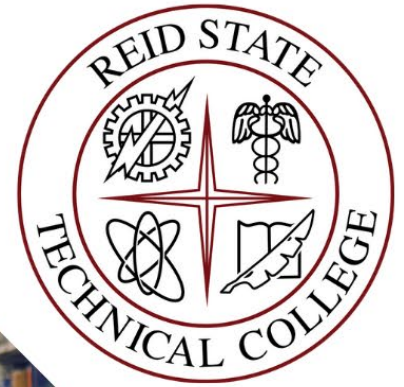# REID STATE
TECHNICAL COLLEGE

2022 - 2025
STRATEGIC PLAN

Growing Relationships and Services through Teamwork and Communication

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2022-2025 Reid State Technical College Strategic Plan

MISSION:
Reid State Technical College is an associate degree-granting, two-year institution that provides quality academic and technical education to students from diverse backgrounds and abilities. The college promotes economic growth by preparing a qualified workforce for business and industry. *

RSTC's mission and vision are still relevant guiding the college into 2025. Our mission and vision are at the center of our daily operations, and around which our strategic plan is rooted.

Vision:
Reid State Technical College will be the premiere, dynamic and innovative college that empowers learners, transforms lives and enhances communities in a globally competitive environment.

* Updated by the Alabama Community College System Board of Trustees July 2023

Foundation for RSTC 2022 - 2025 Strategic Plan

The 2022- 2025 Reid State Technical College strategic plan, Growing Relationships and Services through Teamwork and Communication, come into fruition as Goal 6 of the previous strategic plan (2017-2021) started to become a realization. ASPIRE 2030, as all of us across the Alabama Community College System were asked to call the goal, required us to dig deep, dream big, and think outside of the box.

But more importantly it compelled us to ask ourselves these questions,

"As an institution, as a campus, are we are best self?"

"What more must be done to meet the needs of our community?"

"Are we meeting the needs of our students through our products, services, and processes?"

And most importantly,

"As an educational institution, are we living our mission and vision?"

Process of Continuous Improvement through Systematic Planning

The 2022-2025 Reid State Technical College strategic plan is a four-year comprehensive and future-oriented look at the institution. Inviting external stakeholders to the conversation allowed us to see what others saw of the institution. Findings from the College's SWOT Analysis, conducted as part of the ASPIRE 2030 goal of the 2017-2021 Strategic Plan, are reflected in this plan as well as other input from external stakeholders.

Over the next four years, the College's strategic planning committee will review data collected which is used to quarterly review and evaluate the goals and objectives of the strategic plan. Evaluating whether our strategies lead to our goals requires input of data collected from many different sources, quantitative and qualitative, for a true analysis of our path towards our intended goals. Therefore, an annual planning and assessment calendar is used to plan for the collection of data that is used to analyze the progress toward achieving the goals and objectives through the strategies indicated in the strategic plan. The Reid State Technical College Annual Planning and Assessment Calendar follows.

Strategic Plan Cost

The estimated resources needed to meet every goal and objective of the 4-year strategic plan is approximately $8,883,931.00. Many costs are externally funded in Goal 5: Campus Development, and therefore will help the college to meet the overall needed resources of the strategic plan. The yearly breakdown of costs for the initiatives specified in the strategic plan is as follows:

Yearly Breakdown of Cost			
YEAR	COST	EXTERNAL FUNDING	COST TO INSTITUTION
Year 1	$4,987,397.00 total	($3,792,821.00 external funds)	$1,194,576.00 institution
Year 2	$1,229,398.00 total		$1,229,398.00 institution
Year 3	$1,297,609.00 total		$1,297,609.00 institution
Year 4	$1,369,527.00 total		$1,369,527.00 institution
4-year total		($3,792,821.00 external funds)	$5,091,110.00 institution

During annual planning, each institutional unit will use the strategic plan as a foundation for ensuring the alignment of individual, institutional unit goals and objectives to the institutional strategic plan. Further, during annual budget hearings, each individual institutional unit will present how budget requests align with institutional goals and objectives.

