

# Strategic Planning Goals 2016-2020

## *Increased Accessibility*

### **Student Success**

**Goal 1:** *Increase Ranken enrollment in majors with job availability and customer demand to 3000 students by 2020.*

#### **Objectives:**

- a. Create and implement a master recruiting plan.
  - i. By May 2016, the Recruitment Subcommittee will research and develop an annual recruitment plan for President's staff approval and funding.
  - ii. By Dec. 2016, the recruiting plan will be implemented with a periodic recruitment report submitted to the president's staff.
  - iii. By Jan. 2017, annual reviews of the retention plan be implemented.
  
- b. Examine each program and institutional process and remove obstacles that preclude student enrollment.
  - i. By May 2016, establish a counselor resource that will work with individual students to identify social, economic, and academic barriers that preclude entry into Ranken and develop individual education plans (IEP) that would provide access to the college.
  - ii. By Aug. 2016, continue to identify and redevelop the course sequence of at least one technical curriculum so that new students may start the curriculum in any semester of the academic year.
  - iii. By May 2017, additional resources/solutions will be implemented to eliminate non-educational barriers for student enrollment such as transportation, housing, and meals.
  
- c. Research and increase the utilization of technology and/or social media in the recruitment and marketing for Ranken.
  - i. By Mar. 2016, the President's staff will identify a marketing firm to assist in providing assistance in the development and implementation of a unified recruitment plan for Ranken.
  - ii. By May 2016, the Recruitment subcommittee will provide recommendations to the President's staff for integration of new and existing technologies into the recruiting process.

**Goal 2:** *Increase student retention/persistence by 10% in majors that have historically shown lower rates.*

**Objectives:**

- a. Create and implement a master retention plan and oversight process.
  - i. By Mar. 2016, the Retention Subcommittee will research and develop a retention plan for approval for President's staff and funding.
  - ii. By Jun. 2016, a retention plan will be submitted to the President's staff for approval and funding.
  - iii. By Sep. 2016, the retention plan will be implemented and reviewed annually.
- b. Examine each program and institutional process and remove obstacles that preclude student retention.
  - i. By Aug. 2016, the Student Success Center should have a plan of action to increase tutoring, mentoring, and reduce academic failure rates by 10%.
  - ii. By Aug 2017, the Dean of Student Success will have implemented processes that will assist students in overcoming non-academic barriers such as transportation, housing, and meals in order to pursue their education.

**Goal 3:** *Develop and expand student pipeline development activities by 25% by 2020.*

**Objectives:**

- a. Review current activities for quality improvement/upgrades.
  - i. By Jul. 2017, review and implement at least two outreach activities that promote pipeline development for potential students in technical occupations.
- b. Further expand pipeline development activities to satellite sites.
  - i. By Jul. 2016, begin providing one (1) additional camp each summer at each Ranken satellite site.
  - ii. By Jul. 2017, identify and partner with a state organization to provide Summer Academies at a site other than Ranken Technical College.
- c. Increase overall participation in pipeline activities by 25%.
  - i. By Aug. 2017, identify and implement at least two new outreach activities annually that promote pipeline development for potential students in technical occupations.

## **Campus Community**

**Goal 1:** *Provide increased student access and affordability to all perspective Ranken students by reducing cost of attendance to students by 15% by 2020.*

### **Objectives:**

- a. Identify potential cost saving measures in budgeting and operational processes that may be passed on to the students.
  - i. By Jul. 2016, a committee will review all student costs and recommend cost savings measures to reduce student costs by 2% per year over the next five (5) years.
  - ii. By Jul. 2016, a committee will review and recommend operational cost savings procedures to reduce operational expenditures by 1% per year over the next five (5) years.
  - iii. Review annually and provide additional recommendations as needed.
  
- b. Generate increased revenue from sources other than student tuition and fees.
  - I. By May 2016, develop and have board approval for a capital campaign providing sufficient funds to assist in reducing student costs over the five (5) year period.
  - II. By Dec. 2017, identify/receive 90% of the funding goals established by the capital campaign.
  - III. By Aug. 2016, establish and implement plans to increase industrial training and microenterprise production/revenue by 10% per year.
  - IV. By Dec. 2016, identify and apply for two major grants in support of increased student accessibility.
  - V. Review annually and provide additional recommendations as needed.

**Goal 2:** *Provide necessary expansion, infrastructure, and capital improvements to support continued growth at Ranken.*

### **Objectives:**

- a. Create and implement a process to identify and complete a facility improvement plan for Ranken.
  - i. By May 2016, review and establish annual capital projects requirements for Ranken sites.

