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Strategic Plan Goals for 2021-2022

RC Strategic Plan 2018-2023 SP: 2021-2022

RC Strategic Plan 2018-2023

SP: 2021-2022

In Progress

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Institution Mission Statement

The mission of Ranger College is to transform lives and give students the skills to be a positive influence in their communities.

Institution Vision Statement

Ranger College will be the trusted leader in meeting current and emerging needs for training and education that transforms lives, inspires hope, and builds communities.

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1 Strategic Goal
Focus on Enrollment Growth

Increase enrollment (baseline AY 2017-18) Regular = 1,774 Dual = 1,276 Online = 845 International = 68

1.1 Strategic Initiative
Increase enrollment of dual credit students by 3 percent per year.

1.1.1 Key Performance Measure
Increase ways to reach prospective dual credit students when visiting high schools.
Increase ways to reach prospective dual credit students when visiting high schools.

1.1.1.1 Success Indicator
Visit at least 40 ISD's and give dual credit presentations in individual classes that would target prospective DC students. (This visitation and targeting method has not been done recently)

SUCCESS INDICATOR   By April 30, 2022, visit at least 40 ISD's and give dual credit presentations in individual classes that would target prospective DC students. (This visitation and targeting method has not been done recently)

1.2 Strategic Initiative
Increase enrollment of regular college students by 3 percent per year.

1.2.1 Key Performance Measure
Attend more events.
Attend more events.

1.2.1.1 **Success Indicator**
Perspective students.

SUCCESS
INDICATOR
Attend 5 college fairs by May 2022.

1.3 **Strategic Initiative**
Increase enrollment of online only students by 3 percent per year.

1.3.1 **Key Performance Measure**
Increase online offerings

1.3.1.1 **Success Indicator**
All courses online   Met

SUCCESS
INDICATOR
Offer 100% of our courses online because of covid

1.4 **Strategic Initiative**
Increase enrollment of international students by 2 percent per year.

1.4.1 **Key Performance Measure**
Increase international marketing.
Increase international marketing.

1.4.1.1 **Success Indicator**
International perspective students.

SUCCESS
INDICATOR
Create a social media campaign that targets international students by April.

2 **Strategic Goal**
Focus on Student Success

2.1 **Strategic Initiative**
Improve the college's retention rate (increase fall-to-fall retention by 4% per yr from baseline fall 2017), completion rate (meet or exceed statewide avg each yr for 3-,4-, and 6-yr graduation rates), attendance rate, (reduce absences by 5% over 3 yrs), and transfer rate (increase by 5% per yr from baseline 2017).

2.1.1 **Key Performance Measure**
Guided Pathways

Pathways is a program designed to improve retention, completion, and attendance in the following ways: 1. Improve communication with counselors at high schools. 2. Connect high school "endorsements" directly to Ranger College degree plans. 3. Advise students on course registration with specific emphasis on their career choice in order to improve completion rates. 4. Ensure that students avoid taking electives that do not apply to their chosen degree, also to improve completion rates. 5. Educate college advisors, high school counselors, and career mentors to improve efficiency. 6. Remove barriers to success in all aspects of the student experience (e.g., financial aid, tutoring, ESL support, et cetera) to improve attendance and retention. 7. Provide professional development to improve customer service, also to improve attendance and retention.

2.1.1.1 **Success Indicator**
Success will be determined by whether or not the college met the percentages stated in 2.1 (example: has our retention rate increased by 4% from 2017 to the end of 2021?

SUCCESS
INDICATOR

2.2 **Strategic Initiative**
Increase use of instructional best practices to improve student learning outcomes. Find and implement ways in which to improve content delivery from instructors as well as improve student retention of important information from that delivered content. All class formats will be addressed: Face-to-face, online, ITV, and hybrid.

2.2.1 **Key Performance Measure**
Increase use of instructional best practices
 Increase use of instructional best practices

2.2.1.1 **Success Indicator**
Hold at least one division meeting each semester at which instructors share best practices and how they've applied those practices in their classrooms. Discuss strengths, weaknesses, and areas that need improvement.

SUCCESS
INDICATOR
Success is indicated by whether or not these meetings have been held throughout the year.

