2017-2021 STRATEGIC PLAN

Reid State Technical College

Office of Institutional Effectiveness

REID STATE TECHNICAL COLLEGE

STRATEGIC PLAN

2017-2021

Strategic Planning 2016

The 2016 Strategic Planning Committee began a comprehensive strategic plan review in October 2016. During the next few months, the committee engaged in an institutional SWOT analysis and received pertinent College Data to set College goals and objectives for the next three years.

The Committee was comprised of a diverse body of faculty, staff, and administration from each institutional departmental unit. The Committee Chair also solicited volunteers from the college that desired to be a part of the strategic planning process. The following college personnel were selected to serve on the College's Strategic Plan Committee:

Employee Name	Title
███████	Technical Division Chair/Welding Instructor
███████	Practical Nursing Instructor
███████	WIOA Youth Program Coordinator
███████	Adult Education Director
███████	Maintenance
███████	WIOA Case Manager
███████	Assistant Dean of Institutional Effectiveness
███████	ILT Instructor
███████	Division Chair, Health Sciences/Nursing Instructor
███████	Interim President
███████	Health Science Lab Assistant
███████	IT Assistant
███████	Office Administration Instructor
███████	Adult Education Instructor
███████	Dean of Students and Instructional Services
███████	Registrar

Findings from the College's SWOT Analysis were communicated and distributed to the College's Advisory Council for input in January 2017.

The Committee decided the institution's strategic plan should be a five year plan and; goals and objectives should be reviewed annually by the committee. Additionally, each departmental unit will engage in annual unit planning conducted during the spring semester to identify annual unit goals and objectives that align with institutional initiatives. Concurrently, each unit will participate in annual budget hearings to ensure resources are allocated based on unit needs that align with college goals and objectives.

Strategic Planning Process
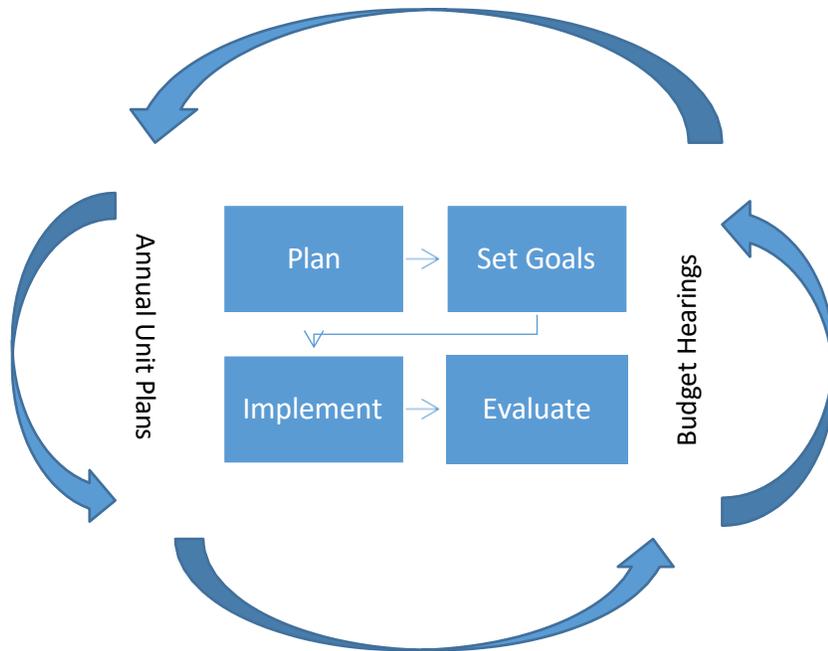
Reid State engages in strategic planning and institutional activities annually. Each budgetary unit undergoes comprehensive planning and budgeting during the spring of each academic year. Data collected from annual student satisfaction surveys, course evaluations, employee engagement surveys, program and institutional enrollment as well as demographics are used to set annual unit goals and/or modify institutional goals. The College's annual planning and assessment calendar is listed below:

MONTH	ACTIVITY
October	Student Satisfaction Surveys
	College Advisory Council and Craft Committee Meetings
	Employee Engagement Surveys
December	Graduate Surveys
	Student Placement and Follow-up Collection
January	Strategic Planning Committee Meeting
March	Strategic Planning Annual Workshop/Meetings
April	Annual Unit Planning
	College Advisory Council and Craft Committee Meetings
	Budget Hearings
	Course Evaluations
May	Student Placement and Follow-up Collection
	Graduate Surveys
June	Program Reviews/Evaluations
	Employee Evaluations
July	Employer Surveys
	Graduate Surveys
	Student Placement and Follow-up Collection
	Course Evaluations

College Mission, Vision, and Values

The Committee was tasked with reviewing the College's Mission and Vision. After a thorough discussion and review, the Committee decided the College's Mission and Vision is still relevant and accurate giving the Institution's existing status, short-term and long-term goals, programmatic and workforce development and Alabama's Community College System's goals and objectives. The College's Mission and Vision are as follow:

MISSION

Reid State Technical College is a rural, 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.

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.

RSTC VALUES

*   **Learning**   *   **Excellence**   *   **Community**   *   **Campus Culture**

Reid State values learning.

In keeping with this value, the College

- Promotes outstanding teaching.
- Maintains a comprehensive and current educational program.
- Emphasizes general education in all of its curricula.
- Supports scholarly activity and professional development.
- Encourages lifelong learning.

- Advances the free exchange of ideas and beliefs.
- Provides for educational access.

Reid State College values excellence.

In keeping with this value, the College

- Encourages initiative, innovation, outstanding performance, ethical decision making, and accountability.
- Nurtures the development and practice of leadership.
- Assesses achievement to improve institutional effectiveness.
- Offers support services designed to foster success.

Reid State College values positive relationships with its community.

In keeping with this value, the College

- Anticipates and responds to education and training needs.
- Plans educational programs with input from business and government.
- Fosters cooperation with other educational institutions
- Sponsors activities for the enrichment of the community.
- Encourages active involvement in public service.

Reid State College Values its campus and its culture.

In keeping with this value, this College

- Maintains a governance structure that emphasizes shared decision-making.
- Promotes effective communication at all levels of the organization.
- Nurtures a welcoming environment for diverse populations.
- Implements appropriate applications of technology.
- Provides an attractive, accessible, and functional environment for working and learning.

Committee Discussion and Findings

The Strategic Planning Committee objectives were to identify three to five areas within in each SWOT topic. In addition to conducting an institutional SWOT analysis, the Committee identified specific institutional needs. The initial SWOT and needs assessment resulted in eight to ten areas each and was condensed based on priority by the Committee. The chart below provides an overview of each area within the SWOT analysis and Needs Assessment identified by the Strategic Planning Committee and external constituents (Reid State Advisory Committee).

Priority Ranking	NEEDS ASSESSMENT	
1	Students (Enrollment)	Staff (Personnel)
2	Funding	Community Perception
3	Technology	Student Engagement
	SACS Accreditation	Program Development
	Infrastructure	Recruiting/Public Relations
	Community Support	
SWOT Analysis		
	STRENGTHS	
1	Short Programs/Support of New Programs/Relevant Programs	Diversity
2	Location/Rural	Needed by the Community
3	Affordability	Industry Partnerships
4	Student/Teacher Relationship	Dual Enrollment
	Committed Staff/Faculty	Good Facilities
	Technology Focused	Willingness to Improve
	WEAKNESSES	
1	Enrollment	Signage
2	Communication	Branding/Imaging
3	Technology	Use of Supplies
4	Professional Development	More Student Focused
	Scholarship	
	Student Engagement/Activities	
	OPPORTUNITIES	
1	Non-Traditional Student Enrollment	
2	Program Development	
3	Stackable Credential	
4	Community Engagement	
5	SACS Accreditation	
	Facilities	
	THREATS	
1	Financial	
2	Low Enrollment	
3	Perception/Employee Satisfaction/Confidence	
4	Low Community Growth	
5	Accreditation	

2017-2021 STRATEGIC GOALS AND OBJECTIVES

Goal 1: Enrollment - RSTC will increase institutional enrollment.

