNet and introducing a new, state-of-the-art cloud-based system, Jenzabar One. This is more than a simple upgrade. It opens doors to new and exciting possibilities for what the college can achieve. Secondly, RCC is updating its electronic document storage system. RCC will move to SoftDocs, another cloud-based solution that integrates seamlessly with Jenzabar One, making document retrieval and collaboration more accessible than ever.

### Commitment to Innovation

Through all these changes, one thing remains constant: RCC's commitment to innovation. It's not just an operational requirement; it's a part of the college identity, deeply ingrained in its mission to continually enhance educational experiences for students, faculty and the extended community.







# RCC Drives \$306.5 Million Economic Impact, Fosters Job Growth

**R**ogue Community College is an economic engine generating \$306.5 million annually for the Southern Oregon economy, according to a recently released economic impact study.

Using data from fiscal year 2021-22, independent labor market analytics firm Lightcast analyzed the college's economic impact in Jackson and Josephine counties as well as the return on investment for students and taxpayers. The analysis found that RCC "creates a significant positive impact on the business community and generates a return on investment to its major stakeholder groups—students, taxpayers, and society."

## Economic impact analysis

The analysis found that RCC contributes \$306.5 million annually in income to the economy, or about 2% of the region's total gross regional product (GRP). The college's economic impact includes operations spending, construction spending and student spending, as well as the higher earnings of alumni who entered the regional workforce with new skills after studying at RCC.

In 2021-22, RCC employed 715 full-time and part-time faculty and staff. Payroll amounted to \$33.9 million, much of which was spent within the region to purchase groceries, mortgage and rent payments, dining out and other household expenses.

## Return on investment

In 2021-22, RCC served 5,863 credit students and 1,840 non-credit students. The analysis estimates the total investment made by RCC students at \$14.3 million, equal to \$13.4 million in out-of-pocket expenses (tuition, fees, books and supplies, and future principal and interest on student loans) as well as \$953,000 in wages students would have earned if they had been working instead of attending college.

In return for their investment, RCC's students will receive higher future earnings that will continue to grow throughout their working lives. For every \$1 students invest in their education at RCC, they receive \$6 in higher future earnings, the study found.

At the midpoint of their career, RCC students who complete an associate degree earn about 25% more than workers with only a high school diploma, or an average of \$7,200 more annually. Students who complete a certificate program earn almost 10% more than those with a high school diploma, or about \$2,900 annually. The average annual rate of return for students is 23.9%.





# Budget

Rogue Community College has traditionally had a conservative approach to fiscal management, which has consistently ensured institutional stability. Despite experiencing a 50% decline in enrollment within just one decade, the college maintains a robust reserve position. Today, the college boasts an ending fund balance that positions it to strategically invest in the future. As the college works to reverse recent enrollment declines and benefits from additional state funding, it continues to develop innovative strategies for student access and success.

Throughout the period of enrollment decline from the fiscal year ending in 2012 to the fiscal year ending in 2022, RCC implemented several years of cost-cutting measures on the periphery. It explored

temporary revenue sources and relied on reserves to balance its budget while prioritizing the preservation of programs and services supporting students. However, in the fiscal year 2021/22, it became evident this approach was no longer sustainable. Consequently, strategic reductions were introduced in various programs and student support services, alongside a downsizing of the physical presence at the Riverside Campus.

In parallel with the financial planning for fiscal year 2021/22, changes were made to the permissible usage of the Institutional Higher Educational Emergency Relief Funds (HEERF). These modifications expanded the scope, allowing institutions to account for revenue losses attributed to the COVID-19 pandemic without needing to incur new expenditures. As a result of this





revision, RCC recovered \$11 million in lost revenue spanning the years 2021 through 2023.

In January 2022, the college initiated a claim for the Employee Retention Tax Credit amounting to \$5.6 million. This unexpected boost in revenue provided significant financial relief. RCC is thoughtfully allocating these funds with a strategic purpose. These resources are earmarked to stabilize the budget over a four-year period, providing a reprieve while addressing the recurring challenge of annual expenses surpassing and increasing at a rate greater than the revenue. Even after this significant investment, RCC will have a reserve balance of 25% of the college's general fund revenue.

In June 2022, RCC underwent a substantial shift in its strategic approach to ensure financial stability.

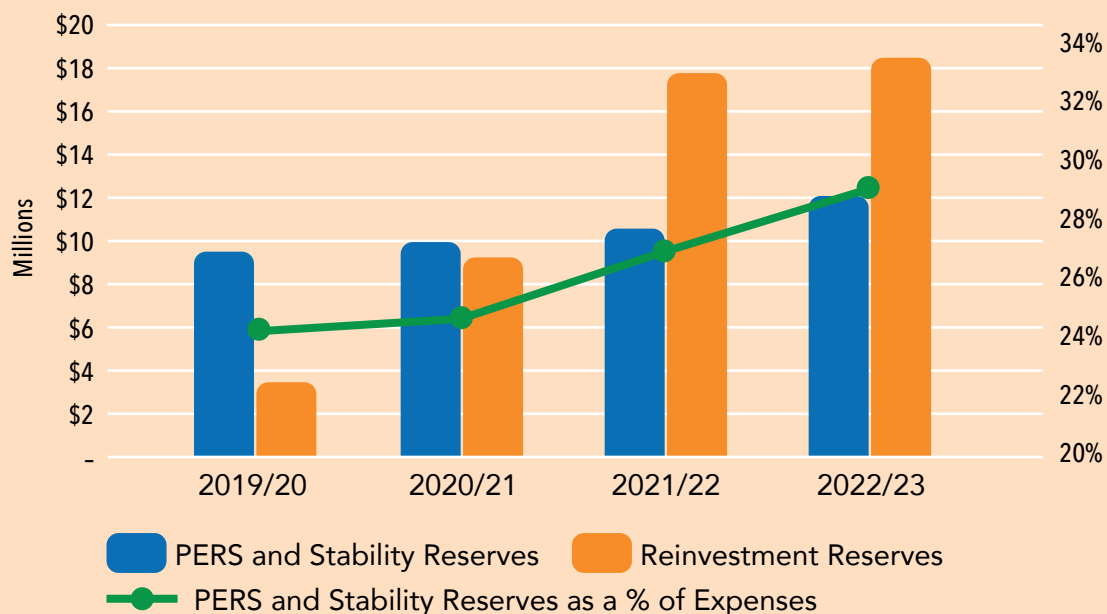
This was characterized by the integration of student services and instructional divisions, coinciding with the appointment of Randy Weber, Ed.D. as the institution's seventh president. Since these changes were initiated, the results have been truly remarkable. Enrollment for FYE 2023 surged by 9%, and preliminary projections indicate an astonishing 17% growth for FYE 2024. This swift and intentional rebound in enrollment has helped narrow the gap between projected expenses and projected revenues.

These accomplishments reflect RCC's commitment to resilience, growth and continuous support for its students. The funds no longer needed to balance the budget will serve as a catalyst for further investments in the institution's expansion and development.

## General Fund Budget

	FYE20 Actual	FYE21 Actual	FYE22 Actual	FYE23 Projected
<b>Total Revenue</b>	\$40,620,842	\$40,317,994	\$39,087,985	\$40,762,248
<b>Total Expense</b>	\$39,592,368	\$41,098,306	\$39,557,405	\$41,284,250

## Reserves





## Grants

Rogue Community College is dedicated to proactively securing grant funds to address enrollment challenges and budget disparities. By strategically leveraging grant opportunities, RCC is driving transformative change, leading to long-term financial stability. This commitment reflects RCC's determination to overcome financial obstacles, foster growth, ensure sustainability and deliver exceptional education and support to its student community.

One example of RCC's effective grant utilization is the development of its premier health professions programs and related facilities. This initiative was made possible through a combination of federal and state grants, as well as donations from local partners. In 2023, RCC secured a substantial \$3.6 million grant from the U.S. Department of Health and Human Services (HHS) Health Resources and Services Administration (HRSA).

This grant will expand the college's health professions facilities and program offerings to the Redwood Campus in Grants Pass by renovating a recently vacated building for use by RCC's Allied Health Occupations.

RCC has long-standing partnerships with key employers in the healthcare sector. Recently, RCC partnered with local hospital systems operated by Asante and Providence Medford Medical Center to create an innovative approach to clinical instruction in its registered nursing program. This partnership establishes a pilot project that jointly appoints acting hospital nursing staff as RCC clinical instructors, ensuring fair compensation for faculty and encouraging experienced nurses to teach while maintaining their hospital positions. RCC retains control over instruction quality, and the hospitals pay instructors at their higher rates, with grant funds covering the rate difference, as per the





collective bargaining agreement. RCC received a Future Ready Oregon Workforce Ready Grant to cover the additional cost and fund this partnership.

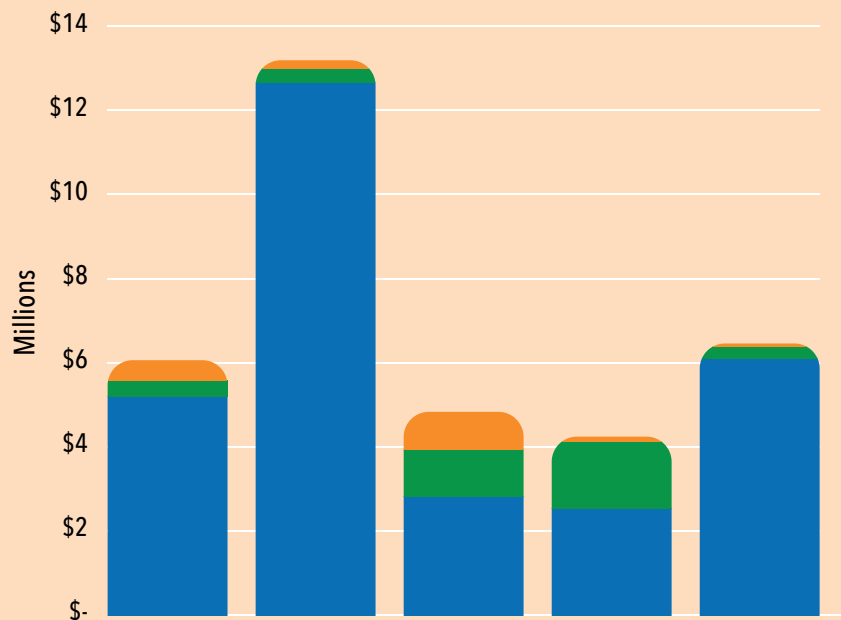
One high-demand, high-wage occupation in the Rogue Valley is in dental hygiene. There are nearly 300 dental hygiene positions in the region, and local employers seek to hire approximately 60 hygienists annually. However, the lack of a formal and certified dental hygiene programs in the region created a barrier to filling vacancies. Responding to this need, RCC was awarded funding from a Future Ready Oregon Workforce Ready Capacity Building Grant to develop an Associate of Applied Science (AAS) in Dental Hygiene, including a fully developed curriculum and accreditation from the Commission on Dental Accreditation. While developing this new program, RCC intentionally imbedded elements of career awareness and exploration

for regional middle and high school students who might be interested in pursuing a career in dental hygiene.

Finally, RCC is seeking grant assistance from Rogue Workforce Partnership, the region's authorized Local Workforce Development Board. This grant will leverage partnerships in the dental field by establishing a bilingual curriculum in Spanish for dental assisting. This will help meet the needs of a rapidly diverse community, serve underrepresented populations and respond to workforce demands. Grant funds will pay for the translation of existing curriculum materials and imbedded language supports for students whose second language is English. Ongoing enrollment will sustain the program once grant funds are exhausted.