2.2.1.2 **Success Indicator**
Require faculty to complete at least two webinars on mentoring students and retention best practices using Innovative Educators.

SUCCESS
INDICATOR
Success is measured by the percentage of faculty who have completed at least two webinars in mentoring and retention best practices.

2.2.1.3 **Success Indicator**
Require syllabi with expectations clearly defined submitted to division chairs prior to each semester.

SUCCESS
INDICATOR
Success is indicated by the number of syllabi posted to the website. 100% success in this area is determined by comparing instructors and courses to the final collection of syllabi received.

2.3 **Strategic Initiative**
Implement guided pathways by 2020.

2.4 **Strategic Initiative**
Monitor effectiveness of co-requisite developmental education program and make adjustments and improvements as necessary.
Monitor effectiveness of co-requisite developmental education program and make adjustments and improvements as necessary. Percentage of Remedial Students Who Met a TSI Obligation for cohort yr 2017 per LBB 2021 Performance Measures in: Math 69% Reading 66.7% Writing 65.2% Percentage of Remedial Students Who Met a TSI Obligation for cohort yr 2016 per LBB 2020 Performance Measures in: Math 62.3% Reading 67.9% Writing 68.3% Percentage of Remedial Students Who Met a TSI Obligation for cohort yr 2015 per LBB 2019 Performance Measures in: Math 70.2% Reading 74.6% Writing 70.5% Percentage of Remedial Students Who Met a TSI Obligation for cohort yr 2014 per LBB 2018 Performance Measures in: Math 49.4% Reading 65.7% Writing 62.9% Baseline Data: Math 37% Reading 63.8% Writing 60.4%

2.4.1 **Key Performance Measure**

Monitor effectiveness of co-requisite developmental education program.

2.4.1.1 **Success Indicator**
Monitor students' success in the college level course of a co-requisite developmental education program.

| SUCCESS INDICATOR | Students enrolled in a co-requisite developmental education course will meet their TSI obligation by an increase of 5% over the LBB 2021 Performance Measures. |

2.5 **Strategic Initiative**
Review advising and tutoring systems and recommend improvements.

2.5.1 **Key Performance Measure**
Plan advising trainings prior to each long semester .
Plan advising trainings prior to each long semester .

2.5.1.1 **Success Indicator**
We will train 100% of the advisors by November 17, 2021 and June 15, 2022.

| SUCCESS INDICATOR | We will train 100% of the advisors by November 17, 2021 and June 15, 2022. |

2.6 **Strategic Initiative**
Improve customer service across all divisions.
Improve customer service throughout all divisions.

2.6.1 **Key Performance Measure**
Implement a new process using the book "Raving Fans" to improve customer service.
Implement a new process using the book "Raving Fans" to improve customer service.

2.6.1.1 **Success Indicator**
Implement the process by December, 2021

| SUCCESS INDICATOR | Implement the process by December, 2021 |

2.7 **Strategic Initiative**
Improve licensure pass rates for all relevant programs by meeting or exceeding aggregate statewide rates each year.
Improve licensure pass rates for all relevant programs by meeting or exceeding aggregate statewide rates each year. Per THECB Accountability Report for Statewide Averages: ADN Rates: 2020=90.2% LVN Rates: 2020=69% CSME Rates: 2020=76% EMT Rates: 2020=38% Aggregate RC Rates: 2020=68.3

2.7.1 Key Performance Measure
Increase percentage of students who pass applicable licensure exams required for professional practice.

Increase percentage of students who pass applicable licensure exams required for

professional practice.

2.7.1.1 Success Indicator
90% pass rate for each program requiring licensure for employment, or within 5% of the State Average.

SUCCESS
INDICATOR

90% pass rate for each program requiring licensure for employment, or within 5% of

the State Average.

2.8 Strategic Initiative
Lower the FTE faculty/student ratio.

Lower the FTE faculty/student ratio from 23/1 in 2018 to 22/1 or better by 2021.

2.8.1 Key Performance Measure
This gaol has been met.

This goal has been met.

2.9 Strategic Initiative
Align institutional efforts to support 60x30TX goals.

2.9.1 Key Performance Measure
Develop and implement career and transfer center by the end of Summer 2021.

Develop and implement a career and transfer center by the end of Summer 2021.

