Rockingham
COMMUNITY COLLEGE

2019-2023
Strategic Plan

START LOCAL. GO FAR.

MISSION

The mission of Rockingham Community College is to enhance individual and community success in Rockingham County through education, full development of human potential, employment assistance, service to business and industry, and contributions to cultural and social development.

VISION

The vision of Rockingham Community College is to be the catalyst for educational innovation, economic growth, and enhanced quality of life in our community.

"The only valid philosophy for North Carolina is the philosophy of total education;
a belief in the incomparable worth of all human beings,
whose claims upon the state are equal before the law
and equal before the bar of public opinion; whose talents
(however great or however limited or however different from the traditional)
the state needs and must develop to the fullest possible degree.
That is why the doors to the institutions of North Carolina's system
of community colleges must never be closed
to anyone of suitable age who can learn what they teach.
We must take people where they are and carry them as far as they can go
within the assigned functions of the system."

Dr. W. Dallas Herring
Chairman, State Board of Education, 1957-77
"Father of the Community College System"

VALUES

ACCOUNTABILITY
We assume and maintain accountability for all our actions at RCC. This accountability acknowledges that our students are the primary focus and that our actions should promote their success in every aspect of their RCC experience. As faculty and staff, we work together to maintain transparency while delivering excellent service.

INTEGRITY
We recognize that a commitment to integrity begins with honesty, trustworthiness, and teamwork. We strive to treat each individual with fairness and respect, aiming for consistency in our words and actions to reflect our moral and ethical principles.

COLLABORATION
We pledge to create a collaborative environment for students, faculty, and staff by working together outside of our immediate units or divisions and engaging in teamwork based on trust, empowerment, and respect.

INNOVATION
We create and foster a growth mindset within the college and the greater community, becoming a pioneer in education, training, and workforce development to meet emerging needs.

STUDENT SUCCESS
We commit to meeting students where they are and providing a supportive environment while helping students achieve their academic and career goals.

EXCELLENCE
We strive to practice, model and teach excellence by holding ourselves and our students to high standards and by pursuing continuous improvement.

Strategic Plan:
Communicating our Mission and Goals to Chart our Future

Our college's strategic planning document represents a culmination of work by our college to engage faculty, staff, students and our community in helping us chart our future.

The process was coordinated by Ms. Gretchen Parrish, associate VP for Technology and Institutional Effectiveness, who worked with all of our stakeholder groups to identify areas of strengths and weaknesses as well as to identify areas of opportunity. In the process, the college has identified four major themes of focus with specific goals and outcomes that will guide our college over the next four years. In the process of developing this strategic plan, we confirmed our mission, we developed a new vision statement and a new set of values, that all serve to establish who we are as a college.

Our four themes are central to our work with students, our work with business and industry and our work with our community partners. Theme I focuses on student success and includes the development of new programs, the institutionalization of a one college concept, an emphasis on student retention and completion, and the development and implementation of a new academic advising model.

Theme II focuses on the college's workforce and economic development impact strategies. It includes goals designed to promote our work with business and industry, the college's extensive renovations and new construction to modernize the campus to become more state of the art, an emphasis on preparing students for entry-level employment, and the creation of short-term training programs that lead to industry recognized credentials.

Theme III emphasizes our work to promote communication, engagement and outreach. It includes goals focused on our collaboration with our public schools, home schools, charter schools, private schools, as well as colleges and universities in our state. It also includes strategies for enhancing the College's branding, and marketing efforts and it establishes goals that will facilitate college-wide communication.

Finally, Theme IV focuses on improving our college's environment and its effectiveness. It includes goals designed to strengthen campus security making our college safer for students and our patrons, ensuring audit and accreditation compliance, improving our campus appearance, our facilities and infrastructure. It also focuses on promoting the growth of our faculty and staff so that we can better serve our students and our community.

The success we have in accomplishing the goals and outcomes of this plan will go a long way in better positioning our college for the future.

Mark O. Kinlaw

Mark O. Kinlaw, Ed.D President

STUDENT SUCCESS

Institutionalize **One College Concept**

Optimize **Retention and Completion** Rates

Implement an **Academic Advising** Model

Increase **Opportunities for Enrollment**

Goal 1

Institutionalize **One College Concept**
- Develop a plan to implement a one college concept at RCC.

Goal 2

Optimize **Retention and Completion** Rates
- Award credentials as they are completed
- Establish processes and implement procedures that contribute to student retention.
- Establish guided pathways for transfer degrees and transition students
- Learning Support Services will provide tutoring to curriculum and non-credit students.
- Perform a bi-annual review of student achievement indicators

Goal 3

Implement an **Academic Advising** Model
- Appoint a taskforce to define and develop a plan to implement the academic advising model of choice at RCC.