2022-2025 STRATEGIC GOALS, OBJECTIVES, and STRATEGIES UPDATED for YEAR TWO

- **Goal 1: ENROLLMENT – Reid State Technical College will increase institutional enrollment**
  - *O1: Continuous:* Increase enrollment by 3% each year
    - S1: Generate interest and excitement about RSTC and programs that address the workforce needs of the state and region through aggressive and robust social media and public relations campaigns
    - S2: Advance and support relationships with community partners and stakeholders such as K12, Workforce Career Centers, and employers to provide pre-enrollment and career pathways
    - S3: Ensure customer service–oriented best practices throughout the pre-enrollment and enrollment process
    - S4: Guarantee best possible onboarding experience through utilization of personal and electronic contact with students
    - S5: Anticipate and remove barriers to the enrollment process for potential and current student
- **G2: COMMUNITY ENGAGEMENT/WORKFORCE DEVELOPMENT – Reid State Technical College will produce highly qualified, skilled graduates and workers needed by our economic, business, and industry partners**
  - *O2: Continuous:* Support community vitality through building economic, business, and industry partnerships
    - S6: Increased participation in community events, economic endeavors, and local government activities
    - S7: Develop workforce partnerships that correspond with the institutional mission, vision, and theme to enhance graduate placement opportunities, and apprenticeships
  - *O3: On-Going:* Strengthen institutional advisory council participation by providing the opportunity for feedback and input beyond regularly scheduled Advisory Council meetings
    - S8: Provide the Advisory Council with quarterly notices regarding institutional events, programmatic changes, and overall college updates
  - *O4: On-Going:* Develop and promote competitive athletic teams that invoke excitement and pride in RST**C**
    - *S9: Completed:* ~~Apply to agencies for minimum for two competitive sports teams by May 2022~~
    - *S10: Completed:* ~~Recruit for two competitive sports teams beginning November 2022~~
    - S11: Begin first competitive sports games for both teams Fall 2023
    - S12: Reevaluate/implement athletic handbook/recruiting practices for competitive athletic teams
- **G3: COMMUNICATION – Reid State Technical College will provide regular and transparent internal and external communications to stakeholders**
  - *O5: Continuous:* Enrich internal communications
    - S13: Advance transparency and communication through each institutional unit supervisor regarding college updates and changes driven from President's Cabinet, monthly meetings, quarterly meetings, or weekly meetings
    - S14: Promote spontaneous collaboration among departments supporting programs institutional goals, initiatives, and projects
  - O6: Strengthen communications/ connections with RSTC alumni
    - S15: Convey awareness of RSTC activities to the RSTC Alumni about the College's involvement in community engagement, economic endeavors, and local government activity that shape the future of the college
  - O7: Strengthen communications/ connections with the RSC Foundation
    - S16: Convey awareness of RSTC activities to the RSC Foundation about the College's involvement in community engagement, economic endeavors, and local government activity that shape the future of the college
  - O8: Enrich external communications
    - S17: Generate feedback from the community population and college stakeholders regarding college current activities, future plans, news, etc
    - S18: Distribute new themed marketing materials, and commercials designed to boost awareness of the college
    - S19: Cultivate a comprehensive marketing and public relations plan that enhances the College's awareness within the community
- **G4: TEACHING and LEARNING – Reid State Technical College will use benchmarks of accreditation and graduate employer surveys for evaluation and development of strategies for continuous improvement of programs**

- o *O9: Continuous:* Each teaching and learning benchmark will be evaluated annually during the Fall COE Annual Report with additional strategies created based on each program in annual continuous review cycle
    - S20: Each technical and academic program will maintain a minimum graduation/completion rate of 60%
    - S21: Each technical and academic program requiring licensure will maintain a minimum licensure rate of 70%
    - S22: Each technical and academic program will maintain a minimum placement rate of 70%
- o *O10: Continuous:* All Institutional units will develop, submit, and monitor annual institutional effectiveness planning benchmarks with strategies based on each unit purpose and on an annual continuous review cycle
    - S23: Each instructional, academic, and administrative unit will meet their unit planning benchmarks as input into the institutional effectiveness planning system for each academic planning year
- o *O11: Continuous:* Each technical and academic program will receive at least an average rating of 70% from program graduate/completer employers in the following areas: Interpersonal/Interaction Skills; Oral and Written Communication Skills; Graduate's/Completer's Work Ethics; Critical Thinking Skills; Entry-Level Occupational Skills; Overall Quality of Education/Skills
    - S24: Employer surveys will be sent every year to employers reported by graduates/ completers and feedback given to the Director of Instructional Services/CTE Instructor