2.9.1.1 Success Indicator
Career and Transfer Center will be open for student use.

SUCCESS
INDICATOR

Career and Transfer Center will be open for student use.

3 Strategic Goal
Focus on Human Capital

3.1 **Strategic Initiative**
Develop and deploy an effective onboarding system for new employees.

3.1.1 **Key Performance Measure**

Purchase a new HR system.

3.1.1.1 **Success Indicator**
New hires and supervisors.

SUCCESS INDICATOR   Implement new HR system by November 2021.

3.2 **Strategic Initiative**
Implement a new employee evaluation process.

3.2.1 **Key Performance Measure**
Change end of year conference date.
Change end of year conference date.

3.2.1.1 **Success Indicator**
All full-time employees.

SUCCESS INDICATOR   Communicate date changes by October 2021.

3.3 **Strategic Initiative**
Increase options and opportunities for professional training and development.

3.3.1 **Key Performance Measure**
Continue to look for professional development opportunities.
Continue to look for professional development opportunities.

3.3.1.1 **Success Indicator**
All employees.

SUCCESS INDICATOR   To present opportunities by August 2021.

3.4 **Strategic Initiative**
Increase morale by developing and implementing new methods of showing employee appreciation.

3.4.1 **Key Performance Measure**
Increase appreciation activities.

Increase appreciation activities.

3.4.1.1 **Success Indicator**
All employees.

SUCCESS
INDICATOR

Host 1 employee event by August 2021.

4 **Strategic Goal**
Improved Institutional Effectiveness

Improved Institutional Effectiveness

4.1 **Strategic Initiative**
Redesign the College's institutional effectiveness system and train all employees in its use.

Training for Assessment, Strategic Plan & Compliance Modules

4.1.1 **Key Performance Measure**
Create an IE Handbook

Create an IE Handbook

4.1.1.1 **Success Indicator**
Share the IE Handbook with IE Committee for approval and post on college's website by Nov 1, 2021

SUCCESS
INDICATOR

Share the IE Handbook with IE Committee for approval and post on college's website

by Nov 1, 2021

4.2 **Strategic Initiative**
Embed SACSCOC, THECB, DOE, and other necessary quality measures throughout the College's operations.

Embed SACSCOC, THECB, DOE, and other necessary quality measures throughout the

College's operations.

4.2.1 **Key Performance Measure**
Ensure due dates are met for all compliance initiatives

Ensure due dates are met for all compliance initiatives

4.2.1.1 **Success Indicator**
Send reminder emails 2 weeks before due dates about Admin Outcomes, Strategic Initiatives, PLO/GLOs, APRs, etc.

SUCCESS
INDICATOR

Send reminder emails 2 weeks before due dates about Admin Outcomes, Strategic Initiatives, PLO/GLOs, APRs, etc.

5 **Strategic Goal**
Effective Management of Facilities

5.1 **Strategic Initiative**
Meet all specifications of the energy efficiency plan.

5.1.1 **Key Performance Measure**
Increase efficiency of HVAC systems

Increase efficiency of HVAC systems

5.1.1.1 **Success Indicator**
Staff and students

SUCCESS
INDICATOR

Install door control entry systems in all buildings by January 31, 2022

5.2 **Strategic Initiative**
Evaluate and improve facilities on a systematic basis.

5.2.1 **Key Performance Measure**
Improve way-finding on campuses

Improve way-finding on campuses

5.2.1.1 **Success Indicator**
Guests, staff and students

SUCCESS
INDICATOR

Purchase more building signs to improve labeling for direction purposes

6 **Strategic Goal**
Expanded Workforce Programs

6.1 **Strategic Initiative**
Establish three new workforce programs by 2020.

N/A this year

6.2 **Strategic Initiative**
Expand current workforce programs as determined by community needs.

Expand current workforce programs as determined by community needs.