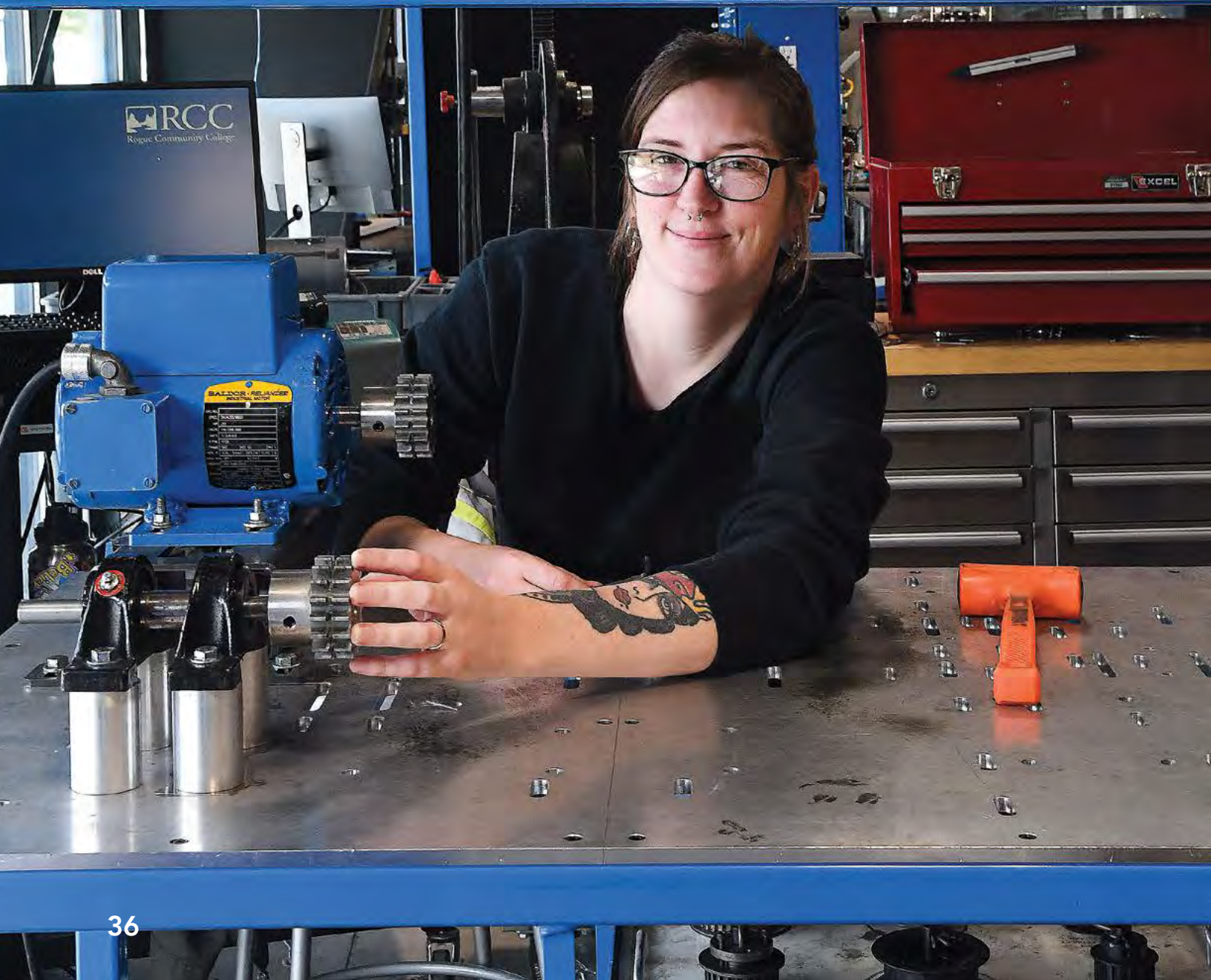
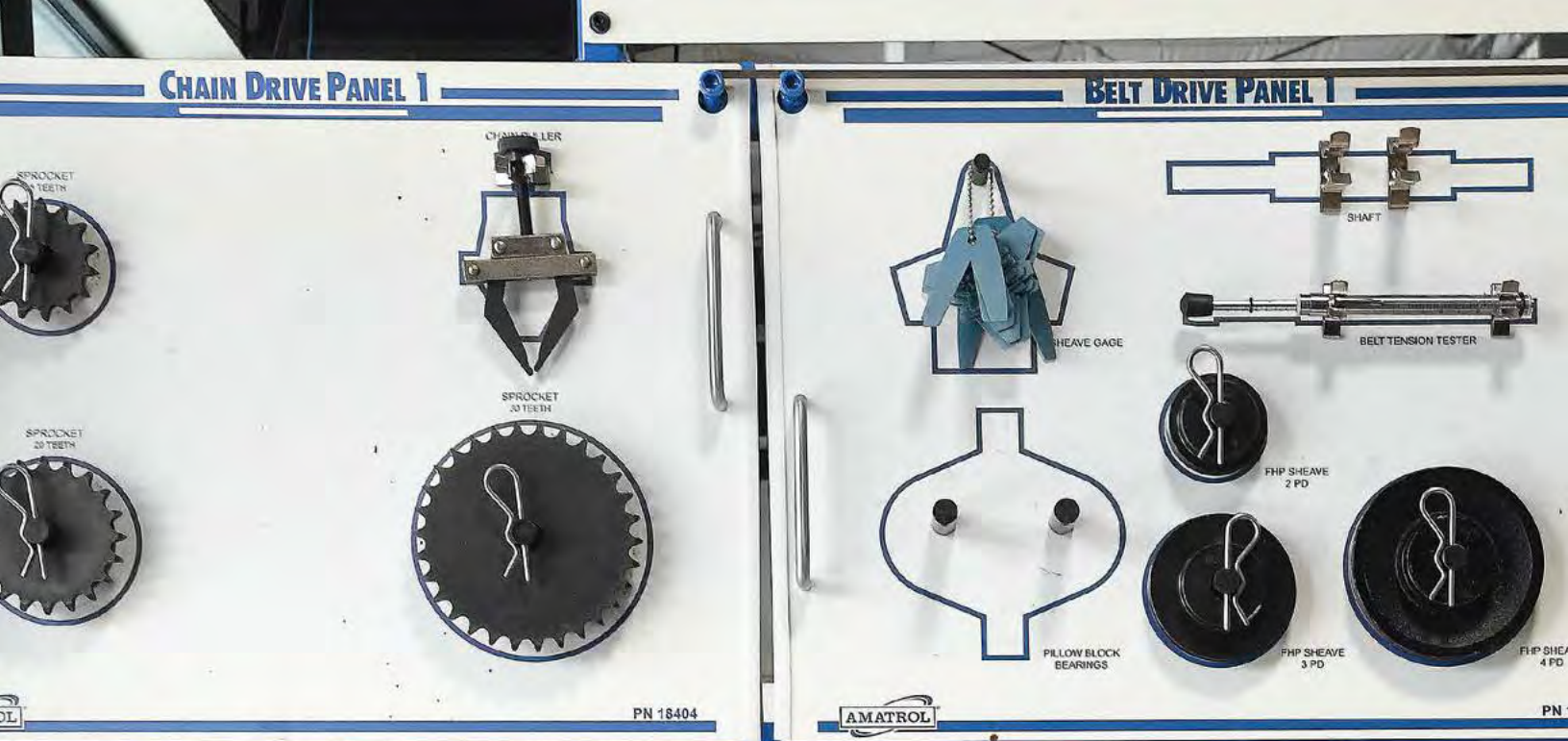
*A detailed list of RCC's grants for 2023/24 is available at [www.roguecc.edu/businessOffice/contractGrant.asp](http://www.roguecc.edu/businessOffice/contractGrant.asp)*

## Grant Awards by Year Awarded



	2019/20	2020/21	2021/22	2022/23	2023/24 YTD
Local	\$481,139	\$193,438	\$891,022	\$123,765	\$70,500
State	\$382,925	\$334,794	\$1,131,270	\$1,591,588	\$277,140
Federal	\$5,195,867	\$12,656,044	\$2,810,908	\$2,529,097	\$6,108,958







## RCC Foundation

The Rogue Community College Foundation is the nonprofit fundraising arm of RCC. Its mission is to develop, receive and manage funds, and administer gifts and bequests that provide opportunities for student success and support for college programs, faculty advancement, instructional enhancement, campus development and community enrichment.

The RCC Foundation offers an annual, general scholarship application opportunity for students wherein a single application can be submitted to be considered for approximately 120 scholarships, as well as application cycles targeted to specific student cohorts.

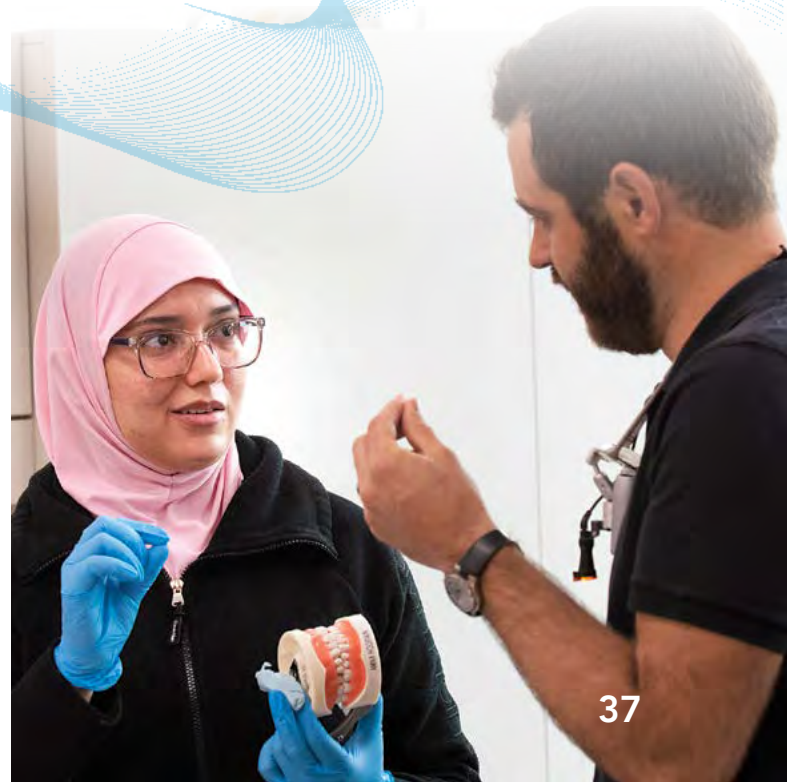
Each scholarship supports a unique profile of student, celebrating diversity of background and focus. The RCC Foundation's minimum criteria for scholarship qualification is a grade point average (GPA) of at least 2.5 and enrollment in at least six credits per term. Scholarships make a vital difference in students' ability to access educational opportunities and to persist to the attainment of their education goals.

Today's community college student often represents a non-traditional individual who may be in their 30s with work and family obligations. They may need to skill up to secure gainful employment while keeping a roof over their head and food on the table, while

also learning and training for their future. The RCC Foundation accompanies them on their journey and supports them financially, values and believes in them. From purchasing diesel trucks to securing lifelike manikins for RCC's Emergency Medical Services and Nursing programs, the foundation also offers RCC faculty and college departments the opportunity to apply for small grants that support their innovative work.

RCC is truly a community within a community. Its faculty and staff represent broad and deep skillsets that foster innovation and learning that give back to the communities RCC and the RCC Foundation serve. In any segment of industry that one may focus on, RCC graduates are value-added participants and leaders in the workforce. The economic impact RCC and the RCC Foundation bring, and the way they impact generations, is truly inspiring. They do what they can to help—one college student and project at a time.

The RCC Foundation, operating as a nonprofit 501(c)(3) organization, collaborates with exceptional individuals and organizations that share a common vision of investing in the college, its students and the foundation itself. Together, they aim to transform lives and contribute to the enhancement of communities, creating a better environment for growth and prosperity.









# Inclusive Hiring

The Inclusive Hiring Program, formerly known as the RCC Search Advocate Program, is a comprehensive initiative aimed at promoting diversity, equity and inclusion in the hiring processes at Rogue Community College. This program was started in 2019 and has undergone significant updates and improvements. Its primary goal is to enhance equity, validity and diversity in hiring, ensuring that RCC's workforce represents a broad spectrum of backgrounds and experiences.

Key components of the program include:

1. **Training Workshops:** A series of workshops that provides a research-based, theoretical foundation about implicit bias and equips participants with practical strategies for each stage of the search process. These strategies aim to address complex process concerns, improve screening equity, promote diversity, mitigate conflicts of interest and minimize potential bias risks. The workshops are valuable for all employees involved in RCC's screening or selection processes.
2. **Resources:** Participants in the workshop series receive a comprehensive handbook, guidance documents and checklists to support their inclusive hiring efforts. They are also encouraged to connect with other participants and the Human Resources (HR) department as a community of practice.
3. **Search Committee Membership Requirement:** As of the fall term of 2022, RCC requires that each search committee must include at least one member who has completed the Inclusive Hiring Series within two years of serving on the committee. This requirement supports integrating evolving inclusive hiring practices into the college's recruitment and selection processes.
4. **Special Session for Hiring Managers and Search Chairs:** RCC offers a dedicated session focusing on inclusive practices for hiring managers and search committee chairs. This session covers various aspects of the hiring process including job description development, qualifications, recruiting and outreach efforts, checking references and onboarding new employees.

In addition to the Inclusive Hiring Series, RCC's HR department has implemented several other initiatives to enhance the overall hiring and onboarding experience. These include a redesigned New Employee Orientation (NEO), the implementation of blind screening as a standard practice for search committees, the development of an Onboarding Guide to serve as a resource for managers, the implementation of employee experience surveys to gather feedback from new hires, significant updates to the Hiring Guide and the inclusion of cultural competency requirements in evaluation forms.



# Navigating Challenges, Embracing Growth

When Rogue Community College’s first classes were held in 1971 at its Grants Pass center, more than 1,000 students attended. RCC has since evolved into an educational cornerstone, expanding to encompass two counties and three physical campuses. By the 2016-17 academic year, the institution was serving more than 16,000 students in credit and non-credit programs. However, facing the national trend of shifting demographics and escalating education costs, RCC encountered additional hurdles with the compounding effects of the COVID-19 pandemic and local wildfires in 2020, intensifying enrollment declines.

Amid these challenges, RCC exhibited resilience and resolve, particularly in serving the diverse student population in rural Southern Oregon and meeting local industry needs. Instead of viewing the enrollment decline as a setback, the college embraced it as an opportunity for excellence. Strategically prioritizing stabilization efforts for the 2022-23 academic year, RCC witnessed promising results, initiating an enrollment increase trend and rebounding by 22% during the past two years.

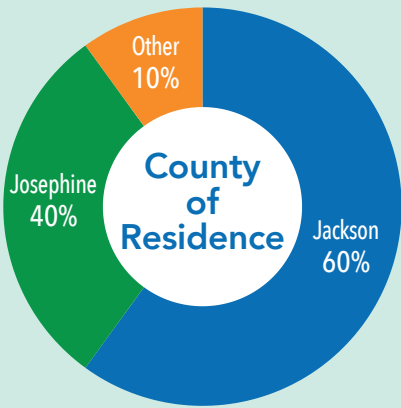
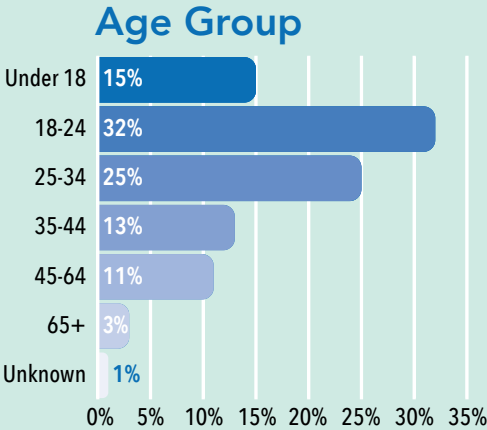
The college’s response to this challenge reflects innovation and a forward-thinking mindset. Emphasizing adaptive strategies, RCC explored innovative approaches to build on earlier successes and ensure a positive enrollment trajectory, some of which were supported by institutional microgrant funding.