> **Objective 1**: Design and develop a recruitment plan targeting traditional and non-traditional students.
>> **Strategy 1a**: Provide personnel to develop essential recruiting and marketing strategies aimed at managing the pre-enrollment process. (Person(s) Responsible: Recruiter, Dean of Instruction & Workforce Development)
>>
>> **Strategy 1b:** Develop and utilize robust and aggressive social media and public relations campaigns designed to create interest and excitement about RSTC. (Person(s) Responsible: Recruiter, Receptionist, Dean of Instruction & Workforce Development)
>>
>> **Strategy 1c:** Develop, strengthen, and maintain relationships with community partners and stakeholders such as K12, Workforce Career Centers, and employers to provide pre-enrollment and career pathways. (Person(s) Responsible: Division Chairs, Recruiter, Dual Enrollment Coordinator, Dean of Instruction & Workforce Development, Adult Education Director)

> **Objective 2**: Develop efficient and effective enrollment management strategies that maximize and increase student enrollment.
>> **Strategy 2a**: Develop customer service-oriented best practices throughout the pre-enrollment and enrollment process. (Person(s) Responsible: Dean of Students, Dean of Instruction & Workforce Development, Registrar, Recruiter, Counselor)
>>
>> **Strategy 2b**: Utilize constant personal and electronic student contact to ensure the best possible onboarding experience. (Person(s) Responsible: Dean of Students, Dean of Instruction & Workforce Development, Registrar, Recruiter, Receptionist)
>>
>> **Strategy 2c**: Work to anticipate and remove barriers to enrollment for potential and current students. (Person(s) Responsible: Dean of Students, Dean of Instruction & Workforce Development, Registrar, Recruiter, Counselor, Financial Aid Director)

EVALUATION: RSTC will increase enrollment by 3% each fall semester beginning in August 2017.

Goal 2: Technology – RSTC will increase the use of technology resources.

> **Objective 1**: Increase student and community access and availability to technological resources.
>> **Strategy 1a:** RSTC will establish an open access computer lab on the Atmore Site by Fall 2018. (Person(s) Responsible: Computer Services Director, Dean of Students, Division Chair for Health Sciences)

Strategy 1b: RSTC will provide all RSTC students with open access to Wi-Fi by Spring 2018. (Person(s) Responsible: Computer Services Director, Dean of Students, Division Chair for Health Sciences)

Strategy 1c: Increase the use of Educart by offering a minimum of two courses each semester beginning Fall 2018 and at least one professional development workshop annually beginning Fall of 2017. (Person(s) Responsible: Professional Development Committee)

Strategy 1d: Annually, all faculty and staff will attend one technology-focused professional development workshop beginning Fall 2017**.** (Person(s) Responsible: Professional Development Committee)

Objective 2: Increase faculty/staff usage of technology.
Strategy 2: Provide periodic professional development on technological advancements within each departmental unit that enhances unit activities and processes. (Person(s) Responsible: Professional Development Committee)

EVALUATION: Increase student satisfaction in technology access and use on campus by 10%.

Goal 3: Community Engagement/Workforce Development – RSTC will produce highly qualified, skilled graduates/workers needed by our economic, business, and industry partners.

Objective 1: Build economic, business and industry partnerships to support community vitality
Strategy 1a: Increase participation in community events, economic development endeavors, and local government activities. (Person(s) Responsible: Division Chairs, Faculty, Administration)

Strategy 1b: Develop workforce development partnerships that correspond with the institutional mission, vision, and goals to enhance graduate placement opportunities and internships. (Person(s) Responsible: Division Chairs, Faculty, Administration)

Objective 2: Strengthen institutional advisory council participation by providing the opportunity for feedback and input beyond regularly scheduled Advisory Council meetings.
Strategy 2: Provide Council with quarterly notices regarding institutional events, programmatic changes, and overall college updates. (Person(s) Responsible: President, Director of HR)

EVALUATION: Increase continuing education and training for business and industry program offerings by adding one new CEU/TEBI program annually beginning fall 2017. Eighty percent of the College's Advisory Council will attend the council meeting annually.

Goal 4: Communication – RSTC will provide consistent and transparent internal and external communications regularly.

