

# Randolph Community College 2011-2014 Strategic Plan

## Executive Summary

**Mission:** To provide educational and training opportunities that make a positive change in the lives of students and the community.

**Vision:** To be the premier educational resource for helping the people of Randolph County achieve their career goals and personal dreams.

Randolph Community College's **Values** are also its **Strategic Focus Areas:**

### Community

- To add degree programs that reflect the changing needs of Randolph County citizens and the changing global economy, including more collaborative programs with four year colleges and universities
- To effectively utilize advisory committees in the program planning and evaluation process
- To effectively market programs so that the community knows what is available at RCC

### Employees

- To provide quality Professional Development programs to meet the needs of employees
- To provide numerous and effective means of communication with employees

### Quality Education

- To increase the number of and improve the quality of distance education courses
- To utilize program reviews to improve the quality of all courses and programs
- To increase the quality of student written communication skills for academic and career endeavors

### Radical Hospitality

- To go beyond customer service and provide radical hospitality to those we serve.
- To provide more customer friendly parking
- To provide comfortable classrooms and support facilities to enhance the student experience
- To provide more locations in the community

### Student Success

- To increase graduation rates
- To increase the transfer rates of our graduates to four year schools and universities.
- To provide technology equivalent to what students will use in the workplace
- To collaborate more effectively with employers and high schools to meet the needs of students
- To increase written communication skills that extend well outside the classroom and serve to increase students' employability

In addition, in the final quarter of the fiscal year, the College president will develop specific initiatives designed to move the college ahead. These will be presented to the Trustees the July Board meeting and presented to the RCC Faculty and Staff at the Fall Convocation in August. Progress on the Presidential Initiatives for the previous year will be reported to the board annually at its March meeting or at the Board's annual retreat (usually held in February or March).

## Introduction

Very simply put, strategic planning identifies where Randolph Community College (RCC) wants to be in the future and how it is going to get there. It is the process of self-examination, the confrontation of difficult choices, and the establishment of priorities. The "strategic" part of this planning process lies in

the care and the methods with which the college identifies and responds to change. These responses should help create or influence events so that outcomes assist the college in accomplishing its goals.

Strategic planning determines the overall direction and goals of the College. Consequently, strategic planning influences numerous aspects of the organization:

- What services will be provided and how these services will be designed
- The organizational design and the performance goals for positions throughout the College
- The budget or the amount of money needed to procure the resources required to implement the strategic plan.

During the spring of 2010, Randolph Community College undertook its triennial strategic planning process. This began by taking a wide look around at what's going on outside the College and how it might affect the College. With the help of RCC's community advisors, the College was able to ascertain a picture of its external environment, including trends in demographics, community values, regulations, technologies, and social, political and governmental changes. The strategic planning process at RCC also included a hard look at what's going on inside the organization, including strengths, weaknesses, opportunities, and threats. Input from both internal and external partners helped RCC conduct a thorough SWOT analysis. Using the results of the information gathered, RCC established its mission, vision, values, and goals that will lead the College's efforts to serve its community over the next three years.

## **Brief History**

Randolph Community College, a member institution of the North Carolina Community College System, is a public, two-year, comprehensive, community college established to serve the citizens of Randolph County. The College began operation in 1962 as a joint city-county industrial education center under the direction of the Trades and Industrial Division, Department of Vocational Education. In 1963, the North Carolina legislature established a separate system of community colleges and the College became part of that system. Since opening its doors in 1962 as Randolph Industrial Education Center, the College has seen many changes including:

- Three name changes—Randolph Technical Institute, Randolph Technical College, and Randolph Community College
- Physical facilities expansion—from 33,000 square feet to more than 282,000 square feet on two campuses in Asheboro and Archdale
- Enrollment growth—from 75 students to more than 3,015 credit and 8,880 noncredit students

The College is approved by the North Carolina Community College System under the State Board of Community Colleges, as specified in Chapter 115D of the General Statutes of North Carolina. The College Board of Trustees has been granted authority to award the Associate in Applied Science and Associate in Arts degrees, vocational diplomas, and certificates by the North Carolina Community College System and the State Board of Community Colleges. Continuing Education curricula include a state-approved Adult High School Diploma program, General Educational Development program, and a variety of preparatory level programs, business/professional training, and enrichment courses.