- ii. By May 2017, develop long term maintenance plans for each building and incorporate recommendations into appropriate budget cycle.
- b. Develop and implement plans for two (2) additional satellite sites.
  - i. By May, Sep 2016, review pending satellite proposal and make recommendations to College Board for possible expansion. Execute accordingly.
  - ii. Review annually and provide additional recommendations as necessary.
- c. Improve and increase the level of technology utilization at Ranken.
  - i. By May 2016, have campus-wide technology committee to review and recommend the improvement of electronic communications, including hardware and software procurement and implementation.
  - ii. By Aug. 2016, develop and deliver employee training to improve utilization of existing technology.

## **Academics**

**Goal 1:** *Develop an instructor retention plan that will entice 90% of current instructors to remain at Ranken while developing teacher credentials.*

### **Objectives:**

- a. Create a faculty advisory committee consisting of instructors to provide recommendations for recruitment, training, and retention of faculty.
  - i. By Feb. 2016, form an advisory committee of instructors from various departments. Committee members should not include department /assistant department heads.
  - ii. By Aug. 2016, committee should submit formal recommendations for recruitment, training, and retention to the President's staff for review and action.
  - iii. Review annually and provide additional recommendations as needed.
- b. Design and implement a plan to retain 90% of our staff and faculty at Ranken Technical College.
  - i. By Aug. 2016, develop and implement an internal communications strategy to increase employee awareness and engagement throughout the College.
  - ii. By Aug. 2017, develop and implement a leadership program designed to provide internal promotion opportunities for current faculty and staff.
  - iii. By Jul. 2017, develop and implement additional incentives to improve employee retention and the workplace environment.

- iv. Review annually and provide additional recommendations as needed.

**Goal 2:** *Establish new educational offerings and validate existing offerings to ensure that instruction continues to meet the mission of the College and needs of the region.*

**Objectives:**

- a. Promote the widespread dissemination and adoption of best practices in instruction and classroom management across all academic programs.
  - i. By Mar. 2016, research and perform at least two external site visits to high performing career and technical education schools to identify best practices that can be replicated at Ranken Technical College.
  - ii. By Mar. 2016, use Ranken instructor and student performance data and classroom observations to identify best practices in instruction and classroom.
  - iii. By Jun. 2016, develop and implement additional training for both new and current instructors based upon identified best practices.
- b. Create at least four (4) new programs, certificate, associate degree, and/or bachelor degree over the next five (5) years.
  - i. By Aug. 2016, develop a process to identify and validate emerging career fields that provide technical careers in the 21st century workforce.
  - ii. By Apr. 2016, develop and present a recommendation for one new program including budget, facility, equipment, personnel, student enrollment, and job placement projections.
  - iii. By Aug. 2016, pending approval and funding, provide logistics and administration to implement first new program.

**Goal 3:** *Continue to develop and expand non-traditional recruitment pathways.*

**Objectives:**

- a. Increase the number of schools and students participating in dual enrollment by 100% over the next five (5) years.
  - i. By Jun. 2016, work with the regional secondary high schools to develop and implement a plan to increase participation by 100% over the next five (5) years.
  - ii. By Jun. 2017, secure additional funding sources to mitigate the secondary schools' and Ranken's cost for dual enrollment.

- iii. By Jun. 2017, provide credit-by-assessments to secondary school partners.
  - iv. By Jun. 2018, develop and implement common learning objectives for high school students to directly articulate to Ranken Technical College.
  - v. By Jun. 2019, develop and implement a secondary/post-secondary pathway that will allow high school students to essentially complete a post-secondary course of studies while still in high school.
- b. Identify at least one female friendly technical degree program.
- i. By Aug. 2016, the Dean of Academic Affairs will have identified a high growth technical career field conducive to female enrollment.
  - ii. By Dec. 2017, curriculum, infrastructure and approvals will be in place to begin recruiting first class for fall 2018.
- c. Increase microenterprise/work-based learning sequence using the Ranken instructional model.
- i. By Dec. 2016, annually identify and implement two new microenterprises annually supportive of an integrated work-based curriculum.
  - ii. By Dec. 2016, annually identify and recruit two new industries annually utilizing the Ranken apprenticeship model to provide "real work" experience in the instruction.
- d. Increase workforce development industry support/interaction/relationships by 100%.
- i. By Jul. 2016, develop and implement a workforce development plan including marketing and instructional support.
  - ii. By Dec. 2017, provide annual reports and recommendations for continuous improvements.