

2003-2006

**Strategic Priorities
and Institutional Goals**



Planning for Real Times

Richard T. Heckman, President

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Randolph Community College

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Introduction to RCC Strategic Plan

Randolph Community College's 2003-06 Strategic Plan began life in May of 2002 with a broad-based discussion of the College's vision, mission, and values. Over 100 employees participated in the development of new mission and vision statements and a revised statement of College values. The new vision, mission, and values statements were approved by the RCC Board of Trustees in July of 2002 and became the foundation upon which this plan was constructed.

From May to December of 2002, community input was gathered from program advisory committees and local business, industry, professional service, government, and civic leaders. The RCC Strategic Planning Task Force, made up of RCC faculty and staff, conducted an internal environmental analysis from January through May of 2003. As a result, four areas of strategic priority were identified: Meeting Community Needs, Providing Exemplary Customer Service, Ensuring Institutional Effectiveness, and Fostering Student Success. Within each of these priority areas one or more strategies were identified and are presented in this document.

Randolph Community College is committed to strengthening our capacity to fulfill our mission through strategic and operational planning based on strategic thinking and systematic analysis of appropriate data, information, and experience. Planning outcomes, founded in the College's vision, mission, and values, will guide the allocation of College resources.

The 2003-06 Randolph Community College Strategic Plan is intended to be a dynamic document that will change as conditions warrant.

Our Mission, Our Vision, Our Values

Mission

Randolph Community College is a public, comprehensive community college. As a member institution of the North Carolina Community College System, Randolph Community College's mission is to provide comprehensive education, training, and services to adults consistent with the identified needs of students and the community.

Vision

Randolph Community College will become a college of first choice for people seeking opportunities through postsecondary education.



Values

At Randolph Community College we value

Our Students and strive to provide a supportive, student-centered environment and to serve students with varying educational backgrounds, resources, interests, abilities, and career goals.

Academic Excellence and strive to promote teaching excellence and the continued relevance of our programs and support services as they are affected by technological, economic, cultural, and social change.

Accessibility and strive to provide convenient, affordable educational opportunities and services to all.

Our Community and strive to offer education and training that meet the community's workforce development needs. We cultivate partnerships with the civic, economic, educational, and cultural groups of our service area.

Our Employees and strive to provide opportunities for professional growth and development; to maintain adequate, fair and equitable benefits, policies, and procedures; and to maintain a work environment which encourages open communication, innovation, productivity, accountability, and personal commitment.

Technology and strive to use technological resources to support educational and training objectives. We support students, faculty, and staff in their use of technology.

Effectiveness and will ensure our effectiveness by the use of sound planning and management of College resources and through systematic evaluation for the improvement of programs and services.

Randolph Community College Profile



Randolph Community College, a member institution of the North Carolina Community College System, is a public, two-year, comprehensive, postsecondary educational institution established to serve the citizens of Randolph County.

Changes Through the Years:

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
 - facilities expansion – from 33,000 square feet to more than 270,000 square feet on two campuses in Asheboro and Archdale, and
 - enrollment growth – from 75 students to more than 2,800 credit and 9,500 noncredit students.
-

Expanding Options for Students:

In addition to offering classes and services at our Asheboro and Archdale Campuses, Randolph Community College has offerings at approximately 95 locations in 17 communities. On-line courses have greatly increased convenience and accessibility to education for students as well. In the spring of 2003, 558 students took a curriculum course on-line.

Enrollment Growth:

	2000	2001	2002
Curriculum	2,654	2,709	2,810
Continuing Education	8,214	9,367	9,552

Diversity (Based on Spring 2003 Enrollment)

Ethnicity/Race	Percent of Students
Asian	<1%
Black	9%
Hispanic	2%
Am. Indian/Alaskan	<1%
Other	<1%
White	87%

Male: 32%

Female: 68%

Commitment to Quality:

