

## FY 2005–06 PRESIDENTIAL WORKPLAN TEMPLATE

**COLLEGE OR UNIVERSITY:** Riverland Community College

**DATE:** January 31, 2006

<b>SYSTEM STRATEGIC PLAN</b>			
<b>Strategic Direction One: Increase Access and Opportunity</b>			
<i>The Minnesota State Colleges and Universities will provide more people with different backgrounds with the opportunity to experience the benefits of higher education.</i>			
<b>System Expectations</b>	<b>Institutional Goals</b>	<b>Projected Institutional Outcomes</b>	<b>Actual Institutional Outcomes</b>
A. Recruit and retain a more diverse workforce at the institution.	A.1. Strengthen Collaborative Networks	A.1.1. Established a Committee on Inclusion. A.1.2. Improved success in the recruitment and retention of employees from underutilized groups as defined in RCC's affirmative action plan. A.1.3. Continued regional collaboration with three other higher education providers to employ Regional Diversity Investigator & Trainer.	
B. Increase the number and success of students of color.	B.1. Develop Innovative Program-Delivery Mechanisms B.2. Strengthen Collaborative Networks	B.1.1. Explored transition strategies for college access and completion with public and private-sector organizations. B.2.1. Established a Committee on Inclusion. B.2.2. Improved success recruiting and retaining RCC students from traditionally underserved groups.	
C. Expand private fundraising.	C.1. Strengthen Collaborative Networks C.2. Develop action plan/guidelines for distributing funds for the next five years. C.3. Identify and investigate area Foundations for funding opportunities. C.4. Expand community and business awareness and involvement. C.5. Develop an alumni association.	C.1.1. Secured donations from area medical centers to fund a director of nursing position. C.2.1. A written plan developed to ensure consistency within the disbursement process. C.3.1. Foundation's Resource Development Committee submitted a report June 2006. C.4.1. Company newsletters and local newspapers highlighted information about the Riverland Foundation. C.5.1. Established an Alumni Relations Committee.	

**Strategic Direction Two: Expand High-Quality Learning Programs and Services**

*The Minnesota State Colleges and Universities will provide students with a full range of high-quality learning programs and services that respond to student needs and document student achievement.*

<b>System Expectations</b>	<b>Institutional Goals</b>	<b>Projected Institutional Outcomes</b>	<b>Actual Institutional Outcomes</b>
A. Increase online educational offerings and/or enrollment.	A.1. Develop Innovative Program-Delivery Mechanisms A.2. Strengthen Collaborative Networks	A.1.1. Secured Institutional Change approval to offer online degrees from the Higher Learning Commission and MnOnline. A.1.2. Aligned marketing publications with online services. A.2.1. Created products for marketing specific programs of study.	
B. Engage faculty and staff in opportunities to improve teaching and learning.	B.1. Develop Innovative Program-Delivery Mechanisms B.2. Strengthen Collaborative Networks B.3. Develop Centers of Learning	B.1.1. Established assessment planning and reporting processes at the classroom, program, and unit levels. B.2.1. Established a Teaching Excellence Award system for Riverland. B.3.1. Established a writing center and developmental writing program. B.3.2. Established a developmental reading program. B.3.3. Secured Title III eligibility in lieu of an application for funding consideration in 2007. B.3.4. Assessed the organizational structure of liberal arts, outreach, training and development, and workforce areas of learning.	

**Strategic Direction Three: Strengthen Community Development and Economic Vitality***The Minnesota State Colleges and Universities will work to maintain and build vital communities and economies at the local, regional and state levels.*

<b>System Expectations</b>	<b>Institutional Goals</b>	<b>Projected Institutional Outcomes</b>	<b>Actual Institutional Outcomes</b>
A. Promote active partnerships with K-12 school districts that increase college readiness.	A.1. Strengthen Collaborative Networks	A.1.1. Renewed or established Tech Prep agreements with each of the local high schools.	
B. Actively engage the business community.	B.1. Strengthen Collaborative Networks B.2. Clarify the Owatonna College and University Center's relationship with Riverland Community College	B.1.1. Strategically placed Riverland officials among civic and governmental groups in the three-county region. B.1.2. Participated on the SE MN Workforce Investment Board as the MnSCU representative. B.1.3. Created a "Leadership Austin" program in cooperation with the Austin area Chamber of Commerce. B.1.4. Distributed RCC Annual Report to the community. B.2.1. Facilitated a meeting between OCUC Board members and the Chancellor of MnSCU. B.2.2. Director of Communications spent one working day weekly at the OCUC and improved media relations and communication flow.	

