

Strategic Plan (2021 - 2025) - Building the 21st Century Workforce

Student Access

Recruitment and Marketing

Goal 1: Provide the information and resources to increase enrollment by 5% per year for 5 years across all Ranken locations to meet industry demand and to build an inclusive student body.

- A. Perform Market research on targeted areas to attract a more diversified pool of student candidates.
 - 1) By November 2021, conduct market research on women in technical trades with an outside consultant focusing on opportunities, barriers, and perception.
 - 2) By November 2021, conduct market research on underrepresented populations including LGBTQ+ in technical trades with an outside consultant, focusing on opportunities, barriers, and perception.
 - 3) By December 2021, share market research information with Administration and Shared Governance Committees.

- B. Based upon the marketing research, create, and implement a Marketing Plan.
 - 1) By February 2022, develop a marketing plan, based on marketing research, along with our marketing consultants and stakeholders of the college. Focus areas will include underrepresented populations and female recruiting efforts.
 - 2) By March 2022, develop overall messaging about the value of technical education and communication with parents and influencers.
 - 3) By March 2022, have the marketing plan reviewed by the Administration before implementation for Summer and Fall Semesters.

- C. Identify barriers to entrance and success for the targeted areas at Ranken Technical College.
 - 1) By October 2021, conduct a female focus group with alumni and nonmatriculated students to determine barriers and perception of resources available.
 - 2) By October 2021, conduct an "underrepresented populations" focus group with alumni and nonmatriculated students to determine barriers and perception of resources available.
 - 3) By November 2021, review findings with shared governance committees.
 - 4) By January 2022, review and simplify the application process for all perspective students.
 - 5) By January 2022, develop and implement a plan of action based upon input.

- D. Develop a Social Media plan along with other web properties for recruits, influencers, students, and alumni to provide information to all groups.
 - 1) By February 2022, develop and implement a social media strategy in conjunction with the marketing plan.
 - 2) By April 2022, develop a social media calendar for scheduled updates.

Increased Affordability

Goal 2: Reduce direct student cost by at least 3% per year for students to attract and build a diverse student body and increase affordability for all potential students.

- A. Identify student financial support systems that allow students to attend Ranken with minimal long-term debt.
 - 1) By January 2022 (and each succeeding year), identify and apply for one major grant specifically aimed to reduce student cost.
 - 2) By January 2022, (and each succeeding year) identify and implement one paid work-based learning program (microenterprise or apprenticeship) which provides a minimum of 50% of the annual educational cost at Ranken Technical College.
 - 3) By February 2022, develop and implement a funding strategy to increase direct scholarship support to students.
 - 4) By June 2022 (and each succeeding year) expand and fund Learn 2 Earn scholarship participation for local students by 10% per year.

- B. Engage and build a strong alumni organization to assist in fundraising and recruiting.
 - 1) By March 2022, develop a plan to build a strong alumni network
 - 2) By May 2022, once developed, use the network for fundraising and recruiting.

- C. Identify potential cost-saving measures in budgeting and operational processes that may be passed on to the students.
 - 1) By October 2021, a committee will review all student costs and recommend cost-savings measures to reduce student costs by 2% per year over the next five years.
 - 2) By February 2022, a committee will review and recommend operational cost savings procedures to reduce operational expenditures by 1% per year over the next five years.
 - 3) On an ongoing basis, review annually and provide additional recommendations as needed.

Community, physical and human assets

Goal 3: Increase infrastructure, community engagement, interactions, and communications by 10% per year to achieve strategic goals.

- A. Develop and implement a recruitment program focusing on holistic support for students from a low-income background in the St Louis area.
 - 1) By May 2022, identify funding sources for tuition, room and board, and career launch funding for 100 individuals from low-income backgrounds located in Greater St Louis area.
 - 2) By May 2022, identify internal resources for support and success of the cohort.
 - 3) By August 2022, develop a monitoring and continuous feedback system for student progress.

- B. Develop a recruitment strategy to continue to provide a more diverse and inclusive Ranken workforce.
 - 1) By October 2021, develop an expanded and enhanced recruitment plan specifically tailored to attract more minority faculty and staff applicants.
 - 2) By October 2021, review the HR office's resources to ensure our ability to implement the plan.
 - 3) By January 2022, implement the new recruitment strategy.

- C. Improve and increase the level of technology and utilization at Ranken.
 - 1) By January 2022, form a campus-wide technology committee to review and recommend improvements and uses of technology, including online learning, reporting, communication, hardware, and software procurement and implementation.
 - 2) On an ongoing basis, continue to develop and deliver employee training to improve utilization of updated technology including reporting.

Quality of Education

Faculty-Recruitment & Recognition / Professional Growth & Development/ Retention

Goal 1: Continue to ensure the highest quality of instruction to meet the mission of the College and needs of the region by recruiting, training, and retaining 90% of the faculty.

- A. Design, develop, and implement individual instructor "growth & development" plans.
 - 1) By September 2021, form an advisory committee.
 - 2) By January 2022, develop and implement personalized faculty/instructor growth & development plan.
 - 3) Provide support/training and track plans in conjunction with annual evaluations.
- B. Ensure all instruction is aligned with, and meeting industry needs by ensuring that 100% of all training departments and programs are associated with a specific industry recognized credential.
 - 1) By August 2021, identify any program that lacks an industry recognized credential.
 - 2) By January 2022, create an action plan for each program needing a credential.
 - 3) By August 2024, achieve 100% credentialing.
- C. Make certain all students are trained in the appropriate environmental, health, safety and sustainability standards and practices that align with industry expectations.
 - 1) By September 2021, review existing training in each program.
 - 2) By January 2022, identify any program that lacks training compared to industry expectations.
 - 3) By April 2022, create an action plan for each program needing additional training.
- D. Employ new educational delivery methods that allow for a more inclusive training environment.
 - 1) By September 2021, identify two programs to implement the Direct-Assessment educational teaching approach.
 - 2) By January of 2022, use the ADDIE Model to design one new direct assessment program. (Analysis, Design, Development, Implementation, and Evaluation)
 - 3) By August of 2022, implement new direct assessment program.