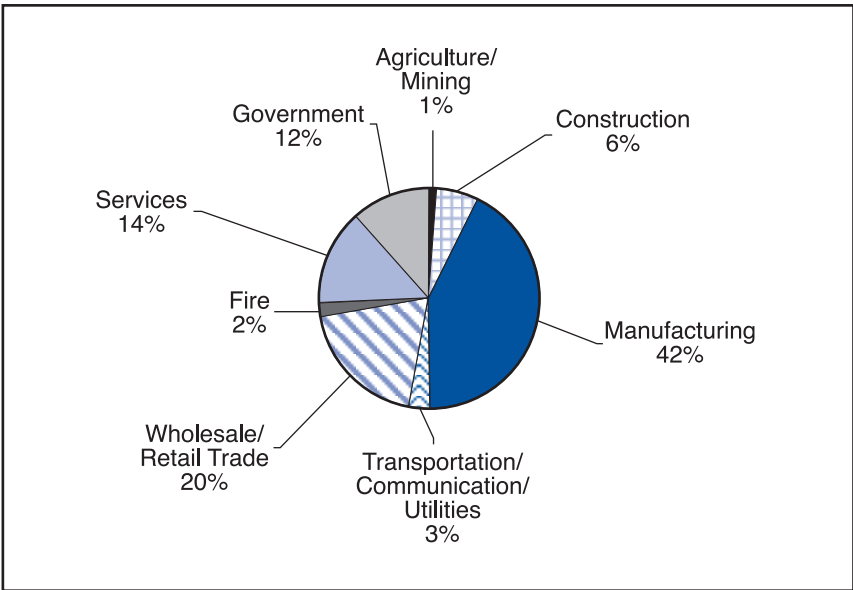
Despite significant financial constraints in a time of enrollment growth, Randolph Community College has utilized its financial and human resources effectively and has been successful in delivering quality programs and services to its constituents.

In fact, 97% of the students responding to a recent satisfaction survey stated that they were "Very Satisfied" with the overall quality of the College.

Randolph County Facts

Total Population 130,454
 Population 18 years and older 97,851

Where We Work:



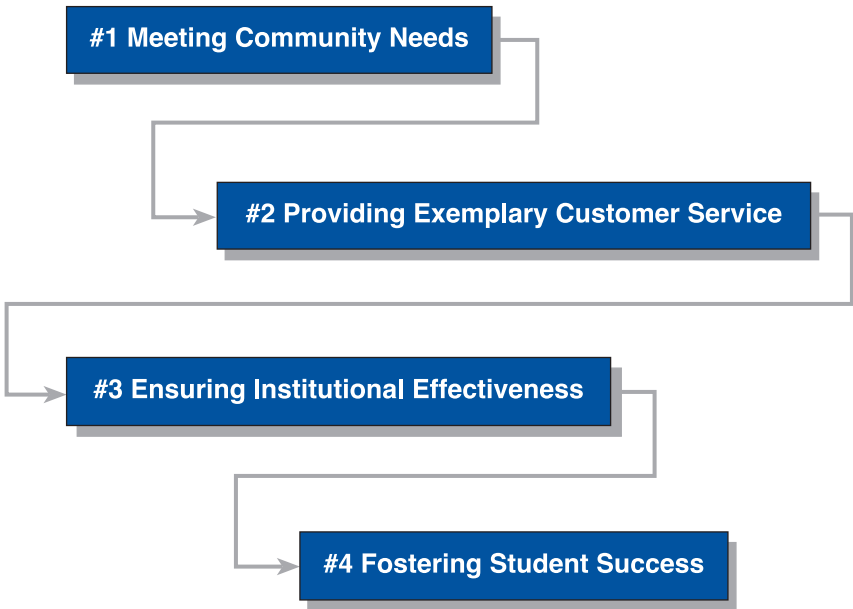
Per Capita Personal Income: \$23,548

Educational Attainment:

25 yrs & older	1990	2000
Less than 9th Grade	16.2%	10.8%
9th-12th, no diploma	21.9%	19.2%
High School Graduate	35.1%	35.6%
Associate/Some College	17.7%	23.3%
Bachelor's/Graduate Degree	9.1%	11.1%

Strategic Priorities and Institutional Goals

The Strategic Planning Task Force identified four areas of strategic focus. Our strategic plan for 2003-2006 reflects a commitment to



Meeting Community Needs

Strategic Priority 1:

Randolph Community College will continuously assess the community and will provide programs and services that are consistent with identified needs.

Key Assumptions:

Our community is growing and changing rapidly. Employers in our community consistently report that they require a workforce with new knowledge, skills, and abilities. Ongoing assessment of the differing needs of groups of customers will allow the College to tailor activities to meet the widest variety of community needs consistent with our mission.

Institutional Goals:



Maintain a program and service inventory that is fluid and responsive to documented community needs.



Continuously identify accurate, defensible data from both internal and external sources and use that data as a basis for all planning.