Goal 4

Increase **Opportunities for Enrollment**
- Develop a plan to increase opportunities for enrollment.

WORKFORCE AND ECONOMIC IMPACT

Partner with Business and Industry

Provide New Construction and Renovations to Address **Workforce Development Needs**

Prepare Students for Entry-Level Employment

Create New **Curriculum Programs** and **Short-Term Training** Programs (96+ hours) that Lead to Industry-Recognized Credentials

Goal 1

Partner with Business and Industry
- Work with the Rockingham County Economic Development Office to identify emerging workforce needs
- Collaborate with RESET Rockingham to promote and support business and industry in Rockingham County
- Expand the RCC apprenticeship program with local business and industry partners
- Identify funding for workforce development training and industry recognized credential exam fees
- Identify textbook funding for CCP and CTE courses not addressed by Reidsville Area Foundation Grant from business and industry partners
- Provide education and training as well as counseling and referral services for local small businesses
- Develop new Customized Training Programs for business and industry

Goal 2

Provide New Construction and Renovations to Address **Workforce Development Needs**
- Review, update and publish the RCC Capital Improvements Plan and Deferred Maintenance Plan annually
- Complete design and construction for Center for Workforce Development
- Explore site for driving pad near campus for BLET and related programs
- Complete design and renovation for Industrial Technologies I
- Complete design and renovation for Industrial Technologies II
- Complete design and renovation for Humanities second floor
- Investigate design and renovation of Owens Health Sciences for additional classroom and computer lab space
- Design and construct facilities for support of Agribusiness
- Renovate the Keys Gymnasium
- Renovate the Science Building
- Upgrade campus technology and infrastructure.

Goal 3

Prepare Students for Entry-Level Employment
- Require HRD course in select credit and non-credit programs
- Create workforce development classes for students who do not meet apprenticeship criteria
- Conduct workshops to help prepare students for employment interviews

Goal 4

Create New **Curriculum Programs** and **Short-Term Training** Programs (96+ hours) that Lead to Industry-Recognized Credentials
- Develop WFD programs that lead to industry-recognized credentials
- Identify and develop new curriculum programs that meet present and future industry and regional needs
- Conduct an analysis of all degree programs to determine effectiveness and viability and analyze program opportunities for RCC
- Develop WFD courses or programs that articulate to curriculum courses/programs

COMMUNICATION, ENGAGEMENT, AND OUTREACH

Collaborate with Home Schools, Charter Schools, Public Schools, Colleges, and Universities

Enhance the College's **Branding and Marketing**

Facilitate **College-Wide Communication**

Align the Vision and Goals of the **RCC Foundation** to Better Support the 2019-2020 RCC Strategic Plan

Goal 1

Collaborate with Home Schools, Charter Schools, Public Schools, Colleges, and Universities
- Implement Rockingham Promise
- Identify and implement additional ways to work with public schools, home schools, and charter schools
- Communicate educational options to non-public and public-school students
- Build upon existing partnerships with area colleges and universities
- Establish new partnerships with area colleges and universities
- Track success of Rockingham Promise and other students taking courses on high school campuses

Goal 2

Enhance the College's **Branding and Marketing**
- Enhance the College's branding and marketing through various advertising outlets and social media platforms
- Ensure bookstore products reflect College's branding efforts (colors, logo, etc.)
- Investigate the use of market research with respect to branding, marketing, and products sold in the bookstore.
- Update Website
- Adopt college-branded attire for RCC employees
- Share student success stories

Goal 3

Facilitate **College-Wide Communication**
- Create effective communication about individual departments and programs' goals and outcomes
- Publish monthly President's Report
- Publish a newsletter for faculty and staff to include campus activities, new programs, accomplishments, and faculty and staff news
- Update the RCC Employee Handbook annually
- Re-organize and update the RCC Board of Trustees Policy Manual to link policy to procedures
- Enhance use of the College website to include programs and services
- Update directory to include locations and services

Goal 4

Align the Vision and Goals of the **RCC Foundation** to Better Support the 2019-2020 RCC Strategic Plan
- Establish a new Memorandum of Understanding between the RCC Foundation and the College
- Revise the RCC Foundation By-laws that reflect the newly amended Articles of Incorporation and Governance structure of the Foundation
- Investigate existing scholarships and determine where needs exist.
- Establish best practices for Foundation fundraising strategies
- Establish investment strategies to ensure Foundation assets are invest in a way that can yield the best results to support the College

COLLEGE ENVIRONMENT AND EFFECTIVENESS

Strengthen **Campus Security** to Provide a Safe Environment

Ensure Audit and Accreditation **Compliance**

Modernize Campus Appearance, Facilities, and Infrastructure

Promote the **Growth of Faculty and Staff** through Orientation, Professional Development, and Wellness Activities