Diversity / Equity / Inclusion

Goal 2: Create a welcoming culture of inclusion and cultural sensitivity at the institutional, personal, and instructional levels by decreasing the diversity gap (ethnicity and gender) between faculty and student populations by five percentage points per year.

- A. In direct support of individual development plans, implement at least three training opportunities to employees on various aspects of diversity and inclusion each academic year.
 - 1) By October 2021, research diversity/equity/inclusion training programs to identify two new options to offer.
 - 2) By February 2022, blend two new diversity/equity/inclusion training options into faculty development sessions.
- B. Develop a faculty pool that is more representative of the student population.
 - 1) By March 2022, design, develop, and implement a targeted recruitment plan that incorporates an Underrepresented Faculty Fellowship program that identifies underrepresented students that demonstrate potential of becoming high performing instructors. The program will provide financial and academic support as well as planned career development leading to Full Time employment as a member of the Ranken faculty.
 - 2) By January 2023, an enhanced faculty recruitment plan will be designed and implemented that specifically addresses targeting underrepresented populations.

Alternative Instructional Pathways

Goal 3: Within five years, at least 25% of the student population will be achieving career goals by other than traditional pathways.

- A. Identify and implement programs that effectively target underrepresented populations.
 - 1) By September of 2021, research and select program areas.
 - 2) By November of 2021, use the ADDIE model to design the programs.
 - 3) By January of 2022, implement one new program.
 - 4) By August of 2022, implement the second new program.

- B. Increase workforce training revenue by 100%
 - 1) By August of 2021, research areas of potential growth regarding workforce development.
 - 2) By January of 2022, develop plan to increase revenue from workforce development.
 - 3) By August of 2022, implement the workforce development plan.

- C. 80% of training programs will be implemented using a work-based learning approach.
 - 1) By August of 2021, identify two new programs to incorporate the work-based learning approach.
 - 2) By January of 2022, design the programs to incorporate a real work experience.
 - 3) By September of 2022, implement the new programs.

- D. Over the next five years, partner with at least two secondary educational institutions to create and implement early college partnerships.
 - 1) By January of 2022, identify two new secondary partners.
 - 2) By August of 2022, design the partnerships to fit the secondary partners.
 - 3) By September of 2023, implement the new programs.

- E. Develop at least three pre-apprenticeship pathways that specifically address out of school participants. The pathways will include integrated work-based learning and flexible/rolling starts.
 - 1) By January of 2022, identify employers for the pathways.
 - 2) By August of 2022, design the pathways.
 - 3) By September of 2023, implement the new programs.

- F. Identify at least three high demand industry certifications which can be obtained via a combination of online training and on the job training.
 - 1) By January of 2022, identify the industry certifications.
 - 2) By August of 2022, design the training process.
 - 3) By September of 2023, implement the new programs.

Student Success

Diversity / Equity / Inclusion

Goal 1: Increase campus diversity by two percentage points per year by cultivating a welcoming and supportive culture which values individuals and their unique experiences by strengthening students' sense of belonging (starting at orientation and continuing throughout their learning journey).

- A. Develop at least two pre-arrival and two post-arrival tactics to create an engaging and inclusive environment for students.
 - 1) By September 2021, develop and pilot distance and onsite milestones to mark student engagement.

- B. Track the discontinuation process and inform retention practices.
 - 1) By May 2022, implement a plan which tracks the discontinuation and informs retention practices.
 - 2) Develop and implement corrective measures to encourage retention.

- C. Develop an inclusion-rich calendar of events/opportunities for student participation.
 - 1) By January 2022, implement monthly employer/student networking opportunities.
 - 2) By August 2022, implement the calendar as part of the student handbook.

- D. Identify and develop at least one direct partnership a year with established local community support groups to enhance recruitment, support, retention, and placement for underrepresented populations.

Student Retention

Goal 2: Increase student retention/persistence by three percentage points per year.

- A. Use data and analytics to develop and implement targeted interventions and outreach for first semester students, especially first generation, low socioeconomic and underserved populations.
 - 1) By May of 2021, identify programs with high first semester attrition rates.
 - 2) By August 2021, develop and implement at least two targeted strategies to reduce attrition.
 - 3) By May of 2022, plan and implement a student feedback process designed to shape instruction and student learning.

- B. Use simple customer satisfaction survey to gauge student satisfaction and expectations.
 - 1) By August 2021, identify satisfaction survey with tracking and reporting capabilities.
 - 2) By January 2022, pilot satisfaction survey with new students.
 - 3) By August 2022, completely implement the new survey.

- C. Utilize Inside Ranken Usage Statistics to trigger alerts within the Retention Management Module.
 - 1) By August 2021, generate new category of predictive alerts.

- D. Use data from the Climate Survey to inform training and learning opportunities around diversity, equity, and inclusion.
 - 1) By May 2021, develop diversity and inclusion components for new and returning students.

- E. In direct support of the Student Success staff (and in collaboration with the Vice President for Education) each student will be assigned a "faculty advisor/ mentor" to ensure communications and support throughout a student's academic career at Ranken
 - 1) By August 2021, a faculty advisor/mentor program will be developed including specific engagements/communication.
 - 2) By December 2021, initial participating faculty will receive training.
 - 3) By January 2022, a specified cohort of students will be identified and assigned faculty mentors.
 - 4) By June 2022, cohort 1st semester results will be evaluated for possible concept expansion for Academic year 2022-2023