Ensure adequate staffing and resources are dedicated to the assessment of community needs and the provision of programs and services to meet those needs.



Form substantive partnerships and collaborations with our community.

Providing Exemplary Customer Service

Strategic Priority 2:

Randolph Community College will be a model of customer service in Randolph County and North Carolina.

Key Assumptions:

We believe that model customer service is inclusive of our students, our community, and our employees. To become a college of first choice for people seeking opportunities through postsecondary education, we must understand and value our customers.

Institutional Goals:



Facilitate college-wide development in customer care with an emphasis on our values.



Continuously assess customer satisfaction and incorporate our findings into action for improvement.

Ensuring Institutional Effectiveness

Strategic Priority 3:

Randolph Community College will become an institution of continuous improvement.

Key Assumptions:

We must constantly evaluate whether our many programs and services are meeting their goals. Likewise, measurements of effectiveness must be linked to planning and budgeting. Continuous improvement as a strategy requires us to understand our internal and external environments, adapt to changes in both realms, and evaluate those changes in terms of their effectiveness in regards to accomplishing our mission and moving us toward our vision.

Institutional Goals:



Develop a model for continuous improvement that is a fit for our mission, vision, and needs.



Employ effective financial systems and enhanced communication systems that provide easier access to budgetary and expenditure data and improve informed decision-making.



Enhance institutional development and cultivate external funding options which increase our ability to best meet community needs.



Develop an organizational structure that reduces overhead and unifies all services and resources in support of students, teaching, and learning.

Fostering Student Success

Strategic Priority 4:

Randolph Community College will be a learner-centered college.

Key Assumptions:

We believe that to be learner-centered is to take into account the learning needs and styles of our students, our community, and our employees. To become a college of first choice for people seeking opportunities through postsecondary education, we must understand learning and facilitate best-practice for learning.

Institutional Goals:



Increase resources directly supporting teaching and learning.



Develop and implement a Success Center model including unified counseling and support services.



Strengthen student recruitment efforts, particularly among under-represented groups.



Use student outcomes assessment measures to improve the curriculum and student success.



Enhance employee development regarding learner-centered learning.



Increase student involvement in decision-making when decisions directly impact students.

Randolph Community College 2000-2003 Strategic Priorities and Institutional Goals **Three-Year Progress Report**

This report reflects a summary of outcomes as reported in the more comprehensive and detailed Randolph Community College 2000–2003 Strategic Priorities and Institutional Goals Outcomes Report. Each priority and supporting goal is rated as NP (No Progress), AP (Acceptable Progress), or SP (Significant Progress).

Strategic Priority/Goal	NP	AP	SP
Technology			X
Upgrade and expand computer technologies in support of instructional and support activities.		X	
Enhance network capabilities at and between the Asheboro and Archdale Campuses.			X
Upgrade and add instructional equipment as detailed through the College planning process.			X
Expand and enhance distance-learning opportunities.			X
Acquire and install appropriate instructional and administrative software.		X	
Professional Development/Training			X
Identify and define priority areas for training and development.			X
Identify training/development resources.			X
Implement training/development activities.			X
College Facilities			X
Upgrade, renovate, and enhance existing facilities.		X	
Acquire additional space in Archdale-Trinity.			X
Evaluate and revise space utilization of current space.			X
Enrollment Management			X
Create a college-wide marketing plan.		X	
Create a college-wide recruitment plan.			X
Offer a comprehensive retention program.			X
Workforce/Economic Development			X
Expand workforce/economic development outreach.			X
Research/implement new methods of course delivery.			X
Research/expand instructional programs and services.			X
Use assessment/evaluation process to improve programs.		X	
Develop a staffing plan.		X	

A Word of Thanks:

Randolph Community College would like to thank the many community members, civic leaders, industry leaders, students, faculty, and staff who contributed to the creation of this strategic plan; participated in focus groups; engaged in strategic discussions; clarified mission, vision, and values; completed surveys; contributed to data collection and analysis; and continued to think strategically about the future of RCC.

2003-2006 Strategic Planning Task Force:

The Strategic Planning Task Force met from January until late May of 2003 to clarify the College's priorities and goals and write the strategic plan document.

Special thanks goes to

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RCC is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Ga. 30033-4097, (404) 679-4501) to award the associate degree. EOE. 600 copies of this public document were printed at a cost of \$780. PIO/10/04

Randolph Community College

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