- **G5: CAMPUS DEVELOPMENT – Reid State Technical College will address deferred maintenance and create a 21st-Century teaching, learning, and student-centered environment**
    - o *O12: On-Going:* Increase internet speeds campus wide to desktop and mobile devices
        - S25: Install new fiber lines on campus for increased internet speeds and update network switches and servers on campus
    - o O13: Increase security on campu**s**
        - *S26: Completed:* ~~Install security cameras campus wide~~
        - S27: Construct new security building more centrally located on campus to provide better monitoring of campus activity
    - o *O14: On-Going:* Facilities renewals
        - S28: Update all restrooms facilities across campus, some lighting, and flooring
    - o *O15: On-Going:* Increase stakeholder comfortability in buildings 100, 400, and 600
        - S29: Replace passed end of life HVAC systems throughout buildings 100, 400, 600 with environmentally efficient systems based on demand-need programmable systems
    - o *O16: On-Going:* Move Bookstore to Library
        - S30: Remodel/build out library space to allow for relocation of bookstore
    - o *O17: Completed:* Move maintenance shop to enable expansion of additional technical/academic programs
        - *S31: Removed:* ~~Construct new workshop building for maintenance department on available land behind campus away from current campus buildings~~
    - o *O18: Completed:* ~~Expand existing space for growing technical and future academic programs~~
        - ~~S32: Campus-wide utilization study~~
    - o O19: Open a Workforce Incubator
        - S33: Secure grant funding for the founding of the incubator and incorporate Reid State Technical College program students within the shared- services as a work-based learning opportunity
    - o *O20: Continuous:* Develop outside sitting areas/landscaping for students to gather between classes and visiting stakeholders
        - S34: Work with contracted architectural firm to create outside sitting areas and landscaping that is inviting to students and visiting stakeholders
    - o *O21: Completed:* ~~Master facility plan~~
        - ~~S35: Work with contracted architectural firm to create a new and updated master facility plan~~

- **G6: INSTITUTIONAL ADVANCEMENT – Assure the long-term strength and stability of Reid State Technical College by enhancing financial resources**
    - o *O22: Completed:* ~~Ensure non-profit status of RSC Foundation~~
        - S36: Seek 501(c) status
    - o O23: Raise awareness and excitement about the RSTC alumni membership opportunities and RSC Foundation
        - S37: Develop marketing materials aimed at recruiting alumni and informational materials about the purpose of the RSC Foundation
    - o *O24: Continuous:* Increase alumni membership
        - S38: Regularly scheduled alumni recruitment events
    - o *O25: Continuous:* Collaborate with RSC Foundation to implement fundraising activities

- - - S39: Coordinate regular meetings with RSC Foundation members to plan and hold fundraising events which benefit RSTC and ensure the community is aware of the scheduled events
  - O26: Community benefits for RSTC alumni
    - S40: Work with local businesses to offer discounts to RSTC alumni
  - *O27: Continuous:* To enhance financial resource by a level indicated by the College President on an annual basis
    - S41: Annual fundraising activities approved by the college President
  - *O28: Continuous:* Augment technical and academic programs through supplemented financial resources
    - S42: Secure grant opportunities for academic and technical programs that allow for expansion and/or support of current programs and creation of new programs, or institutional activities

INSTITUTIONAL EFFECTIVENESS ACTIVITIES CALENDAR

January

Admissions/Enrollment/Student Affairs Committee meets

Documentation of Institution's Professional Development Opportunities for Faculty Plan Committee meets

Evaluate the effectiveness of Media Services Plan Committee meets

Hospitality/Commencement Committee meets

Institutional Effectiveness Department meets with President

President's Cabinet Meetings (Goal Three; Goal Five)

Review recruitment materials and media for truthfulness and accuracy

Sick Leave Bank Committee meets

COE meetings – 2023 only

Student Satisfaction Survey (Goal Three)

COE Annual Report starts

IPEDS Winter Collection starts

Academic Council Committee meeting

February

President's Cabinet Meetings (Goal Three; Goal Five)

COE meetings – 2023 only

Safety Committee meets

Spring Student Satisfaction Survey (Goal Three)

COE Annual Report Continues

IPEDS Winter Collection closes

Academic Council Committee meeting

March

Evaluation of Operation and Maintenance of Physical Facilities/Technical Infrastructure and if applicable Distance Ed Infrastructure (Committee meets - make plan available)

Hospitality/Commencement Committee meets

President's Cabinet Meetings (Goal Three; Goal Five)

Review Adequacy and Improvement of Physical Facilities & Technical Infrastructure, and if applicable, Distance Ed Infrastructure Plan (Committee meets)

Review Maintaining/Replacing or Disposing of Obsolete Equipment Committee meets

Revise and document the Plan for the Protection of the Institution's Technical Infrastructure (Committee meets - make plan available)