Strategic initiatives implemented during the 2022-23 academic year played a pivotal role and included hosting open houses, tracking daily registrations and achieving positive enrollment impacts. The Ossie FastPass high school registration initiative, a first-time accomplishment, enrolled 350 graduating high school seniors in 10 days, resulting in 3,500 fall term credits.

Registration adjustments, such as moving priority registration earlier and launching early registration campaigns, contributed to increased term-to-term retention rates, displaying a 2% increase during fall-to-winter and winter-to-spring transitions in the 2022-23 academic year. Reducing registration restrictions through the expanded placement process and implementing “Save our Students” early alert strategies facilitated early identification of students in need, supporting retention efforts. Innovations in the course schedule, with expanded time blocks and open lab schedules, provided increased credit opportunities and improved full-time equivalent (FTE) enrollment.

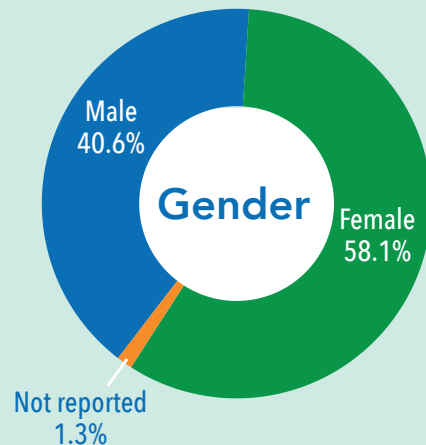
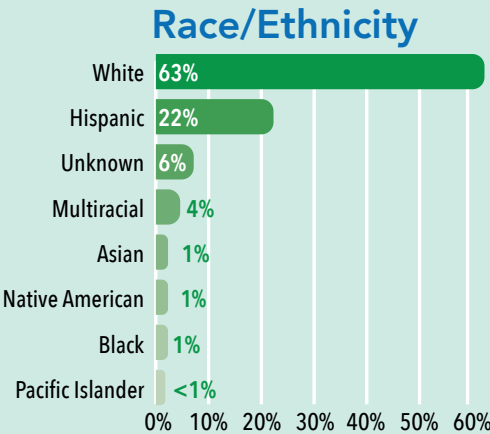
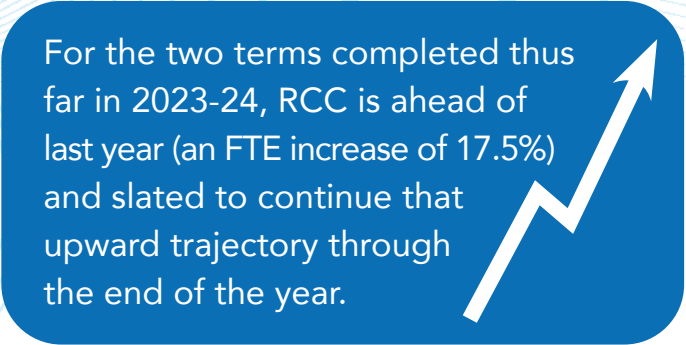
As RCC evolves, its commitment to serving Southern Oregon remains steadfast. The proactive stance in the face of enrollment challenges demonstrates resilience and determination to thrive in an ever-changing educational landscape. With a renewed focus on innovative strategies, RCC is poised to overcome current challenges and set the stage for sustained growth and success in the future.

## Enrollment At a Glance



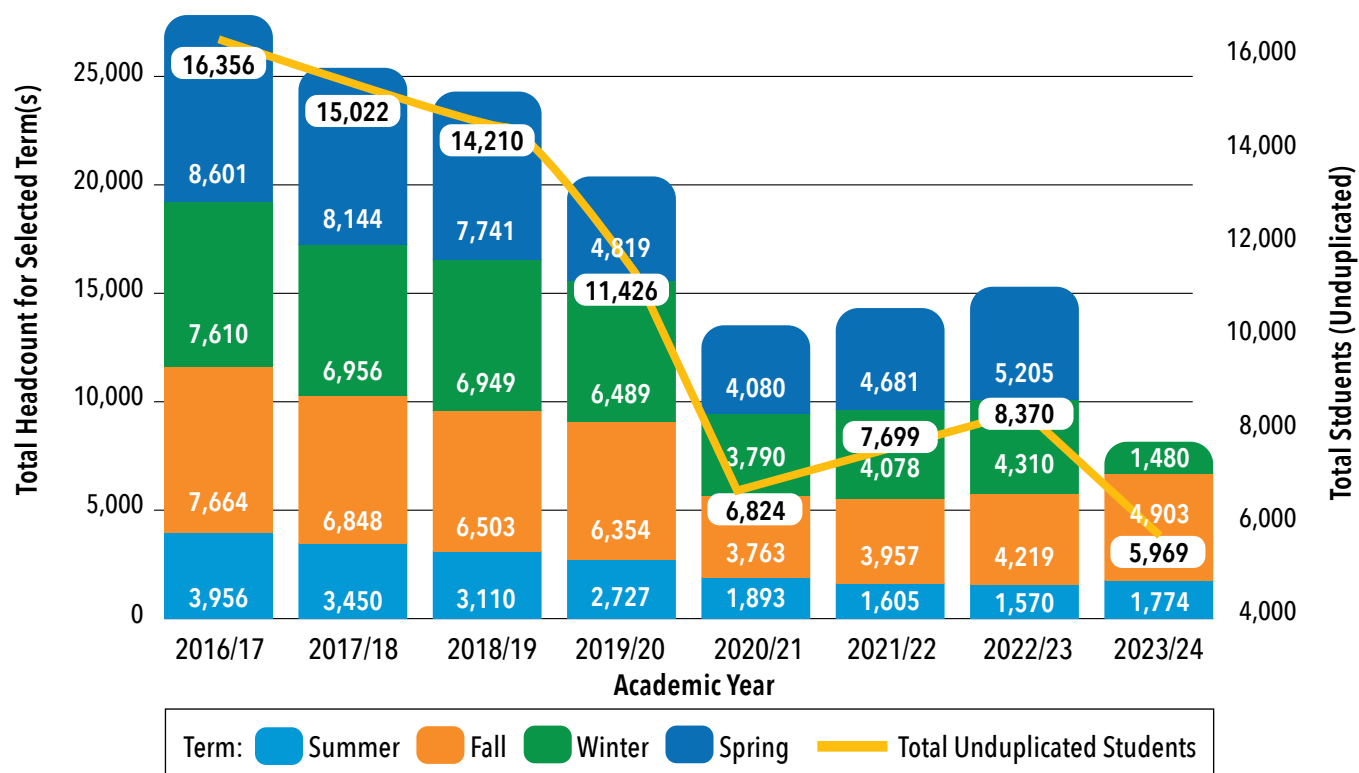


In the 2022-23 academic year, RCC reported a headcount of 8,370 students—with a near 3,000 FTE—and students earned approximately 96,000 credits. Surpassing pre-pandemic enrollment for Early College programs, 320 high school students earned more than 4,800 credits.

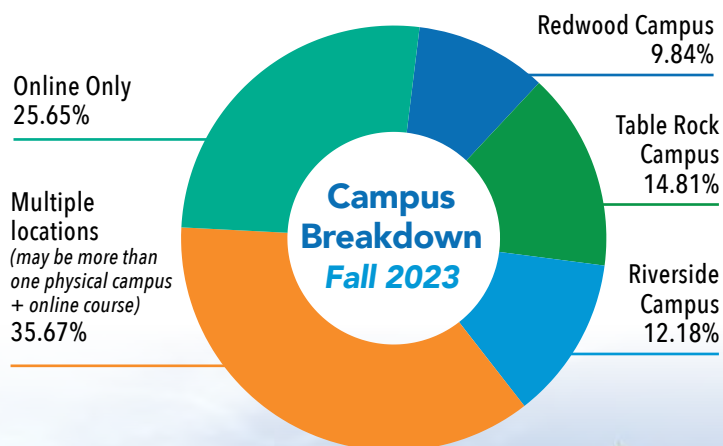




## Total Headcount Trends



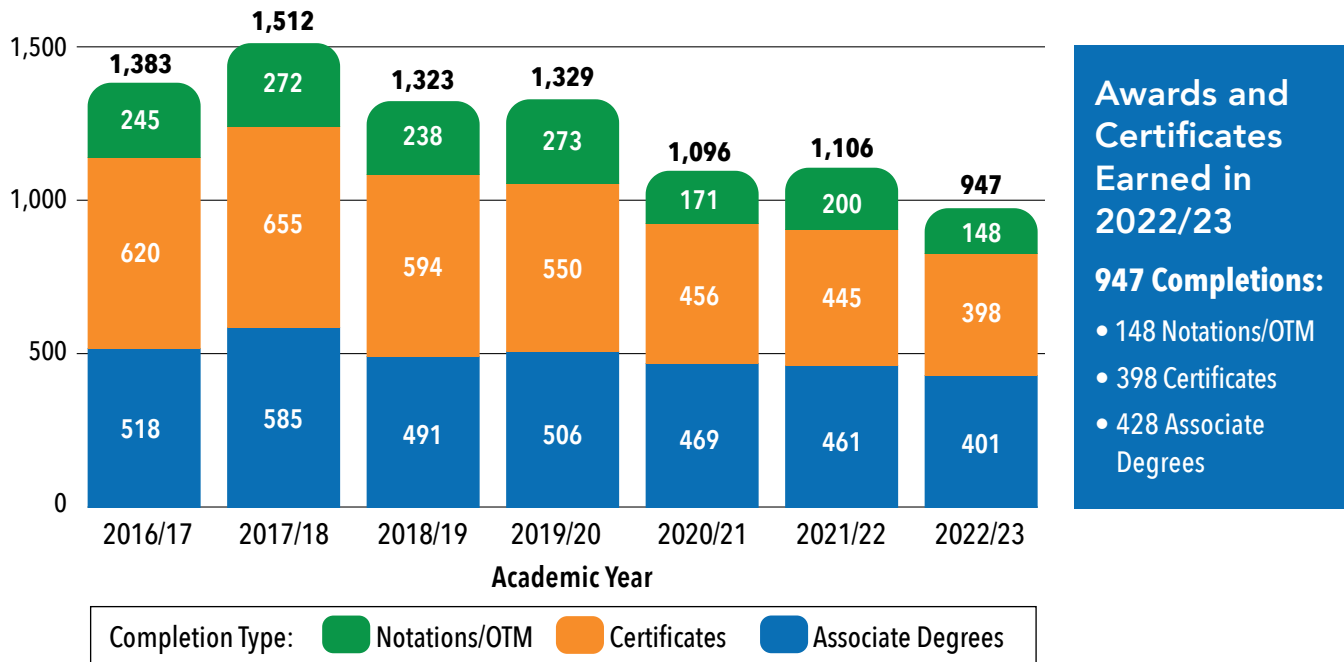
As enrollment rebounds, in-person classes are also resurging, with approximately 75% of students taking at least one in-person course, and more than a third choosing to enroll at multiple RCC campus locations.





## Total Completions

In the 2022-23 academic year, Rogue Community College celebrated 947 completions. Among these completions, RCC awarded 428 associate degrees, 398 certificates and 148 Oregon Transfer Modules, reflecting the college's commitment to providing students with a variety of educational pathways.

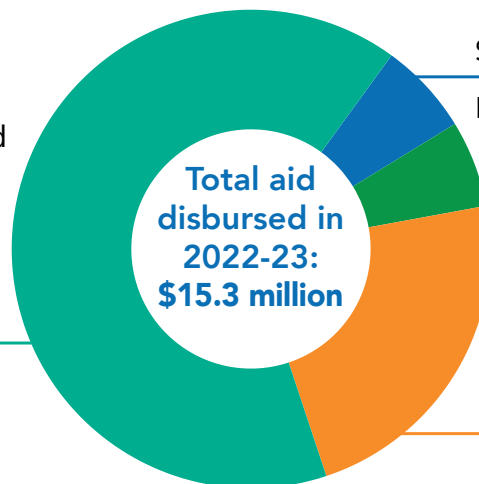


## 2022-23 Student Financial Aid

(reported by Financial Aid Director at Comprehensive Review 11/3/23)

RCC distributed \$15.3 million in total aid to students in the 2022-23 year. More than 53% of students were awarded some form of financial aid.

