2015 – 2019
STRATEGIC PLAN

Adopted – June 16, 2015
RCC Board of Education
Mission
Rogue Community College provides quality education to help learners achieve their goals and to support the social, civic, cultural, and economic vitality of our diverse community.

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

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

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

- **Excellence** motivates our every act and inspires our dedication to service.
- **Integrity** inspires us toward strong ethical principles and accountability.
- **Respect** nurtures an environment that treats individuals and ideas fairly and with dignity and compassion.
- **Innovation** promotes an agile, responsive culture to creatively address the emerging needs of our region.
- **Stewardship** commits us to responsible and resourceful guardianship of community resources and sustainable practices.

Core Themes
1. Promote Student Access and Success
2. Advance Student Learning
3. Strengthen Our Diverse Communities
4. Model Stewardship
RCC will increase student enrollment and retention by targeting programs and services that reflect the needs and diversity of the region.

Core Theme: 1

Objective A.1: Increase the relevancy of RCC education for each student. Connect students to their purpose for attending RCC by focusing on the educational goal(s) of each student.

Four-Year Intended Outcomes:

a. Marketing messages delivered as part of a strategic communication plan explicitly show parallels between individual preferences for work environments and the work environments represented by RCC programs.

b. Enrollment targets will be identified for each academic term.

c. Expand the TRiO/Student Support Services (SSS) grant to Jackson County for eligible participants to increase retention, maintain academic progress, graduate within four years, and ensure transfer to a university.

Core Theme: 1

Objective A.2: Increase the relevancy of courses and effectiveness of services to improve student outcomes and students’ sense of belonging within the college community.

Four-Year Intended Outcomes:

a. Increase the rate of persistence through Career Guidance (CG) 100 intervention.

b. Conduct a diversity climate study to better inform staff of Diversity Programming Board (DPB) programming selections.

c. Improve the effectiveness of the early alert system.

d. Increase advising availability and update content.
RCC students will persist toward and complete their stated goals.

Core Themes: 2 and 4

Objective B.1: Manage resources and staffing to foster expansion in high demand/high “opportunity” programs and fields of study.

Four-Year Intended Outcomes:
   a. Co-locate health sciences and career tech programs at TRC.
   b. Implement an entrepreneurial model for piloting new programs, including a vetting process.
   c. Expand articulations in Science, Technology, Engineering and Math (STEM), Career and Technical Education (CTE), and health programs.
   d. Increase linkages between CTE program students and supports (like Small Business Development Center) for potential small business development so that 25 CTE students per year will access SBDC services upon program completion.
   e. Ensure post Trade Adjustment Assistance and Community College Career Training (TAACCCT) grant sustainability of health science and health care programs.

Core Themes: 1 and 2

Objective B.2: Increase the academic achievement and transition-to-credit success of first-generation, full-time students starting in Adult Basic Skills (ABS) or Developmental Education (DE) courses.

Four-Year Intended Outcomes:
   a. Work with Student Services to develop a model “front door system” for incoming students.
   b. Increase completion of 15 college-level credits among students transitioning from pre-college-level in DE and ABS.

Core Themes: 1 and 2

Objective B.3: Expand and refine Accelerated College opportunities for the region’s pre-diploma students.

Four-Year Intended Outcomes:
   a. Increase the number of credits completed by pre-diploma students by 20%.
   b. Increase the number of in-district high school students that start a pathway pre-diploma and finish the pathway at RCC by 15%.

Core Theme: 2

Objective B.4: Assess and adjust course, program and institutional learning outcomes to improve student success, persistence, and completion.
Four-Year Intended Outcomes:
   Assess and refine the following:
   a. Course Learning Outcomes
   b. Program Learning Outcomes
   c. Institutional Learning Outcomes

RCC will maintain affordability for students and invest in innovation to support the long-term stability of the College.

Core Theme: 4

Objective C.1: Take a “Right Balance” approach in resource allocations.

Four-Year Intended Outcomes:
   Achieve optimum allocation levels for:
   a. Average class size
   b. Space utilization
   c. Revenue-generating activity and non-revenue generating activity
   d. Support staff/resources and instructional staff/resources

Core Theme: 4

Objective C.2 - Student Costs: Develop a model of predictable and objective changes to student charges.

Four-Year Intended Outcomes:
   a. Develop and implement a consistent and rational student charge model.

Core Theme: 4

Objective C.3 - Student Financial Assistance: Work collaboratively with the RCC Foundation to provide financial assistance to students ineligible for financial aid programs.

Four-Year Intended Outcomes:
   a. Broaden efforts to make financial resources available to all RCC students.

Core Theme: 4

Objective C.4 - Entrepreneurship: Allocate 1.5% of General Fund expenditures to explore and adopt new and expanded initiatives including (a) new/substantively changed instructional programs; (b) renewable/sustainable energy innovations; and (c) updated service delivery.

Four-Year Intended Outcomes:
   a. Make available 1.5% of total General Fund expenditures, not including reserves and other unallocated amounts, for new and expanded initiatives.