Goal 1

Strengthen Campus Security to Provide a Safe Environment

- Install additional cameras inside buildings, especially at entrances, and other security equipment, including door locks, as appropriate
- Provide training for and promotion of campus safety policies and procedures, with an active shooter simulation for faculty/staff and local law enforcement
- Update and post standardized building diagrams showing storm-refuge areas and evacuation routes

Goal 2

Ensure Audit and Accreditation Compliance

- Develop an organizational procedure for the ongoing review of SACSCOC principles and institutional policies and procedures related to the principles
- Meet and exceed all audit requirements
- Meet and exceed all program accreditation requirements
- Provide professional development training on audit and accreditation compliance
- Study and adopt appropriate Institutional Effectiveness organizational structure to support the IE/IR needs of the college

Goal 3

Modernize Campus Appearance, Facilities, and Infrastructure

- Install directional signage inside buildings
- Improve lighting, repaint parking spaces, and repair sidewalks
- Increase power outlets throughout campus for charging multiple electronic devices
- Conduct study of campus electrical infrastructure needs
- Enhance facilities for ADA compliance

Goal 4

Promote the Growth of Faculty and Staff through Orientation, Professional Development, and Wellness Activities

- Establish a New Employee Academy to orient new faculty/staff
- Seek funding for a tuition reimbursement program for employees
- Provide relevant professional development opportunities for faculty and staff
- Provide online resources to part-time and full-time faculty and staff members for orientation, professional development, and wellness activities under the employee portal
- Require faculty to complete a portion of their required Professional Development hours utilizing REAP (RCC E-Learning Advancement Portal
- Provide opportunities for wellness activities on campus

The Process: RCC 2019-2023 Strategic Plan

The RCC Strategic Planning Management Committee (SPMC) began work on the 2019-2023 Strategic Plan in Fall 2018. The group met collectively and in small work groups in addition to completing surveys to affirm the current mission as well as determine a new vision, values statements, and themes. Several sessions were held for SPMC members and students to conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis.

The President's Executive Cabinet reviewed all of the material once it was assimilated, and categorized and established goals for each theme. Additional faculty and staff were then invited to attend sessions to write strategies or outcomes to help us achieve our goals. The following information was shared with each person prior to those work sessions:

- 2019-2023 Mission, Vision, Values, and Goals
- 2019 Ruffalo Noel Levitz Student Satisfaction Inventory
- 2019 Spring Faculty/Staff Survey Summary
- SPMC Work Group SWOT Summary
- SPMC Work Group Goals Summary
- Student Focus Group and SWOT Summary

Initially, more than 200 outcomes were identified to potentially help meet the goals of the 2019-2023 Strategic Plan. Those outcomes have been grouped together and narrowed down for the 2019-2020 reporting year and will be addressed through the following process on an annual basis:
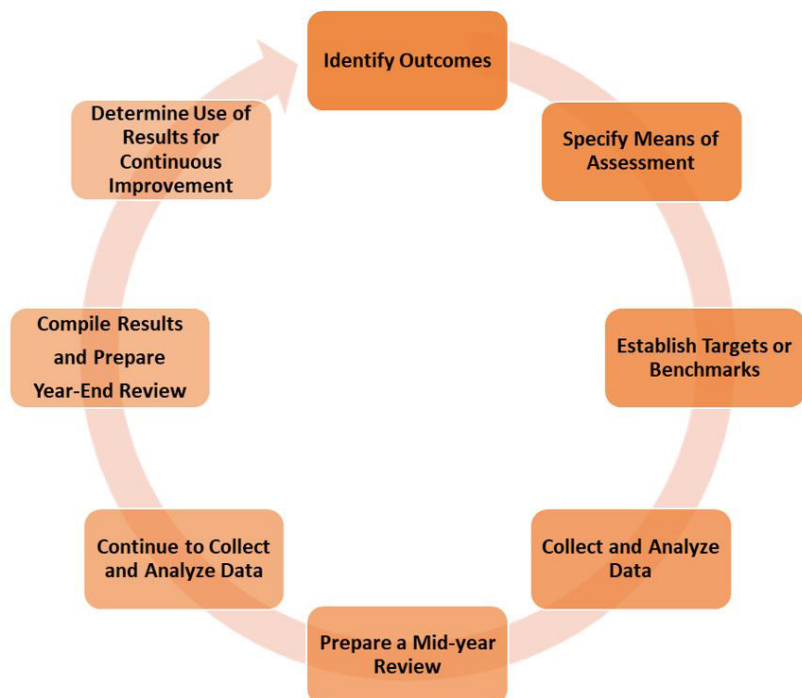
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