Federal Financial Aid (Pell, subsidized loans, unsubsidized loans, work study and other grants): \$10,000,000 (2,178 Students)



Foundations and Agency Scholarships and Grants: \$960,000 (415 students)

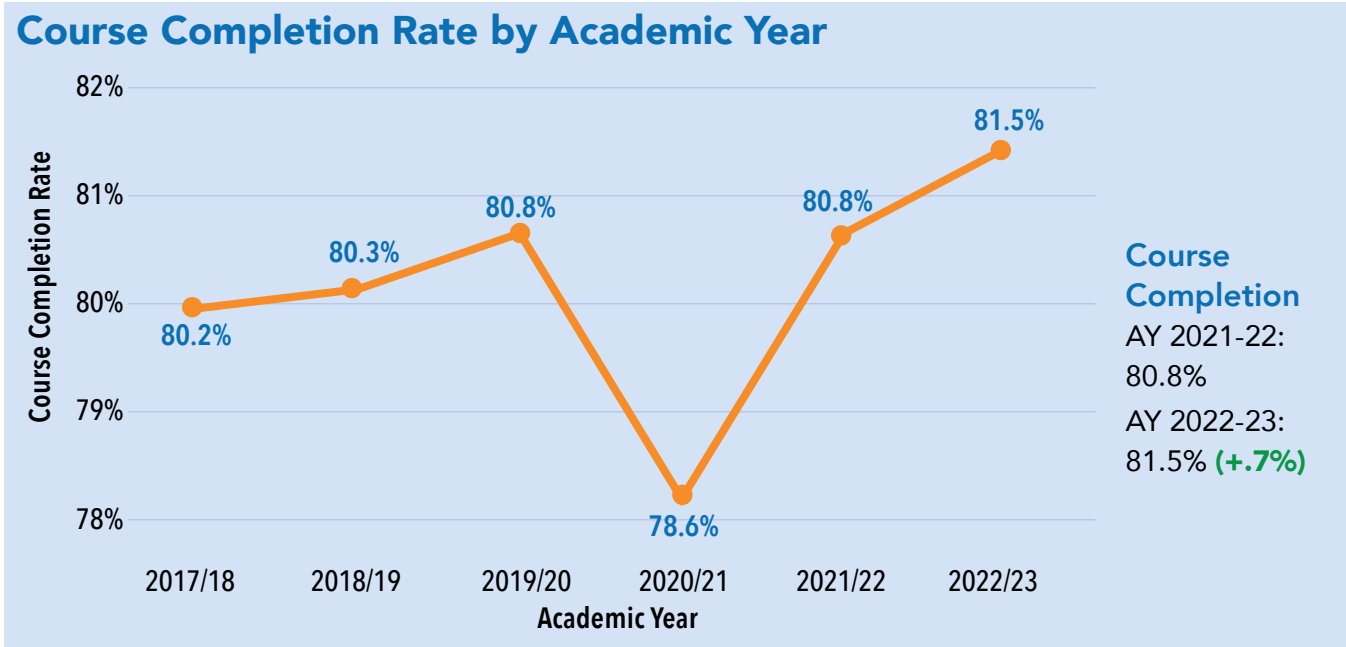
Institutional Scholarships and Grants: \$900,000 (553 students)

State Funds (OR Opportunity grant, OR Promise grant and Scholarships): \$3,500,000 (1,495 Students)

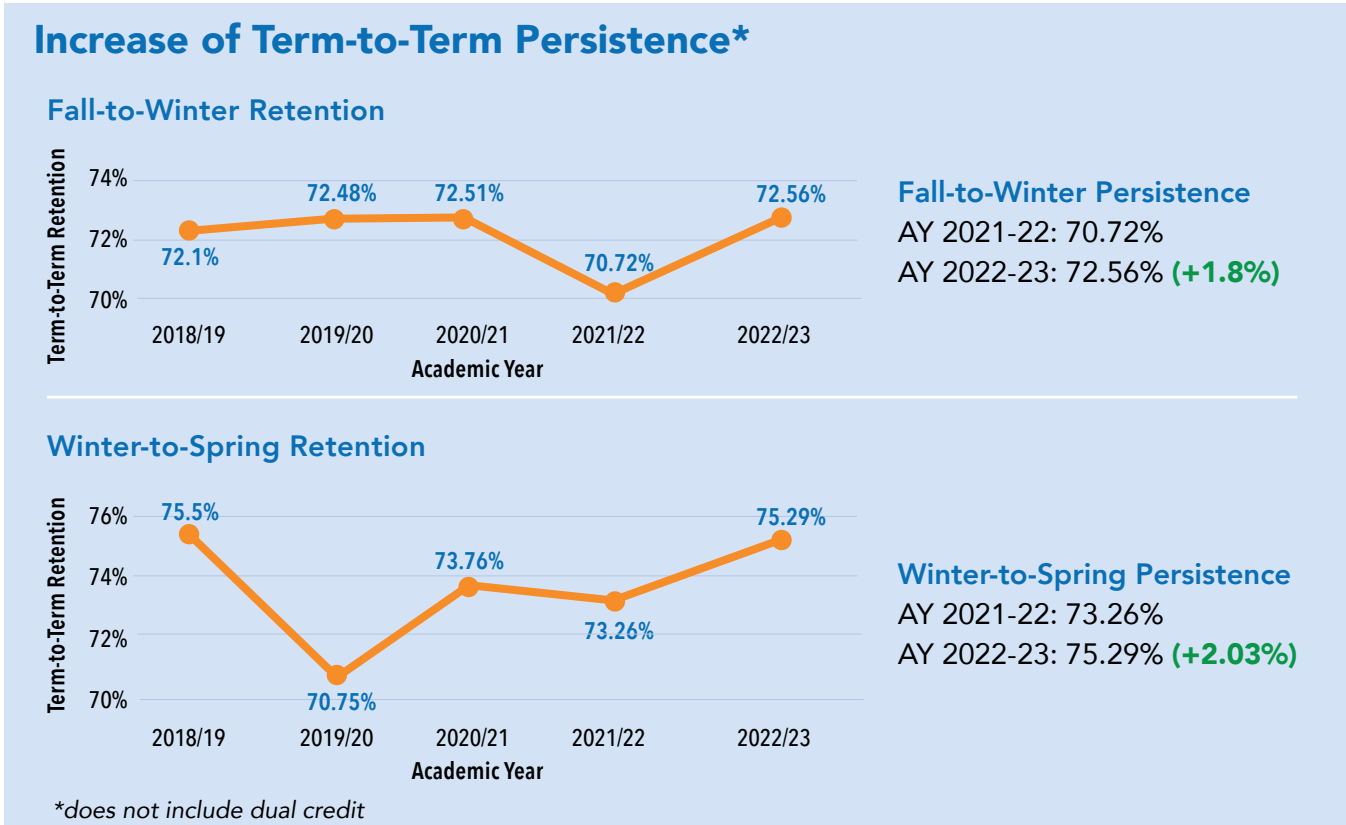


For the 2022-23 academic year, course completion rates and term-to-term persistence were identified as measures to target in alignment with the college's goal of stabilizing enrollment.

RCC's course completion rate increased by approximately 1% with concentrated efforts to help students complete their courses.



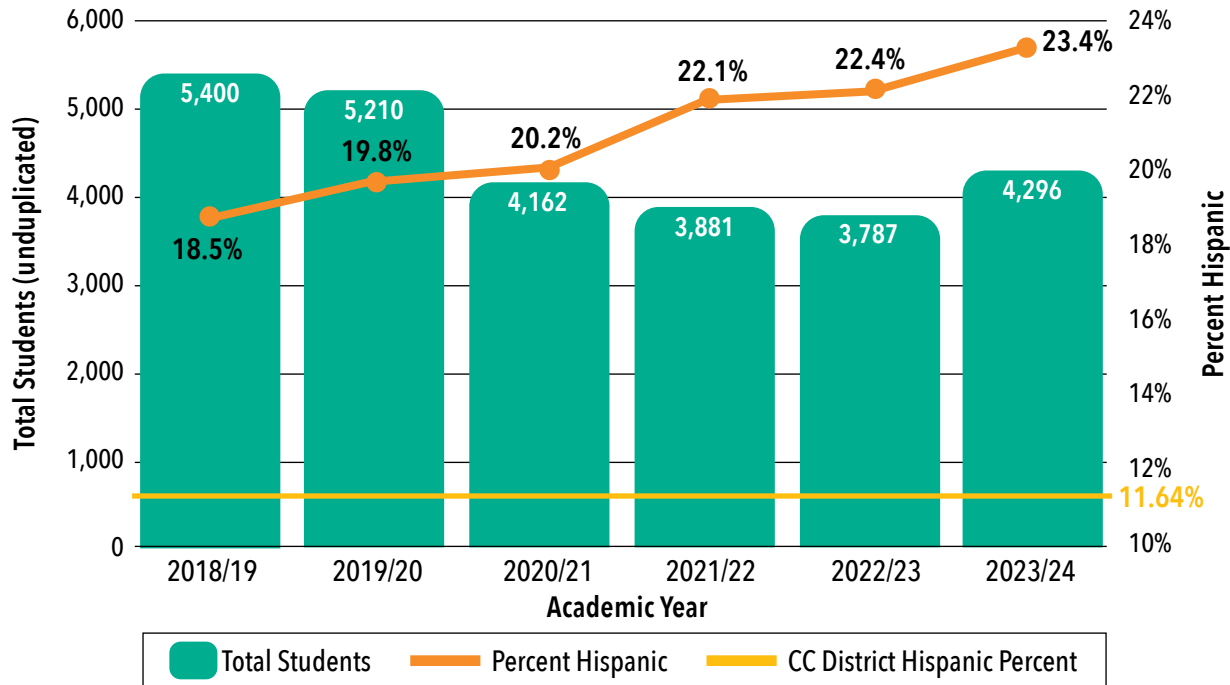
RCC has increased term-by-term persistence through dedication to course completion and early alert systems.





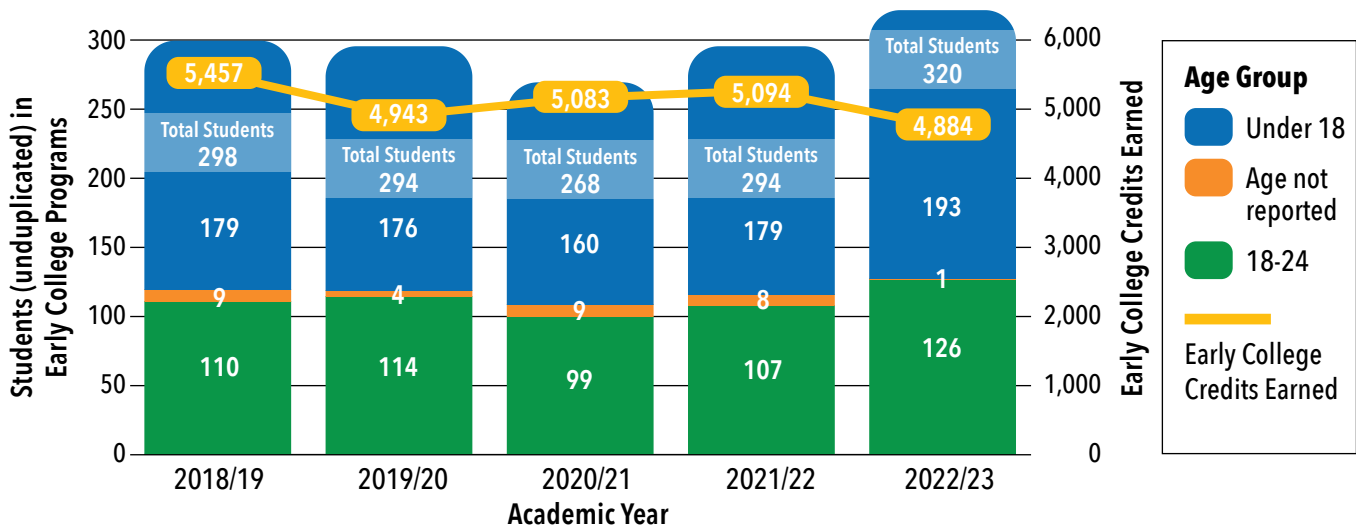
Rogue Community College has an institutional goal of reaching the 25% threshold for Hispanic Serving Institution (HSI) status. RCC has actively worked to increase the enrollment of Hispanic and Latinx students through focused programs, pay differentials for bilingual staff and deliberate hiring practices. These collective efforts have yielded an annualized growth rate of around one percent in the student body during the last five years. In fall 2023, more than 23% of the student body is made up of students who identify as Hispanic and Latinx.

## Total Credit Students Enrolled by Percent Hispanic



Three hundred and twenty high school students participated in Early College programs, surpassing pre-pandemic enrollment. They earned more than 4,800 credits.

## Total Credits Earned in Early College Programs









# College Connect—A Bridge to Excellence

On Friday mornings, Rogue Community College's Redwood Campus welcomes College Connect students as part of a pioneering partnership between Three Rivers School District (TRSD) and RCC. The College Connect program enables eligible 11th and 12th-grade TRSD students to attend select classes, providing them with an opportunity to earn college credits at no cost to the student.

## Unlocking Possibilities, Transforming Futures

The program's mission is to open doors and provide access to college-level courses and promote exploration of career pathways. College Connect empowers students to dive into new interests and make informed decisions about their future. Through College Connect, TRSD high school students engage in a variety of disciplines: healthcare, design and digital media, automotive technology, computer science and social science.

## Access to Excellence

TRSD and RCC serve a rural population across multiple unincorporated communities. TRSD has shown tremendous commitment to this partnership by providing bussing, reducing barriers and ensuring equitable access to all students. Students can take full advantage of RCC's state-of-the-art facilities and resources.

## Preparing for Success

College Connect utilizes a holistic approach to high school student engagement. At RCC, success is not

just getting students in the door. RCC's High School Partnerships team engages with high school communities by attending parent nights, hosting registration events and student outreach.

Once on campus, students are personally welcomed to the Rogue family and provided with directions to classes and tours of key campus centers.

Transition specialists link students and high school advisors with RCC instructors. Students attend courses with their peers, increasing connection and support. Classes are scheduled in the morning to not conflict with work, athletics or club activities.

## Building for the Future

By strategically selecting courses tied to local in-demand careers, College Connect empowers students to take the first step in their career by earning initial credits toward Career Pathway Certificates, college transfer degrees, industry certificates and skill development programs.

College Connect is about creating life-ready learners who will be the future workforce of our community. This program prepares students for a successful future by equipping them with the skills and knowledge they need to thrive in higher education and beyond.

## Shaping the Future

As College Connect unfolds, it promises to reshape the future for TRSD students. It's a testament to the belief that education is not just about the present—it's about preparing students for the opportunities of tomorrow.



**Three Rivers School District  
College Connect Program  
Classes and Enrollment**

Class	College Connect Enrollment	Total Enrollment
AM120: Automotive Maintenance and Practices	9	20
DDM160: Digital Imaging Photoshop	5	17
CS161U: Computer Science 1 (C++)	6	10
CG155: Exploring Healthcare	15	16
PSY101: Psychology of Human Relations	10	12



# Advocacy & Resource Center

## *Redefining Support Services for a Holistic Student Experience*

In the ever-evolving landscape of education, RCC has embraced innovation to ensure students have access to essential resources, from food and clothing to transportation and emergency funding. However, these vital services were historically scattered across various departments within the college, leading to a fragmented sense of support.