Objective 1: Improve internal communications
> **Strategy 1**: Promote transparency and communication in each institutional unit through ongoing systematic unit reviews and data meetings. Each unit supervisor disseminates quarterly unit updates and changes to all college personnel beginning in Fall 2017. (Person(s) Responsible: Unit Supervisors)

Objective 2: Improve external communications
> **Strategy 2**: Develop a comprehensive marketing and public relation plan that enhances the College's awareness. Produce new themed marketing materials (brochures and flyers) and produce an annual college television commercial to begin Spring 2018 (conducted annually in the Spring). (Person(s) Responsible: Receptionist, Recruiter, Marketing Advertising).

EVALUATION: Increase the number of student admission applications by 5% each semester. Increase website traffic and visits by 3% annually.

Goal 5: Teaching and Learning – RSTC will use benchmarks of accreditation and graduate employer surveys for evaluation and development of strategies for continuous improvement of programs.

> **Objective 1:** Each technical and academic program will maintain a minimum graduation rate of 60%. (Person(s) Responsible: Program Instructors).

> **Objective 2:** Each technical and academic program requiring licensure will maintain a minimum licensure rate of 70%. (Person(s) Responsible: Program Instructors).

> **Objective 3:** Each technical and academic program will maintain a minimum placement rate of 70%. (Person(s) Responsible: Program Instructors).
> > **Strategy 3:** Expand placement opportunities by building apprenticeship avenues with business and industry partners of our region. (Person(s) Responsible: Program Instructors, Director of Workforce/CTE Instructor).

Objective 4: Each technical and academic program will receive at least an average rating (70%) from program graduate employers in the following areas: (Person(s) Responsible: Program Instructors).
1. Interpersonal/Interaction Skills
2. Oral and Written Communication Skills
3. Graduate's Work Ethics
4. Critical Thinking Skills
5. Entry-Level Occupational Skills
6. Overall Quality of Graduate Education/Skills

EVALUATION: Each Teaching and Learning Objective will be evaluated annually during the Fall/Winter COE Annual Report in December. Strategies will be created based on each program's benchmarks and review. Additional details will be provided in the COE Annual Report files and plans for programs that failed to meet the above benchmarks.

Goal 6: ASPIRE 2030-ASPIRE 2030 will be developed by a team of core (internal) and

external committee members beginning in the fall of 2020 to realize our institutions potential for improving the local community, strengthen relationships with key stakeholders, better align services to business and industry needs, and increase student success.

        Objective 1: Complete Phase 1 of the ASPIRE 2030 process.

                Strategy 1a: Reevaluate our current strategic planning committee. (Person(s) Responsible: Administration).

                Strategy 1b: Develop an ASPIRE 2030 Core Committee. (Person(s) Responsible: Administration).

                Strategy 1c: Develop an ASPIRE External Committee. (Person(s) Responsible: Administration).

                Strategy 1d: Complete a SWOT analysis of the institution with input from member of the committees formed from those developed from strategies 1 through 3. (Person(s) Responsible: Administration, ASPIRE 2030 Core Committee, ASPIRE 2030 External Committee).

        Objective 2: Complete Phase 2 of the ASPIRE 2030 process.

                Strategy 2a: Reshape our institution to serve our students and the communities we serve based on the SWOT analysis. (Person(s) Responsible: Administration, Divisions Chairs, Recruiter, Public Relations, All Faculty, and Staff).

                Strategy 2b: Develop RFPs to determine costs which address solutions discovered from the SWOT analysis. (Person(s) Responsible: Administration, Director of Accounting/Facilities, and Supporting Staff).

                Strategy 2c: Prioritize capital projects to best maximize budget allocations based on needs of the stakeholders and college. (Person(s) Responsible: Administration, Director of Accounting/Facilities, and Supporting Staff).

EVALUATION: Completion of ASPIRE 2030 Phase 1 will be evident by July 31, 2020. Completion of ASPIRE 2030 will be evident by December 11, 2020.

Summary

In summary, Reid State's Strategic Planning Committee worked diligently in assessing the institution's needs, strengths, weaknesses, opportunities, and threats. Personnel within every unit were allowed to provide input based on examining existing institutional data and personal experiences. Throughout this process the committee recognized that serving students are our primary focus. It is imperative that this institution's mission is reflected in all we do, and the College seeks to continuously improve the lives of individuals we serve and the surrounding communities. We will continue to be "The College That Works!"