## **Environmental Scan**

An important component of a strategic plan is an environmental scan, often referred to as a SWOT analysis, which is an analysis that takes into account strengths, weaknesses, opportunities, and threats. Consisting of both internal and external assessments, an environmental scan helps provide an

understanding of institutional needs and assets and of the external environment in which it operates. The results of an environmental scan assist in developing the Vision, Mission, and Goals of the College.

### **The External Environment**

Externally, the scan results are categorized into 6 areas: Demographics, Community Values, Economic Data, Administrative, Politics, and Technology.

**1. Demographic** data from the survey suggested that the College may be impacted by an aging county population and an ever increasing Latino/Hispanic population. Survey respondents suggested that the College consider ways to better serve younger students by offering college sports teams and additional extracurricular activities.

**2. Community values** data from the survey suggested that the community values

- Its citizens and hopes that they will have opportunities to further their education without the barriers of transportation, daycare, and overall funding.
- The College and the contributions that it makes to the community

Respondents suggest that RCC:

- Be more present in the community during these tough economic times.
- Promote and market the many opportunities that the College can provide to citizens.
- Lead a local “green movement” to help create a greener environment and to reduce ozone depletion and waste going into the landfill (plastic bottles, newspapers, cans, etc.).

**3. Economic** data from the survey suggested that the College may be impacted by high unemployment, loss of the area’s manufacturing base, changes in employment opportunities (moving towards service industry jobs), high level of high school dropouts, downturn in the global economy, importance of tourism in the county, economic development commission targeting certain industries, and baby boomers reaching retirement with no skilled workers to replace these individuals. Respondents advised RCC to work closely with the community to determine the jobs of the future and work towards preparing the workforce for these future job opportunities.

**4. Administrative** data suggested that the issues that will directly impact the College include:

- Direct competition from Guilford Technical Community College, Davidson County Community College and UNC-G’s iSchool,
- Need for increased numbers of graduates from allied health areas, i.e. Nursing and Radiography
- Increased enrollments and the resulting changes in the requirements of facilities
- Cost of textbooks
- Lack of summer courses and the competition from other schools who are offering summer classes as self-supporting classes
- Student needs for transportation, daycare, tuition assistance for students (scholarships, grants, loan programs, etc.), more computer labs, individual tutoring, more available counselors, and more flexibility in the programs being offered

Respondents felt that RCC needed a bigger presence throughout the community and to more widely market the many opportunities for citizens.

**5. Political** data from the survey suggested that the College may be affected by changes in immigration law, impact of the federal health care bill, state budget cuts, restrictions on TAA and WIA funding, and general funding for students to attend college.

**6. Technology** data from the survey suggested that the College may be impacted by its inability to keep current technology up-to-date. Respondents pointed out that the jobs of the future will be technology based. Results also indicated that the College needs to continue to integrate technology into classrooms such as Smart Boards, Symposiums, Interactive Software, electronic roll taking, and hide-away laptops to make classrooms more versatile. Respondents also believed that the College will continue to see an increase in the need for distance education.

## **The Internal Environment**

### ***Strengths***

Randolph Community College, like any institution, has both strengths and weaknesses. Respondents to the strategic planning survey were asked to describe RCC's strengths and weaknesses, so that the College may build upon its strengths in order to overcome its weaknesses.

Randolph Community College is touted for its student life, program offerings, community outreach, and facilities. Respondents to the strategic planning survey indicate that RCC has a welcoming environment and is known to be friendly and helpful. RCC responds quickly to the changing needs of students and the community and is applauded for its involvement in such community events as Habitat for Humanity, blood drives, cultural arts, food drives, and community organizations. Student respondents indicate an appreciation for the programming options and the extracurricular activities available to them, including clubs, fairs, festivals/events, and the newly created intramural program. The diversity of RCC programming and the signature programs at RCC are named as strengths of the college that show RCC's value to the community. The evolving and expanding facilities at RCC are deemed an asset that will serve the community well into the future, reaching out to off-campus sites while creating comfortable learning environments that meet sustainability and energy efficiency goals.

### ***Weaknesses***

When asked to provide feedback on RCC weaknesses, survey respondents had less to say than in the previous "strengths" question. Of the 250 respondents, 213 offered a response to this question. However, many of the responses contained multiple improvement suggestions. The results were easily categorized into five overarching themes. Those included communication, parking, funding (inclusive of facilities, equipment, supplies, salaries, and technology), customer service, and instructional access & quality.

## **Acknowledgements**

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