Recognizing the need for a more coherent and comprehensive approach, RCC introduced the Advocacy & Resource Center (ARC) in early 2021.

The ARC is a visionary solution seamlessly linking existing services while allowing them to remain within

their respective departments. It acts as a centralized hub, providing an intentional pathway for students to access resources like Ossie's Cupboard, the SNAP Training & Employment Program, Ossie's Closet, the Osprey Care Fund and other on-campus resources.

To further strengthen this initiative, RCC hired a dedicated resource coordinator, backed by funding from Oregon House Bill 2835. Their primary mission is to identify on- and off-campus resources and organize them to create a one-stop shop for students. This simplifies the process for students to find the support they need.

The resource coordinator plays a pivotal role in







keeping students informed about external resources, addressing basic needs and facilitating a dynamic communication network within RCC and across the state. This ensures that students have the information they need to thrive academically and personally.

Additionally, the resource coordinator tracks student requests, gaining insights into the most pressing needs. Data on demand for services like childcare assistance, personal items and technology support is shared monthly with the state consortium, offering Oregon legislators a

clear view of which basic needs require attention.

In essence, RCC's Advocacy & Resource Center represents a forward-thinking approach to student support services, uniting fragmented resources into a coherent and efficient ecosystem. The ARC is not just a physical place but a symbol of RCC's enduring commitment to student success. By addressing the core needs of its student community, RCC is paving the way for a brighter and more promising educational journey.







# SOHOPE: Making Connections

## *Pilot Program Built a Foundation for the Future*

In 2015, Rogue Community College applied for and received a grant from the Administration for Children and Families and the U.S. Department of Health & Human Services to measure the effectiveness of supports to transition community members out of poverty, while meeting healthcare workforce demands. RCC named this grant project Southern Oregon Health Occupations Poverty Elimination project (SOHOPE). It ran from 2015-2021 as part of a nationwide demonstration study.

SOHOPE prepared low-income community members for living-wage, high-demand healthcare careers. Participants received ongoing support that included barrier mitigation, case management, counseling and employability skills trainings while earning occupational certificates. SOHOPE's model and integrated employer partnerships benefited the regional workforce by educating, training and supporting more than 800 community members, with more than 400 securing employment in the healthcare field. This opportunity was solely made possible by the SOHOPE grant.

SOHOPE allowed the college to hone in on factors that have proved to impact success in non-traditional

ways, many of which RCC was able to scale to an institutional level. Some components that led to SOHOPE's success included:

- Partnerships with social service agencies for recruitment.
- Dedicated case managers to support each participant.
- A diverse, cohesive and well-trained team, who worked from a trauma-informed care perspective to support each student from entry into the program through to employment.
- The availability of mental health counseling.
- Connections with community resources that addressed student's particular needs and barriers.
- Targeted workshops that supplemented classroom learning with training on essential employability skills.
- Viable and relevant connections between students and industry representatives throughout the educational process.
- Thoughtful placement of students in supervised practicum sites to provide valuable, hands-on experiences that often led to greater employment opportunities.





The SOHOPE program built momentum that continues today to support much-needed healthcare workers in the Rogue Valley. It allowed RCC to build unprecedented pathways for students and employees, as well as partnerships with employers that continue to develop ways to meet the growing and evolving needs in the healthcare field. The data gathered and the relationships built through SOHOPE were the catalyst to paving the way for funding dedicated to building RCC's state-of-the-art Health Professions Center on its Table Rock Campus in White City. The 35,648-square-foot

teaching facility features the newest in healthcare training technology and is the new home to all RCC clinical healthcare programs. Construction was completed and classes began in the new building fall term 2020.

Providing an environment that has educational opportunities along with the support needed to be successful is a critical part of the college's mission. The SOHOPE program was an exemplary model of this work, receiving recognition as a finalist for the 2021 Bellwether Award, a prestigious, annual award open to all public community college programs in the United States.









# Rapid Response

## *Nursing Program Expands to Meet Workforce Demand*

**R**ogue Community College demonstrated its ability to innovate with a 2023 grant-funded nursing program expansion project. The initiatives in the expansion aim to reduce an unmet demand for registered nurses locally, and across the state, by creatively addressing barriers. These include difficulty finding and retaining faculty due to wage gaps between nursing faculty and field nurses as well as challenges securing clinical placements for students.

Expansion of the two-year Associate of Applied Science Nursing program will occur by increasing the annual number of students accepted from 32 to 56. The increase will advance equitable education opportunities by improving access to RCC's nursing program and providing tuition funding for priority populations.

Expansion barriers are being mitigated through improving simulation education, obtaining program accreditation and addressing the pay gap for clinical faculty. Enhancing simulation education by adding a dedicated full-time faculty member will increase simulation training opportunities, optimize efficiency and reduce clinical site and faculty resources required for program expansion.

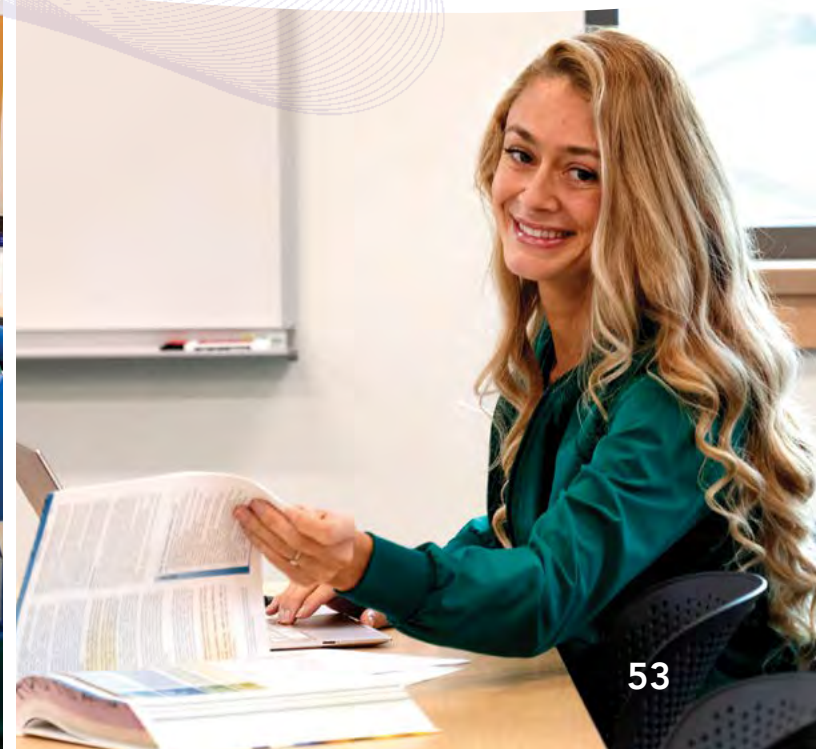
Program accreditation through the Accrediting Commission for Education in Nursing will help expand access to clinical sites and faculty. Lastly, addressing wage

gaps for clinical faculty ensures that lower pay does not discourage nurses from working as clinical faculty.

RCC partnered with the two of the largest healthcare systems in the region, Providence Medford Medical Center and Asante, to develop an innovative cost-sharing initiative that enables practicing registered nurses (RNs) at these hospitals to act as clinical faculty. A joint appointment memorandum of understanding (MOU) has been created that allows clinical instructors to remain hospital employees while working as instructors for RCC, which will alleviate wage gaps and clinical placement shortages.

The innovative project approach involves adding a second cohort of 24 students annually, which will begin in spring of 2024, in an accelerated RN program (17 consecutive months, rather than the traditional fall-term-start cohort which has summers off and is 22 months in duration). Innovative programmatic changes will reduce human resource allocation problems associated with expansion across 12 months instead of nine. RCC expects to annually graduate an additional 24 trained RNs who can enter the workforce expansion, as early as Sept. 1, 2025.

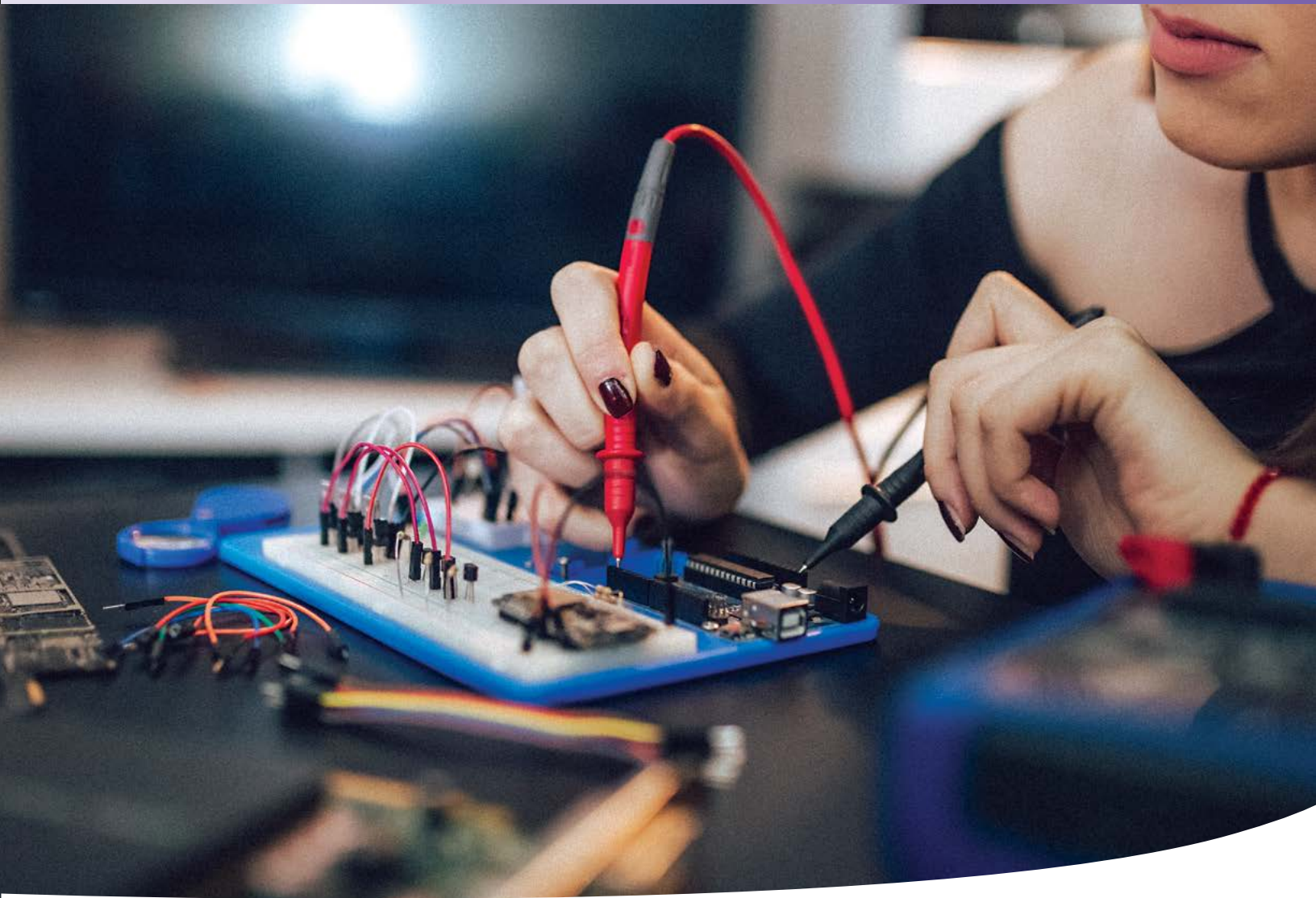
Expansion of the RN program will help meet the demand for RNs, improve nursing education, strengthen the healthcare workforce and contribute to the economic output in the region.











## Transforming Industrial Technology Education

Rogue Community College's welding and manufacturing programs are a testament to the changing landscape in community college education. Design-thinking, innovation and project-based learning have converged to provide a unique learning experience. The impact goes beyond classrooms. It's a shift that changes students' educational journeys, sparking an increased enrollment of nearly 76% in fall of 2023 and achieving the highest enrollment rates the department has seen.

### The Flexibility of Open Labs

A standout feature in this educational transformation is the introduction of open labs, allowing students to chart their own paths. Unlike traditional courses that meet at set times, open labs grant students more flexibility with

their schedules, providing access to classes during open labs. This fresh approach accommodates diverse student needs and sets the stage for a personalized and impactful learning experience. The revised model helps employers prioritize professional development for their employees by allowing them to improve their skills during the current workday, and often with pay.

### Fostering Innovation and Entrepreneurship

Recognizing the importance of nurturing an innovative and entrepreneurial mindset, these programs create opportunities for students. The goal is clear: Equip them with the skills and mindset needed to thrive in today's fiercely competitive workforce.







## Student Placement Reimagined

Rogue Community College is committed to reshaping the experience of student placement into college classes by embracing a multifaceted approach prioritizing student choice and self-assessment. Alongside the conventional placement test, RCC has embraced a range of alternative measures to ensure students commence their college journey in courses that resonate with their skills and comfort levels.

The college's adoption of various placement methods, including consideration of GED® test scores, high school transcripts and the innovative guided self-placement questionnaire in collaboration with the Mathematics and Humanities departments, stands as a testament to its commitment to empowering students in determining their academic path. This questionnaire serves as a valuable tool for students to reflect on their competencies in reading, writing and math, leveraging prior experiences in these subjects to make informed decisions about course placement.

The introduction of guided self-placement has been a game-changer, offering students a more accessible and less anxiety-inducing route to course placement. As a result, an increasing number of students are opting for this alternative, effectively bypassing the high-stakes placement test, which has historically posed barriers for many students. This shift reflects RCC's dedication to ensuring that students have a say in their educational journey, providing a more student-centric approach to course placement.