Core Theme: 4
**Objective C.5 - Capital Funding:** Establish a sustainable and affordable borrowing strategy that will provide a fresh influx of capital dollars every ten years.

Four-Year Intended Outcomes:
   a. Pass recurring bond levies to provide RCC with ongoing capital funds.

**Objective C.6 - Energy Sustainability:** Utilize Energy Trust of Oregon and other available resources to reduce the consumption of electricity and natural gas.

Four-Year Intended Outcomes:
   a. Implement a Strategic Energy Management plan for heating, ventilation, and air conditioning at all three campuses.
   b. Implement a solar energy plant at Redwood Campus (RWC).
   c. Utilize a capital project incentive funding program for all campuses/sites.

**Objective D.1:** Expand health science and health care program delivery through a new or remodeled facility and updating and remodeling current science classrooms and labs.

Four-Year Intended Outcomes:
   a. Complete expansion plans and initiate construction and renovation of health science and health care programs, and classrooms, labs and potential new facility by 2019/20.

**Objective D.2:** Successfully open and operate a Technology Center at Table Rock Campus (TRC).

Four-Year Intended Outcomes:
   a. Complete the new Tech Center at TRC by spring 2019.

**Objective D.3:** Develop a new and innovative plan(s) and process(es) for ensuring the physical infrastructure (facilities and human resources) and technical infrastructure (systems) are accessible, safe, secure, and sufficient in quantity and quality to ensure healthy learning and working environments.

Four-Year Intended Outcomes:
   a. Establish a proactive and effective Risk Management Committee.
b. Conduct regularly scheduled security risk assessments.
c. Hold effective and on-going employee safety and security training programs.
d. Prepare a fully developed safety and security policies and procedures.

Core Themes: 1, 2, 3 and 4

Objective D.4: Develop a system that motivates and rewards innovative ideas.

Four-Year Intended Outcomes:

a. Develop and maintain a culture that values, motivates, and acknowledges innovative ideas and practices as demonstrated by improvements in morale and in the RCC’s public image.
b. Implement innovative ideas and practices.

Core Themes: 1, 2, 3 and 4

Objective D.5: Ensure College electronic resources such as online admissions, registration, and website are reliable, relevant, functional, easy to use, and updated regularly.

Four-Year Intended Outcomes:

a. Make registration process mobile friendly.
b. Make all videos with closed captioning.
c. Repair all broken links, Search Engine Optimization, Americans with Disabilities compliance issues and typographical errors site-wide.

Core Theme: 4

Objective D.6: Strategically recruit, develop, and retain human resources for the 21st Century, including succession planning.

Four-Year Intended Outcomes:

a. Establish successful recruiting and retention practices as demonstrated by quality of applicant pool, time needed to fill positions, and turnover statistics.
b. Achieve 90% employee satisfaction as measured by employee surveys and exit interviews.
c. Ensure that professional development programs focus on innovation.

GOAL E

RCC will engage its many internal and external communities in charting the future of the College.

Core Themes: 1, 2, 3 and 4

Objective E.1: Contract with a consultant to develop, initiate and complete a Community Engagement Plan.

Four-Year Intended Outcomes:

a. Complete a comprehensive community engagement process in collaboration with a contracted consultant and the Board of Education.
b. Utilize results, recommendations, and commendations from engagement process to develop an action plan(s) and incorporate it into a new four-year strategic plan and 50-year anniversary plans and announcements in 2020.

Core Themes: 1, 2, 3 and 4

**Objective E.2:** Collaborate with the RCC Foundation in fund raising and relationship building to develop new health science and health care facilities and new programming.

Four-Year Intended Outcomes:
   a. Raise 100% of the $8 million dollar match from the state for funding expansion of health science and health care programs and infrastructure by spring 2017.

Core Themes: 1, 2, 3 and 4

**Objective E.3:** Collaborate with RCC Foundation in fund raising and relationship building to develop a new Technology Center and programming.

Four-Year Intended Outcomes:
   a. Raise remaining $850,000 to operationalize the Technology Center by 2016/17.
   b. Develop new curricular options.

Core Themes: 1, 2, 3 and 4

**Objective E.4:** Collaborate with RCC Foundation in fund raising and relationship building to develop new scholarships and endowments.

Four-Year Intended Outcomes:
   a. Increase scholarship and endowment funds by at least 10%.

Core Theme: 4

**Objective E.5:** DPB will expand its mission to focus on increasing employees’ awareness and understanding of various backgrounds, cultural differences, and worldviews through 1-3 new educational activities.

Four-Year Intended Outcomes:
   a. Implement 1-3 new programming ideas based on research and findings.

Core Themes: 1, 2, 3 and 4

**Objective E.6:** Strengthen legislative connections to increase awareness of and support for community colleges.

Four-Year Intended Outcomes:
   a. Strengthening connections to state legislators results in proactive support for community college funding.
   b. Secure adequate funding and take appropriate position (in coordination with the Oregon Community College Association) on legislative issues affecting community colleges.