COE meetings – 2023 only

Spring Career Tech & Workforce Development Report Due (ACCS)

Spring Course Evaluation Survey

IPEDS Springs Collection starts

COE Annual Report Due

Academic Council Committee meeting

April

Annual Budget Hearings

Annual Unit Planning

Fall Exiting Students COE Placement & Follow-Up Activities (Goal Four)

President's Cabinet Meetings (Goal Three; Goal Five)

COE meetings – 2023 only

Spring College-Wide Advisory Meetings (share Strategic Plan)

Spring Graduate Survey / Graduate Workshops

IPEDS Spring Collection closes

Academic Council Committee meeting

May

Strategic Planning Committee Evaluation/Update

Evaluate the written Plan for Determining the Effectiveness of Student Services (Committee meets – make plan available)

Graduate Survey at Dress Rehearsal

President's Cabinet Meetings (Goal Three; Goal Five)

Public Relations/Marketing Committee meets

Safety Inspection of all Facilities

Update Work-based activities/Instructional Plans

Safety Inspections of Instructional Equipment

Obtain Quotes for Perkins Grant Equipment Submission

COE Meetings – 2023 only

Academic Council Committee meeting

June

Admissions/Enrollment/Student Affairs Committee meets

Annual Performance Evaluations

Close out Institutional Units in IE System (Goal Four)

Enter New Year Outcomes in IE System (Goal Four)

Evaluate Written Plan for Placement Services (Committee meets – make plan available)

President's Cabinet Meetings (Goal Three; Goal Five)

COE meetings – 2023 only

Scholarship Committee meets

Summer Student Satisfaction Survey (Goal Three)

Academic Council Committee meeting

July

Attend COE 2023 Summer Conference

Evaluate the Plan for Addressing Student Retention (Committee meets – make plan available)

Grievance Committee meets

Perkins Report & Local Needs Assessment

President's Cabinet Meetings (Goal Three; Goal Five)

COE Visit Preparations – 2023 only

Spring Exiting Students COE Placement & Follow-Up Activities (Goal Four)

Summer Career Tech & Workforce Development Report Due (ACCS)

Summer Course Evaluation Survey

Summer Graduate Survey / Graduate Workshops

Academic Council Committee meeting

August

Strategic Planning Committee Evaluation/Update

Annual Instructional Program Reviews

Non-Credit Training Report Due (ACCS)

Document Title IV Student Loan Default Management Plan prepared

Plan Recruitment Activities (Goal Six)

President's Cabinet Meetings (Goal Three; Goal Five)

Professional Development Committee meets

COE Visit Preparations – 2023 only

IPEDS Collection Opens for Institution Registration

Academic Council Committee meeting

September

COE Pre-Affirmation Site Visit by Team Leader – 2023 only

Evaluation of Health and Safety of Employees, Students, Guests to Maintain Readiness and Reporting and Investigating Incidents Plan (Committee meets-distributes plan to employees/shares with students)

Safety Committee meets

President's Cabinet Meetings (Goal Three; Goal Five)

Review of Follow-Up Plan (Committee meets – make plan available)

IPEDS Fall Collection Starts

Academic Council Committee meeting

Institutional Effectiveness / Data Review Committee meets

October

COE Visit Preparation – 2023 only

Employee Satisfaction Survey (Goal Three)

Fall College-Wide Advisory Meetings (share Strategic Plan)

Fall Student Satisfaction Survey (Goal Three)

President's Cabinet Meetings (Goal Three; Goal Five)

Update Organizational Chart

Workforce Development Committee meets

IPEDS Fall Collection Closes

Academic Council Committee meeting

November

Attend COE 2023 Fall Conference
COE Reaffirmation Visit – 2023 only
College Policy Review (Committee meets – make policy available)
Fall Career Tech & Workforce Development Report Due (ACCS)
Fall Course Evaluation Survey
Institution-Wide Inventory Performed
President's Cabinet Meetings (Goal Three; Goal Five)
Employee Satisfaction Survey
Academic Council Committee meeting

December

Strategic Planning Committee Evaluation/Update
COE Follow-up to Reaffirmation Visit Meeting – 2023 only
Fall Graduate Survey / Graduate Workshops
President's Cabinet Meetings (Goal Three; Goal Five)
Summer Exiting Students COE Placement & Follow-Up Activities (Goal Four)
Update SACSCOC documents 2022-2023 with current institutional data
Attend SACSCOC 2023 Fall Conference
Academic Council Committee meeting