RCC's commitment to student-driven placement methods acknowledges the diversity in learning backgrounds and experiences and fosters an environment that values student agency. By offering multiple pathways for placement, RCC demonstrates a commitment to facilitating a smoother transition into college courses, laying the foundation for students' success and confidence in their academic pursuits. This approach prioritizes student well-being and aligns with a broader vision of inclusive and empowering education at RCC.









# Restructuring Developmental Education

For a decade, Rogue Community College has been resolute in its commitment to supporting students placed into developmental education courses. Throughout this period, the college has introduced strategies aimed at dismantling barriers and fostering student success. One key strategy has been the restructuring of the developmental education course sequence. This initiative significantly reduced the number of developmental education offerings, subsequently cutting down on the time and credits students spent in these courses.

Additionally, RCC implemented a non-STEM math pathway designed to streamline the number of developmental education courses required for students pursuing non-STEM careers. The Mathematics department also revolutionized its approach by adopting an emporium-style math course using ALEKS software. This innovative program allowed students to progress through multiple developmental education math courses within a single term, enhancing efficiency and learning outcomes.

Another essential pivot was the transition to multiple measures for placement, a shift that significantly improved the accuracy of student placement into appropriate math and writing courses. This change notably reduced the number of students placed into

developmental education courses or courses below their capability, aligning student placement more closely with their potential for success.

The most recent stride in RCC's developmental education redesign strategy involves enabling students to directly access college-level math and writing courses, regardless of their initial placement, facilitated by a corequisite support course. Particularly for students on a non-STEM pathway placed into a developmental education math or writing course, this strategy allows direct enrollment into college-level courses with corequisite support. These approaches collectively diminish the time and financial investment students allocate to developmental education courses.

These efforts have yielded substantial results. In the initial year of implementation, the program boasted a 64% pass rate. After the second year, this figure has grown significantly, now standing at an overall 71% pass rate, with an impressive 44% of students achieving an A grade. More than three hundred have benefited from bypassing one or more prerequisites, reducing credit requirements for program completion, and eliminating non-transferable courses that do not contribute to their educational journey. These advancements are a testament to RCC's dedication to fostering student success while streamlining their path to academic achievement.

## Statistics Corequisite Support Course – MTH243R

### FALL

4 Sections: 69.5% of the 46 students passed with a C or better

### WINTER

5 Sections: 70% of the 53 students passed with a C or better

### SPRING

5 Sections: 81 students enrolled

## 2021-22 Corequisite Results

- We offered 9 sections of Math 243 (statistics) with corequisite support for non-STEM students who placed into developmental math
- 132 students enrolled in Math 243 with corequisite support
- 85 of those students passed Math 243, a 64% pass rate



# Transforming Education: A Synergy of Teaching, Learning and Assessment

## *Unlocking the Power of Collaboration*

**R**ogue Community College's Teaching and Learning Center (TLC) embodies a dynamic approach to strengthen the link between assessment and the student learning adventure. This innovative initiative seamlessly weaves together the Outcomes and Assessment department with the Blackboard media team, culminating in a comprehensive resource hub for instructional design, outcomes assessment, technological services and professional development opportunities.

### **A Unified Approach to Learning**

The TLC functions as a hub of expertise and guidance, instrumental in crafting meaningful assessments. Blackboard acts as the technological backbone, efficiently managing assessments and data analysis. Together, these pillars empower educators to refine their teaching and assessment methods, ultimately enhancing the student learning experience.

### **Revolutionizing Assessment**

Recognizing the need for a comprehensive learning outcomes assessment plan, RCC worked to align outcomes and assessment and the Blackboard media team by forging a robust system, thus promoting a holistic approach to assessment and learning. The TLC acts as a bridge, connecting assessment, evidence collection and learning enhancement. Its primary mission is to equip educators with the knowledge, skills and resources necessary for excellence in their roles.

### **Empowering Educators**

With the TLC's support, instructors can explore formative assessment techniques, design engaging assessments and align them with real-world applications of knowledge. Workshops and one-on-one consultations guide faculty in creating assessments closely aligned with learning outcomes.





Blackboard then integrates these assessments, and its data analytics tools identify areas where students may need assistance. TLC staff help to interpret this data, enabling instructors to make informed decisions in refining their teaching strategies.

### Student-Centric Technological Support

As RCC's technology landscape evolves, the TLC team offers invaluable support. An array of resources and services—including online tutorials, webinars, workshops, troubleshooting guides, one-on-one consultations and a dedicated email response service—eases the navigation of technology-related challenges for students. This support lightens the load on instructors and enhances the overall educational experience.

### A Community of Improvement

The assessment process benefits from the guidance of the Outcomes and Assessment team within the TLC. It incorporates elements of regular “assessing the assessment,” involving cross-discipline analysis through peer-to-peer reviews. The aim is to create assessments that drive educational enhancement, fostering a community deeply committed to improvement. This has become an extremely useful resource for faculty, contributing significantly to the college's growth and development.

### Innovation for Impact

The TLC's entrepreneurial spirit recognizes that assessments are not just tools for grading. They play a vital role in shaping the overall student experience and learning outcomes. RCC's TLC embraces the idea that assessments should go beyond measuring performance. They should drive students towards meaningful learning experiences.

At Rogue Community College, the journey of education is being reimaged, with synergy at its core. It's an exploration that believes in the “why” of assessment, propelling students towards transformative learning experiences. This commitment impacts students and the community. It enriches the culture of learning and growth.









## EMS Training: Real-World Ready

Tapping into the pioneering spirit that earned Gary Heigel national recognition from the League for Innovation in 2018, RCC faculty members Rusty Riis and Jim Shaw in the Emergency Services department, along with Heigel, embarked on their most recent technological innovations. They added an Immersive Interactive system that includes 270-degree video projection, audio, sensors and the ability to add wind and odors, all in a single room.

Immersive training, particularly in fields like nursing, medical education and emergency services, has gained significant attention due to its value in preparing professionals for unpredictable and hazardous environments. In addition to well-defined objectives, key components for successful simulation training include carefully selected scenarios and realistic settings.

The choice of the emergency scene in a simulation aligns with the desired learning outcomes to ensure that

the skills and knowledge acquired translate effectively into real-world applications.

The aim is to immerse students in the experience, fostering a state of “suspended disbelief.” This means creating an environment so authentic that learners engage as if the scenario were real, despite knowing it’s a simulation. By achieving this level of engagement, learners can develop crucial skills such as situational awareness and avoidance of tunnel vision.

Immersive simulations expose learners to the chaos and stress of real emergencies in a controlled, low-risk environment. For instance, roadside emergency simulations can teach hazard assessment and risk management, while introducing changing dynamics that reinforce the importance of situational awareness. These experiences can also serve as stress inoculation, helping individuals build resilience and refine their skills through debriefing and continuous improvement.





CIAL AND  
HAVIORAL  
SCIENCE,  
EDUCATION



10. Students - Openness, social  
11. Openness - social  
12. Openness - social  
13. Openness - social  
14. Openness - social  
15. Openness - social  
16. Openness - social  
17. Openness - social  
18. Openness - social  
19. Openness - social  
20. Openness - social

### Key:

- AAOT - Associate of Arts Oregon Transfer (2-year degree)
- AGS - Associate of General Studies (2-year degree)

- AS (2-)

- AS

- AS

- C-

- CP

- FA



PLEASE  
if you  
assista

## ? HOW TO PAY FOR COLLEGE

Figuring out if you can pay for college can be overwhelming. After all, the unknown can be scary. Let's shed light on it and help you make a plan. You can go to college!

### HOW MUCH IS IT?

RCC has a great website that has the Real Cost Calculator. It's easy to use and it's free. [www.rcc.edu/financialaid/realcostcalculator](http://www.rcc.edu/financialaid/realcostcalculator)

Real cost calculator is a tool that helps you understand the real cost of attending RCC. It takes into account tuition, fees, books, supplies, room and board, and other expenses. It also shows you the average cost of attendance for students from your state and for students from other states. This helps you understand the real cost of attending RCC and how much you might need to pay.

### FIND MONEY

Select a Free Application for Federal Student Aid (FAFSA) form. The FAFSA is the first step in getting federal financial aid. It's free and it's easy to use. [www.fafsa.gov](http://www.fafsa.gov)

RCC has a great website that has the Real Cost Calculator. It's easy to use and it's free. [www.rcc.edu/financialaid/realcostcalculator](http://www.rcc.edu/financialaid/realcostcalculator)

### PLAN YOUR EDUCATION

1. Apply
2. Get funding (scholarship)
3. Plan your budget
4. Contact with your advisors
5. Meet with your advisors
6. Register for classes

Use administrative and academic planning to plan your education. You get the right classes at the right time. That way you can graduate on time, save money, and make sure your money goes to work for you. It's a lot easier to plan for your education if you have good information.

**RCC**  
Portland Community College  
[www.rcc.edu](http://www.rcc.edu)

### Need an RCC Catalog? SAVE A TREE

Scan and receive a new and improved online catalog!

**RCC**

### What Does Diversity Mean to You?

Starts Feb. 13th 2017

Ends Feb. 13th 2017

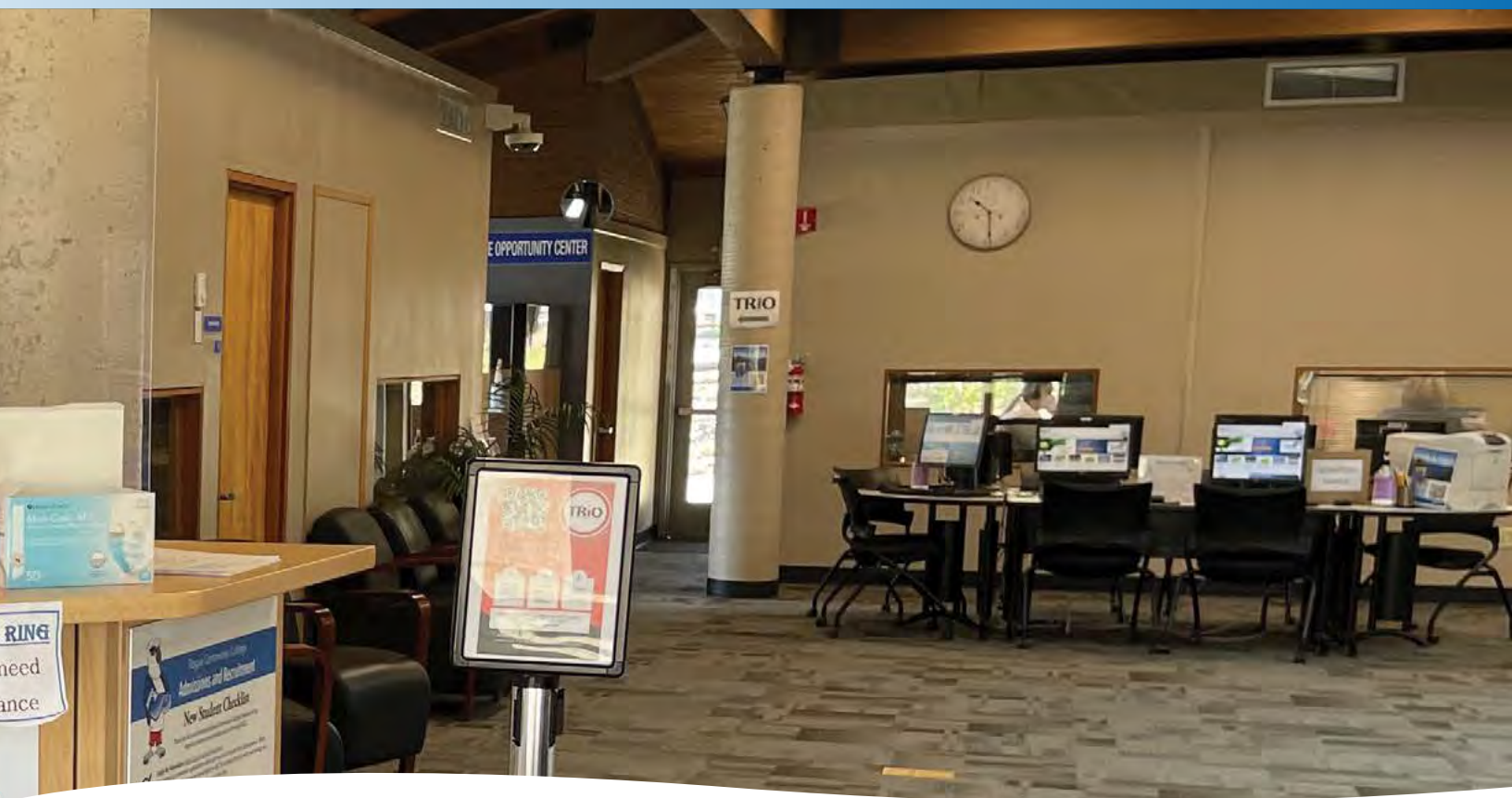
Where: All RCC Students

**RCC**

# RCC OSPREYS

## Welcome





## Centralized Services

In a strategic move to revamp the enrollment and registration process and foster greater accessibility for students, RCC introduced the one-stop concept called Rogue Central. This initiative has proven to be a resounding success, primarily due to the placement of enrollment staff alongside academic and financial advising staff to support students.

The co-location of enrollment and advising services in a single, accessible venue provides a profound shift for students. This comprehensive approach streamlines the enrollment process, allowing students to navigate effortlessly through key steps, including admissions, placement processes, academic advising, class registration, financial aid applications, financial and payment-related concerns, and payment processing. Additionally, it provides a convenient platform for

students to explore student employment opportunities to help manage their tuition expenses.

The overarching aim of Rogue Central is to eliminate barriers that might deter students from enrolling by making it easier for them to navigate common enrollment and registration roadblocks. RCC's ambitious approach has culminated in the establishment of dedicated one-stop enrollment centers. These centers bring together various departments into a central building at each of RCC's three campus locations.