6.2.1 **Key Performance Measure**
Create Cybersecurity program with Collin College

Cybersecurity program

6.2.1.1 **Success Indicator**
Affects-Students and faculty

SUCCESS INDICATOR Create CEU program with Collin College by Jan 1, 2022 (non-credit to start)

6.2.2 **Key Performance Measure**
Expand Automotive Program

Expand Automotive Program

6.2.2.1 **Success Indicator**
Affects-DC students and faculty

SUCCESS INDICATOR Open Dual Credit Automotive Program at Stephenville High School by August 2022 (assuming all equipment is in place)

7 **Strategic Goal**
New and Enhanced Revenue Streams

7.1 **Strategic Initiative**
Increase enrollment of non-scholarship students by 5% per year.

7.1.1 Key Performance Measure
Assign recruitment committee to visit more local high schools for recruiting events.
Assign recruitment committee to visit more local high schools for recruiting events.

7.1.1.1 Success Indicator
Local perspective students and recruitment committee.

SUCCESS
INDICATOR

Recruitment committee members will sign up for at least two local recruitment trips by May 2022.

7.2 Strategic Initiative
Increase grant funding by 5% by 2021.
Increase grant funding by 5% by 2021.

7.2.1 Key Performance Measure
TRUE Grant with Collin College
Grant with Collin College

7.2.1.1 Success Indicator
Affects-RC & CC and industry

SUCCESS
INDICATOR

Apply for manufacturing consortium grant (Skills Dev Fund) for 1.1 million by Dec 31, 2021 with training starting Jan 1, 2022

7.3 Strategic Initiative
Establish at least one source of enterprise funding by 2020.
N/A for this year (2021-22)

8 Strategic Goal
Improved Use of Technology
Improved Use of Technology

8.1 Strategic Initiative
Optimize use of the College's learning management system through increased faculty training, streamlined user processes, and revised IT maintenance system.
Optimize use of the College's learning management system through increased faculty training, streamlined user processes, and revised IT maintenance system.

8.1.1 **Key Performance Measure**
Ensure faculty are prepared for new LMS
Ensure faculty are prepared for new LMS

8.1.1.1 **Success Indicator**
Affects-faculty using Canvas for pilot

SUCCESS INDICATOR
Facilitate training in Canvas by September 1, 2021 so faculty are prepared to use the new system

8.2 **Strategic Initiative**
Explore alternative modes of course delivery via technology.
Explore alternative modes of course delivery via technology.

8.2.1 **Key Performance Measure**
Find a new LMS to use to improve online learning for students
Test and find a new LMS to use besides Blackboard

8.2.1.1 **Success Indicator**
Affects-pilot faculty, IT and students

SUCCESS INDICATOR
Pilot 15 courses in the fall 2021 semester using the Canvas LMS

9 **Strategic Goal**
Strengthened Community Relationships

9.1 **Strategic Initiative**
Assess community needs and provide appropriate educational opportunities.

9.1.1 **Key Performance Measure**
Engage students in community events
Engage students in community events

9.1.1.1 **Success Indicator**
Affects-Employees and community `Met`

SUCCESS INDICATOR
Increase participation to be 100% from all athletic departments and increase participation from community volunteers at Day of Champions.

9.2 **Strategic Initiative**
Deepen relationships with dual credit partners by extending the culture of the College to the high schools.

Deepen relationships with dual credit partners by extending the culture of the College to the high schools.

9.2.1 **Key Performance Measure**
Increase marketing resources at the target schools

Increase marketing resources at the target schools

9.2.1.1 **Success Indicator**
Upward Bound Survey

SUCCESS
INDICATOR   The overall survey results are positive

9.3 **Strategic Initiative**
Participate in community outreach activities

Participate in community outreach activities

9.3.1 **Key Performance Measure**
Host on-campus activities for community

Host on-campus activities for community

9.3.1.1 **Success Indicator**
Community and staff

SUCCESS
INDICATOR   Host a Superintendent's Luncheon for local ISD superintendents on the Ranger

College Campus in November 2021

9.4 **Strategic Initiative**
Foster and strengthen relationships with community leaders.

9.4.1 **Key Performance Measure**
Strengthen relationships with community leaders

Strengthen relationships with community leaders

9.4.1.1 Success Indicator
RC Interim President and community leaders `Met`

SUCCESS
INDICATOR

Attend Thank You Luncheon for Rep. Glenn Rogers during September 2021