**Strategic Direction Four: Fully Integrate the System**

*The Minnesota State Colleges and Universities will become a more fully coordinated and integrated system of distinct higher education institutions that provide high-quality education.*

System Expectations	Institutional Goals	Projected Institutional Outcomes	Actual Institutional Outcomes
<p>A. Align college and university programs, services and business processes by implementing BPAC recommendations.</p>	<p>A.1. Develop Innovative Program-Delivery Mechanisms                      A.2. Clarify the Owatonna College and University Center’s relationship with Riverland Community College</p>	<p>A.1.1. Students understand the benefits of BPAC changes and how the changes will affect them.                      A.1.2. Funded initiatives aligned with institution mission, vision, and values after review of operational proposals and strategic plans for the FY 2007 College budget.                      A.2.1. Renegotiated the OCUC contract with the city of Owatonna.                      A.2.2. Assessed the need for an administrative presence at the OCUC and in the community.                      A.2.3. Determined the need for full-time faculty at the OCUC.                      A.2.4. Explored campus designation for the OCUC.</p>	

**INSTITUTIONAL GOALS – LIST 3–5 KEY INSTITUTIONAL GOALS FOR THE COMING YEAR**

Institutional Goals	Projected Institutional Outcomes	Actual Institutional Outcomes
<p>1. Develop a long-term strategy for College Park Housing.</p>	<p>1.1. Draft of long-term strategy submitted to RCC Foundation board of directors May 2006.</p>	
Institutional Goals	Projected Institutional Outcomes	Actual Institutional Outcomes
<p>2. Implement revised mission, vision, and values statements.</p>	<p>2.1. Reported on indicators of effectiveness for mission and vision, values (institutional goals), and strategic initiatives.                      2.2. Established a continuous improvement agenda for designated performance indicators of effectiveness.</p>	

Institutional Goals	Projected Institutional Outcomes	Actual Institutional Outcomes
3. Explore the viability of assessment procedures and coordination.	3.1. Established assessment planning and reporting processes at the classroom, program, and unit levels. 3.2. Identified role descriptions for institutional research and assessment positions.	

**FUTURES PLANNING**

**Institutional Distinctiveness**

*What programs of distinctiveness does the institution have and promote? Do you have niche markets or products?*

System Expectations	Institutional Goals	Projected Institutional Outcomes	Actual Institutional Outcomes
A. With the Office of the Chancellor and Leadership Council identify one or more programs of distinction and/or niche programs and services.	A.1. Develop Innovative Program-Delivery Mechanisms A.2. Strengthen Collaborative Networks	A.1.1. Obtained a Department of Labor Community-Based Job-Training Grant to establish a world-class allied health/nursing simulation lab. A.1.2. Completed RCC Employee Leadership Development Program. A.2.1. Joined Winona State University's Center of Excellence for health sciences. A.2.2. Created a resource development initiative that provides for full tuition and fees to students graduating from a high school in Mower, Freeborn, or Steele counties in the top 10% of their class. A.2.3. Expanded a unique public-private higher education partnership that provides a seamless P-18 presence on each of the Riverland Community College sites.	
B. Market one or more programs of distinction or niche programs or services.	B.1. Develop Centers of Learning	B.1.1. Established a simulation lab for the law enforcement/corrections program. B.1.2. Secured one major industry-based partner in the manufacturing sector to equip and underwrite a regional flagship training/education program of study at Riverland Community College. B.1.3. Established "Generations," a senior college.	

*As you look to 2010 and beyond, what major directions or changes do you anticipate in facilities, human resources, students, mission, program or technological priorities?*

**2010 and Beyond:**

<ul style="list-style-type: none"> <li>• Facilities</li> </ul>	<ol style="list-style-type: none"> <li>1. Bring additional resources to Owatonna and Steele County to meet the growing demand for higher education services.</li> <li>2. Enlist support of RCC Foundation, community, and state to establish a performing/fine arts center at Riverland Community College to support the AFA programs and enhance the cultural needs of southern Minnesota.</li> <li>3. Obtain HEAPR funding to repair/replace deferred maintenance items, ensure safety, enhance energy savings, etc.</li> </ol>
<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>	<ol style="list-style-type: none"> <li>1. Establish strategies to recruit and mentor new staff and faculty members in anticipation of a significant turnover of staff and faculty due to retirement.</li> </ol>
<ul style="list-style-type: none"> <li>• Students</li> </ul>	
<ul style="list-style-type: none"> <li>• Mission</li> </ul>	
<ul style="list-style-type: none"> <li>• Academic Programs</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet the education needs of an increasingly diverse population, especially those for whom English is a first language.</li> <li>2. Establish more effective, seamless pathways for high school-to-college transitions.</li> <li>3. Establish a Fine &amp; Performing Arts Center to support the AFA programs and enhance the cultural needs of southern Minnesota.</li> <li>4. Establish a one-stop Student Service Center.</li> <li>5. Establish Transportation and Construction Centers of Learning.</li> </ol>
<ul style="list-style-type: none"> <li>• Technology</li> </ul>	<ol style="list-style-type: none"> <li>1. Obtain adequate funding to keep technologies at contemporary levels to support existing and new curricula.</li> <li>2. Incorporate the use of simulation technologies in more academic programs.</li> <li>3. Ensure the security of wireless and Internet technologies.</li> <li>4. MnSCU and Riverland technology services must meet growing demands for bandwidth, new technologies, etc.</li> </ol>