This key realignment effectively dismantles the obstacles that once hampered the enrollment process, ultimately reducing the time and effort required to register for courses. Students no longer need to visit various buildings, significantly enhancing the accessibility and ease of enrollment activities and widening the doors of opportunity like never before.





## Empowering Through Concurrent Enrollment

### Beyond GED®, Towards a Brighter Future

In 2015, the Adult Basic Skills (ABS) department radically altered the way it worked with students. Shifting its focus from GED® credential completion to preparing students for post-secondary training and employment, it recognized the stark reality of local educational attainment. Residents in the region lagged in educational achievements, yet 61% of top-priority job openings demanded an associate degree or higher for competitiveness. The challenge was clear: Bridge the gap between basic skills and college readiness.

### Creating the Concurrent Enrollment Program (CEP)

The ABS leadership team rose to the challenge, launching the Concurrent Enrollment Program (CEP). This groundbreaking initiative allowed students to enroll in Adult Basic Education (ABE)/GED® classes and college-level courses concurrently, all while receiving vital academic support and coaching.

In the years that followed, students achieved remarkable milestones. In 2016, when the CEP program was still in its infancy, students had already earned a significant number of college credits. Many of them obtained their GED® credentials, while a staggering percentage successfully transitioned to college. By spring of 2016, 36 students had passed one or two CEP classes and earned a total of 127 college credits. In addition, 60% passed their GED® tests compared to 11% of non-CEP students, and 42% enrolled in college courses—more than double RCC's historic rate. Results as of fall 2019 showed

continued success: 202 students earned 3,321 credits with a 2.93-3.84 average GPA, 50% obtained a GED® credential and 72% transitioned to college.

### National Recognition for Innovation

RCC's ABS department and its Concurrent Enrollment Program received national recognition for its innovative approach. It was selected in 2019 as one of the top 10 finalists in the nation for the Bellwether Award for excellence in instructional programs and services. The ABS Career Pathways Design, based on the CEP, was also acknowledged as one of the top 20 in the nation by the Coalition on Adult Basic Skills Education.

### Investing in Student Success

The commitment to student success played a pivotal role in making this dream a reality. Significant support was secured from various sources, ensuring that the program would continue to uplift students and the community. More than \$50,000 in private foundation dollars were secured to support this initial work, followed by \$250,000 in Title II funding for integrated English and civics education to support English language learners in the CEP program.

### A Bright Future Ahead

The journey and impact of ABS and the Concurrent Enrollment Program continues today, as it empowers students and helps the community. With expanded reach to Supplemental Nutrition Assistance Program (SNAP)-eligible students, the program fortifies the support for the completion of CTE certificates and short-term training.



## SOS: Early Interventions

Rogue Community College has long been committed to the success of its students. In line with this commitment, the college developed an early alert notification system, known as Save Our Students (SOS). The system enables faculty to connect with the advising department, highlighting students who show early signs of academic challenges, such as frequent absences, tardiness, low course engagement and missed assignments.

Originally developed in the 1990s, the SOS system has been a crucial part of the college's approach to student success. However, in the summer of 2022, the college made significant changes to this system, reflecting its adaptability and commitment to meet students' changing needs.

In the fall of 2022, the SOS team rolled out new processes resulting in significant increases in faculty participation and student engagement. Changes aimed to strengthen the SOS system's impact and adapt it to better serve the college's student community and reflect RCC's dedication to continually adapting and optimizing its systems and processes to meet the evolving needs of its students.

Results show significant increases in the numbers of students receiving communication and support from academic and career coaches, especially earlier in the term. The effect of these changes includes increases in persistence from term to term (fall to winter increase of 1.8%, winter to spring increase of 2.03%) and an improved course completion rate overall.

### Course Completion Rates

	Course completion prior to change	Course completion since fall 2022 change	Our improvement!
Fall	79.5%	80.5%	+1.0%
Winter	81.2%	81.7%	+0.5%
Spring	82.9%	83.3%	+0.4%
Summer	77.1%	78.5%	+1.4%

### Save our Students Comparison

#### 2021-2022

- » 710 referrals submitted (duplicated)
- » 293 total recommendations to withdraw (41%)
- » 150 referrals submitted during week 8 (21%)

#### 2022-2023

- » 1,300 referrals submitted (duplicated)
- » 263 total recommendations to withdraw (20%)
- » 88 referrals submitted during week 8 (6.8%)





# Fostering Engagement and Community

## Connecting with Future and Current Students

Rogue Community College's campus culture is driven by a commitment to provide unique opportunities for current and prospective students. These opportunities aim to welcome them to the college's campuses and programs, and to showcase the wide variety of services offered. Activities take place throughout the year, drawing in students from across the valley and engaging the current student body.

### Open Houses

Open houses offer faculty the chance to showcase their programs and interact with prospective students. They provide a comprehensive enrollment process, giving

students the opportunity to start and complete their enrollment journey in one visit. Co-located events occur on all three campuses, helping students register for the upcoming term while learning about RCC programs and pathways. These events include engaging activities, campus tours and even a fun tie-dye experience. RCC open houses consistently serve as peak registration days for new students and rank among the highest enrollment days for current students.

### Amazing Races

Amazing Races are cross-campus scavenger hunts designed for high school seniors. Students are divided





into teams, given clues to solve and tasked with completing a race by visiting various stations. At each station, students engage in quick, interactive activities tailored to specific programs. For example, they might visit the automotive lab to learn how to use a torque wrench on a tire. Only once the task is completed do they receive the next clue. In the end, students tour the campus, learn about RCC programs and have fun engaging with faculty and activities.

## High School Enrollment Days

RCC enrollment staff take their services to local high schools to facilitate admissions, registration and financial aid applications—and to celebrate students who will attend RCC in the fall. These early registration activities equip high school students with a clear college plan

before graduation, and also help the college forecast which classes need additional sections. Furthermore, these activities provide an early indication of what fall term enrollment will be like. This approach enables the college to engage with students during the summer, and offer campus tours and new student orientations. As an example, during spring term 2023, enrollment days where staff visited 11 high schools over 10 days resulted in 144 summer term credits and 3,469 fall term credits being registered.

This comprehensive engagement strategy serves to connect with future and current students and also contributes to the vibrancy and sense of community at RCC. It demonstrates RCC's commitment to supporting student success and fostering a dynamic, inclusive environment on its campuses.







## Entrepreneurial Funds and Innovation Grants

In the fall of 2022, it became evident that a mindset shift from one of scarcity to innovation was critical for Rogue Community College's future success. An extended period of declined enrollment led to a culture where individuals and departments were more concerned with sustaining their existence than focusing on new ways to meet the evolving educational needs of students and the community's workforce.

With the change in presidential leadership at RCC in the summer of 2022 came the development of college priorities for the year. These priorities were to help personnel focus on the areas of greatest need, with stabilizing enrollment at the top of list. To support a shift from scarcity to innovation, new microgrants were developed to encourage individuals and teams to think creatively about ways they could support the college's priorities.

Microgrants are awards of up to \$10,000 provided

to requestors based on their desired project's alignment with the corresponding year's priorities. Support for these funds comes from the institution's entrepreneurial fund established years ago to enhance forward-thinking initiatives. For the first year of the grants in 2022/23, awards included:

### Math Success Lab

A new Redwood Campus lab available spring term 2023 to all students, with faculty and materials supporting students' math skills.

### Industry-Specific Language Instruction

Additional online supports, programs and incentives for students whose primary language is not English.

### Esports Clubs

An esports team on each of RCC's campuses to increase student engagement and open a pathway for skill development.





### **Campus Mural Contests**

A college and community-wide competition to design and install “We are Ospreys” murals on each of RCC’s campuses to create a sense of belonging.

### **New Registration Kiosk**

A new registration kiosk for Redwood Campus’ F Building for spring term to help students complete registration right after advising.

### **Early Registration Expansion**

A cross-divisional/cross-department campaign to encourage early registration, allowing for better advising and schedule adjustments.

### **Weld-A-Thon**

A region-wide welding and manufacturing single-day competition to strengthen the pipeline of high school students to RCC.

### **Student Retention Incentives**

A series of new incentives have been designed to better aid students who are on academic alert, in suspension or on probation.

Awards for the second year (2023/24) will have continued focus on student access and success strategies.



# Innovation Jam: Fostering Entrepreneurship and Solutions

## *Igniting Aspiring Student Entrepreneurs*

Innovation Jam is an annual intercollegiate invention and innovation competition that serves as a catalyst for budding student entrepreneurs. This vibrant event brings together the creative minds of Rogue Community College and Southern Oregon University (SOU) to tackle some of the region's most pressing challenges.

### **A Confluence of Innovation**

Once a year, student innovators from RCC and SOU unite in a dynamic convergence of ideas. They form teams, brainstorm solutions and engage in a fast-paced, interactive innovation jam. Guided by the principles of design thinking and mentored by business leaders, innovators and educators from across the state, students dive into the creative process.

### **From Ideation to Reality**

The heart of Innovation Jam lies in the transformation of concepts into actionable solutions. Students

work diligently, crafting innovative ideas and products that have the potential to make an impact. The event culminates in students pitching their visionary concepts, ideas or products, creating a space where innovation takes center stage.

### **Empowering the Next Generation**

Innovation Jam is more than an event. It's a platform that empowers the next generation of entrepreneurs. It encourages students to think outside the box, collaborate and embrace creativity. The event's impact extends beyond the competition, shaping students into future problem solvers and change-makers. It's a celebration of innovation, entrepreneurship and the limitless potential of student ingenuity. It's where ideas take flight, solutions are born and the entrepreneurial spirit thrives.







## Green Zone Training: Innovating Support for Military Students *Empowering Our Heroes for Success*

In a world where educational institutions strive to be more inclusive and supportive, Rogue Community College stands at the forefront with its innovative Green Zone Training program. Originally initiated by Virginia Commonwealth University (VCU) in 2010, the Green Zone Program emerged from the recognition that student veterans needed a deeper understanding and support system throughout the entire campus.

Research from the American Council on Education emphasizes the importance of staff and faculty training programs in making a school military friendly. By dispelling myths and stigmas, Green Zone Training equips RCC's educators to better comprehend and appreciate the growing military population on campus. The program fosters a sense of appreciation and helps military students recognize which faculty and staff have invested more deeply into being military friendly.

The purpose of RCC's Green Zone is to empower military students, create a safe space for all student veterans and active service members, and address potential challenges faced by these individuals as they transition from the base to campus. Faculty and staff also gain insights into resources available to student veterans and active service members, on and off campus.

While more than 100 institutions nationwide offer

Green Zone Training, RCC is the sole provider in the state of Oregon. This unique position has allowed the RCC Military Services department to make presentations at other Oregon community colleges and two state higher education conferences. The department aims to expand its reach to more community colleges by the spring of 2025.

The impact of Green Zone Training is profound. Participants completing the program gain a deep understanding of military students and active service members. They learn about the emotional cycle of deployment, the unique strengths of military students and how to address the effects of post-traumatic stress disorder (PTSD) and traumatic brain injury (TBI). The training equips them to provide vital support and recognizes the value of Military Resource Center services on campus.

Upon completion of the program, participants receive a certificate of completion, a challenge coin and a badge to display in their offices, signifying their status as Green Zone-trained. This recognition is a symbol of RCC's commitment to supporting military students, and a sign to military students and veterans that their academic needs will be met, preparing them for successful graduation and entry into the workforce. With Green Zone Training, RCC is pioneering support for military students in higher education.





FIND  
YOUR  
PATH

APPLIED  
TECHNOLOGY



ART,  
HUMANITIES,  
COMMUNICATION



BUSINESS



HEALTH PROFESSIONS,  
PUBLIC SAFETY



SCIENCE,  
TECHNOLOGY,  
ENGINEERING,  
AND MATH



SOCIAL AND  
BEHAVIORAL SCIENCE,  
EDUCATION



WELCOME

RCC  
Rogue Community College



## Guided Pathways

In 2018, Rogue Community College joined the first cohort of Oregon schools to develop a robust Guided Pathways model and was a state leader in adopting this creative approach. The implementation of the Guided Pathways model at RCC brought about a transformative shift in educational delivery, offering a multitude of benefits that have significantly enhanced students' chances of success.

Through these efforts RCC developed structured, clearly defined academic pathways that provide students with a roadmap to achieve their educational goals. By offering well-defined academic plans and clear program requirements, Guided Pathways has streamlined the student educational journey, reduced confusion and helped students make informed decisions about program options. This clarity simplifies the academic experience and increased the likelihood of on-time degree completion. RCC created the following six pathways to help focus students on their educational journey:

- Health Professions, Public Safety
- Art, Humanities, Communication
- Business
- Social and Behavioral Science, Education
- Science, Technology, Engineering and Math
- Applied Technology

RCC's Guided Pathways model promotes increased engagement between students and academic and career coaches, and fosters personalized support and mentorship. With a focus on early intervention strategies and proactive advising, students receive the guidance they need to stay on track, identify and overcome obstacles and make well-informed choices about their academic and career paths. This personalized approach helps ensure students receive the necessary resources and assistance to address any challenges they encounter along their educational journey.

The Guided Pathways model enhances transparency, communication and enables students to better understand the connection between their coursework and career goals. This connection boosts motivation and engagement, leads to higher retention rates and improved academic performance. As a result, RCC's Guided Pathways model has led to an increase in student success, reduced time to degree completion and improved overall student satisfaction.





# Boosting Hispanic and Latinx Enrollment

In recent years, RCC has demonstrated a remarkable commitment to increasing Hispanic and Latinx student enrollment, resulting in a noteworthy 5% growth in the past six years. Today, 23% of the RCC student body identifies as Hispanic and/or Latinx, reflecting the institution's dedication to diversity and inclusivity. Enrollment growth among this historically underserved demographic far outpaces the population of Jackson and Josephine counties, where Hispanic and/or Latinx residents represent 14.9% and 8.8% of the total, according to the U.S. Census Bureau.

As people of Hispanic heritage emerge as the largest minority population in the United States and in Oregon, the need to accommodate and empower this demographic is becoming increasingly critical. Projections suggest that

by 2060, people of Hispanic ancestry will make up 28.6% of the nation's population, with Oregon's K-12 schools already comprising 24.44% Hispanic students in the 2020-21 academic year.

RCC's innovative strategies have played a pivotal role in driving this surge in Hispanic and Latinx enrollment. Among these groundbreaking initiatives are programmatic efforts that successfully converted an annual \$1,500 grant into facilitating the enrollment of 20-40 Hispanic and Latinx students yearly. The Helping Oregon Latinos Advance (HOLA) summer bridge program has been pivotal in orienting and onboarding Latinx students, creating a nurturing and inclusive college environment for them.

RCC's dedication to supporting Hispanic and





Latinx students extends to securing entrepreneurial funding, convening a Latinx Programming Advisory Committee and creating a dedicated Latinx Outreach staff position. The institution has also restructured hiring practices by establishing bilingual requirements for staff positions, collaborating with community partners for staff selection committees and implementing bilingual marketing and job descriptions for relevant roles. RCC introduced a pay differential bonus for bilingual staff, ensuring that they can effectively assist Latinx and Hispanic students.

Through its innovative and inclusive approach, RCC is actively reshaping the regional landscape of higher education to ensure that Hispanic and Latinx students thrive.







#GoRogue



## Human Resources Chief Selected for National Leadership Program

In 2021, RCC's Chief Human Resources Officer, Jamee Harrington, was one of six human resources professionals selected by the College and University Professional Association for Human Resources (CUPA-HR) to participate in the 2021-22 Emerging CUPA-HR Leaders program.

The year-long program recognizes higher education human resources professionals from across the country who demonstrate exemplary leadership and initiative and desire to play an active role in advancing the profession. Emerging leaders are nominated by CUPA-HR leadership at the regional and national levels, and are selected based on their knowledge, leadership skills, engagement with the organization and demonstrated willingness to advance higher education human resources.

Harrington has served on CUPA-HR's national public policy committee since 2021 and the Western Region Board since 2022. She will start her term as chair-elect of the Western Region Board effective Jan. 1, 2024.



CUPA-HR is an association for human resources professionals in higher education. The organization is headquartered in Knoxville, Tennessee, and serves more than 33,000 human resources professionals and other campus leaders at nearly 2,000 member institutions and organizations.



# InventOR

Rogue Community College students are making waves in the realm of innovation, proving they can change the world, one idea at a time. RCC students participate in the InventOR Collegiate Challenge, and achieve remarkable success in it, year after year.

Their journey to national recognition began with a simple yet profound question: how can they help save the declining worldwide bee population—a critical issue impacting the global ecosystem? Bees, responsible for pollinating two-thirds of the world's crops, have seen their populations dwindle, posing a threat to the food supply. Uriah Barrows, a former RCC student now studying physics and engineering at UC Berkeley, was committed to addressing this problem.

Along with his RCC classmates Nicholas Mantheakis and Tom Close, Barrows founded Mission Franklini and developed a nonintrusive device to track bee populations, prioritizing the study of these pollinators' survival. Their innovation triumphed in the community college category at the 2018 InventOR Collegiate Challenge, a statewide competition encouraging students to identify and solve problems in their communities, with a particular focus on viable business opportunities.

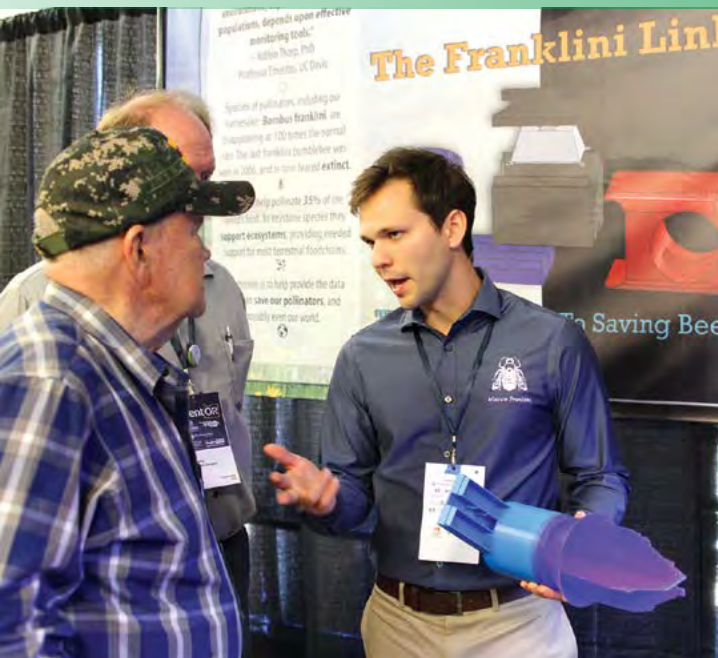
They also received guidance from James “Dusty” Rittenbach, a physics instructor at RCC, who recognized the potential in his students and urged them to participate in the competition. By integrating the creative and business aspects of developing a successful startup, InventOR provided Barrows and his team with the tools and knowledge necessary to make a real impact. Their initiative showcases the possibilities of addressing significant environmental issues through innovative solutions.

But the success of RCC students doesn't end there. Another group of students competed with a groundbreaking invention: a system converting gas-powered vehicles into hydrogen-powered ones. This idea serves as a low-cost means of bringing green energy to cars, an essential step towards reducing carbon emissions. Blake Turner, a student inventor on the team, highlighted the accessibility of their technology, enabling anyone with a gas-powered vehicle to make an eco-friendly conversion.

The recognition of RCC's students in the InventOR competition demonstrates the potential impact of innovation-based businesses on the local and state







economy. Invention-inspired enterprises, nurtured by programs like InventOR, have the power to drive economic growth in Oregon.

Cesar Navarrete, an RCC mechanical engineering student, also carried the torch of RCC success by winning the community college division of the InventOR Collegiate Challenge. Navarrete's invention, the ExoHand, is an exoskeletal hand designed to assist workers in various industries with jobs that require significant grip strength. This award-winning innovation reflects the ingenuity and creative problem-solving skills developed at RCC. Navarrete plans to continue his education and pursue a career in designing robotic solutions.

Furthermore, in 2019, a team of five RCC math and

engineering students, operating under the name Printed Pet Prosthetics, claimed the title of Best Community College Team in the InventOR Collegiate Challenge. By utilizing 3D printing technology, they developed prosthetic legs for dogs. Their mission aimed to address the lack of affordable prosthetics for pets that have lost a leg, allowing them to enjoy better mobility. This initiative exemplifies the human-animal bond and showcases RCC's commitment to innovation with a purpose.

RCC students are participating in the InventOR Collegiate Challenge, and achieving remarkable success in it, year after year. Through their diverse inventions, they are setting a high standard for innovation that positively impacts the community and the world at large.







## Small Business Development Center

The Rogue Community College Small Business Development Center (SBDC) is renowned for innovations and outstanding performance—regularly placing in the top five among 20 SBDCs in Oregon. This is remarkable, as many of the state’s centers are in highly populated metro areas, and RCC’s SBDC is in rural Southern Oregon.

Supporting RCC’s Wildly Important Goal of Building Community, the center supports up to 600 small businesses every year through outreach and confidential advising and training programs led by part-time RCC faculty.

New business starts, the creation of new jobs, the formation of capital investments and increased annual sales of rural small businesses demonstrate that RCC is driving and strengthening the economy of Southern Oregon.

In 2023, RCC SBDC client Clouser Drilling was named Oregon’s statewide Family-Owned Small Business of the Year by the Small Business Administration.

RCC SBDC’s part-time faculty have mentored the business since 2006 and the company has grown to the largest well-drilling business in Oregon, now with third-generation leadership and continued connection with SBDC faculty advisers.

RCC SBDC’s satellite offices also offer outreach and mentoring services to rural and underserved small businesses. A state-of-the-art commercial kitchen with expert advisers helps fledgling food product makers emerge from start-up to packaging, sales and distribution in new markets. Partners RCC, SBDC, Josephine County and Southern Oregon Boys and Girls clubs make this program possible.

Another inventive program includes outreach and support in teaching the construction industry how to start a business. This high-demand program includes bi-lingual advising. The construction industry represents the highest number of businesses in Josephine County and has an increasing number of owner-operators from diverse backgrounds.





# RCC Students Achieve National Recognition

## *Celebrating Success Stories from 2022*

In 2022, Rogue Community College celebrated the achievements of two exceptional students. Megan Capp and Devin Ireland, proud RCC students, were honored with prestigious awards signifying their extraordinary commitment to academic excellence and community leadership. Their journey is a testament to their own hard work and it reflects RCC's mission of academic excellence and innovation.

Capp, a standout in the field of manufacturing, secured her place among the elite 2022 All-USA Academic Team. This impressive distinction, coordinated through the national Phi Theta Kappa Honor Society, brought Capp a \$5,000 scholarship. Emerging victorious from a highly competitive selection process that involved 2,200 nominees nationwide, Capp exemplifies the pinnacle of academic achievement.

The All-USA program is celebrated as the highest

academic accolade for students in associate degree-granting institutions. It extends recognition for academic prowess as well as for leadership qualities and community contributions. Capp's commitment to self-improvement and her dedication to enriching her school and community exemplify RCC's core values. Her innovative thinking and entrepreneurial aspirations have established her as a role model for ambitious students, demonstrating the boundless opportunities that await.

Capp acknowledged the pivotal role of her RCC instructors and dean in paving the way for her success. According to former Dean of Science & Applied Technology Kimberly Freeze, Capp embodies resilience and an unyielding positive attitude. Her innovative approach to problem-solving and creative thinking positions her as an exceptional student, representing RCC's commitment to nurturing pioneering talents.



PHI THETA KAPPA  
HONOR SOCIETY



***"This scholarship means a tremendous amount to me and my family because it allows me to continue my journey exploring the possibilities of automation and design."***



Ireland, a distinguished scholar-athlete with a passion for academics and volleyball, was honored as a 2022 Coca-Cola Academic Team Bronze Scholar, also through Phi Theta Kappa. The accolade came with a \$1,000 scholarship, underscoring her multifaceted excellence.

Ireland transferred to Texas A&M University to pursue business studies. Her selection was based on her outstanding academic performance, leadership and engagement in college and community service. Her recognition as a scholar-athlete is a testament to her dedication, highlighting that hard work, time and effort can be rewarded.

Capp and Ireland's outstanding achievements from 2022 showcase the excellence of these students and underscore RCC's commitment to supporting broad student interests. Their success stories are a source of inspiration, emphasizing that RCC is dedicated to shaping students who can reach remarkable heights.



## RCC Leaders Recognized at State Level for Commitment to Workforce Innovation

In 2019, Rogue Community College achieved a significant milestone by being bestowed with the prestigious Workforce Champion Award from the Oregon Workforce Partnership, recognition of the institution's commitment to advancing workforce development in Southern Oregon. The award specifically recognized the outstanding contributions and visionary leadership of RCC's Vice President of Student Learning and Success Juliet Long and then Assistant Director of Continuing Education & Workforce Development Lynn Black.

Long and Black earned the title of Workforce Champions for their groundbreaking initiatives, particularly in the establishment of Career Technical Education (CTE) programs at RCC through effective collaboration with local industries. This thoughtful duo played a pivotal role in bridging the divide between non-credit community education programs

and for-credit instructional programs, introducing forward-looking educational methods that set a new standard. Their visionary approach underscored the importance of cross-departmental collaboration, responsiveness to industry demands and the power of partnership in shaping effective educational strategies.

The collaborative efforts of Long and Black in 2019 marked a pivotal point for RCC and, by extension, the landscape of workforce development in Oregon. Their recognition as Workforce Champions serves as a resounding acknowledgment of their pioneering leadership and the innovative advancements they brought to the field, highlighting their lasting impact on education and industry collaboration.







### League for Innovation Award

In 2018, Rogue Community College made significant strides in obtaining and using innovative technologies that directly benefitted its Emergency Services students. With a focus on preparing these students for their critical roles as paramedics and emergency medical technicians, RCC introduced simulation exercises as part of their training regimen.

Simulation exercises offer a lifelike learning environment for students, challenging them to practice their emergency response skills and critical thinking. These exercises ensure that graduates are fully prepared to handle real-life emergencies. Given that many ambulance crews consist of just one paramedic and one EMT, these students must be equipped to take the lead in emergencies.

To enhance the learning experience, RCC introduced a new tool in the fall of 2017, allowing students to review video footage of their performance during simulation exercises. Then RCC Chair of Emergency Medical Services Gary Heigel emphasized the significance of debriefing and the learning that occurs during post-simulation discussions.

The introduction of video feedback was a pivotal development as it enabled students to self-evaluate and refine their performance. However, incorporating

video feedback into the curriculum presented challenges, especially concerning time and privacy issues.

To address these challenges, Heigel spearheaded the adoption of a turnkey system by Interact Solutions. This system provided students and instructors with an app to capture and process video within a secure, web-based portal. The videos cannot be downloaded or shared on social media, ensuring compliance with student privacy regulations.

Heigel's remarkable initiative in implementing this technology earned him RCC's 2018 Innovation Award, recognizing his leadership, out-of-the-box thinking, replicability, project affordability and impact. Moreover, he received the John and Suanne Roueche Excellence Award from the League for Innovation in the Community College, further acknowledging his contributions.

The adoption of innovative technology demonstrates RCC's commitment to enhancing the learning experience for students across diverse programs, making it a valuable addition to the college's educational landscape.











Rogue Community College

2023 INNOVATION REPORT