

READING AREA COMMUNITY COLLEGE

STRATEGIC PLAN PRINCIPLES 2004 – 2008

2006-2007 INSTITUTIONAL INITIATIVES

Principle 1

The college will be a leader in providing quality education and training in support of workforce and economic development for Berks County.

Desired Outcomes:

- A new Training and Technology Center that will offer courses and services to meet the training needs of small to mid-size companies in the Berks County area
- Creation of new/redesign of existing programs to meet emerging regional labor market needs in cooperation with the Workforce Investment Board and The Manufacturers' Association of Berks County
 1. OPERATIONALIZE THE NEWLY FORMED DIVISION OF WORKFORCE AND ECONOMIC DEVELOPMENT/COMMUNITY EDUCATION ADDRESSING EMERGING REGIONAL LABOR MARKET NEEDS IN THE CONTEXT OF ACT 46 PROVISIONS.(AA)
- Meet the training needs of health care providers through appropriate credit and non-credit programs

Principle 2

The college will increase enrollments and improve retention of minority and other underrepresented populations in credit and non-credit programs and courses.

Desired Outcomes:

- Minority enrollment should comprise a minimum of one-third of total credit enrollment
- Expansion of successful family education, after-school programs, and other enrichment opportunities with area school districts and community agencies
- Retention activities targeting minority students involving students' families and community agencies, such as the NAACP and the Hispanic Center
 1. THE FOUNDATION WILL FUND THE SCHOLARSHIP MATCH PROGRAM TO THE HISPANIC CENTER SCHOLARSHIP FUND OF BERKS COUNTY COMMUNITY FOUNDATION ON BEHALF OF THE COLLEGE. SEVEN STUDENTS WILL RECEIVE \$500 EACH IN 2006-2007. (PA)
- Clearly articulated learning opportunities and support services easing students' transition from non-credit ESL courses to credit offerings
- Minority professional staff membership should reflect minority student enrollment patterns
- Retention program emphasizing in-class and out-of-class strategies to improve minority students' success

Principle 3

The college will provide the public with quantitative and qualitative data about the effectiveness of programs of study and services.

Desired Outcomes:

- Development of a college-wide assessment framework that measures the value-added effect of programs and services
 1. REVIEW THE FINDINGS AND RECOMMENDATIONS OF IASLOC TO ESTABLISH A COLLEGE OFFICE WITH PRIMARY RESPONSIBILITY TO DEVELOP FRAMEWORKS TO ASSESS STUDENT LEARNING AND INSTITUTIONAL EFFECTIVENESS. (ALL AREAS)
 2. DEVELOP ASSESSMENT PROCEDURES TO DETERMINE THE EFFECTIVENESS OF EACH DIVISIONAL AREA IN MEETING STUDENT LEARNING OUTCOMES (SA)
- Adoption of college-wide performance indicators utilizing Middle States Standards of Excellence and appropriate national standards as guides
 1. INITIATE A PERIODIC REVIEW REPORT PROCESS FOR THE COMMISSION ON HIGHER EDUCATION OF MIDDLE STATES UTILIZING THE MIDDLE STATES STANDARDS OF EXCELLENCE. (ALL AREAS)
- Periodic reports on post attendance/post graduation transfer and employment endeavors of students
- Annual reports on institutional effectiveness
 1. REPORT TO THE COLLEGE COMMUNITY ON THE FINANCIAL AND BUSINESS SERVICES EFFECTIVENESS AND PRODUCTIVITY THROUGH COMPARISON WITH GENERALLY ACCEPTED FINANCIAL RATIOS AND PHYSICAL PLAN AND BOOKSTORE INDUSTRY-WIDE BENCHMARKS. (FA)

Principle 4

The college will develop its technology and physical plant infrastructure to support the strategic directions established for the college.

Desired Outcomes:

- Development and implementation of a multi-year Technology Plan
 1. EXTEND THE TECHNOLOGY PLAN THROUGH 2009-2010. (PA)
 2. CONTINUE TO INVESTIGATE THE PURCHASE OF RACC EMAIL FOR STUDENTS.(SA)
- Development and implementation of a multi-year Capital Plan
 1. UPDATE THE MULTI-YEAR CAPITAL PLAN THROUGH 2008-2009 (ALL AREAS)
- Construction of the Schmidt Training and Technology Center
- Construction of the Miller Center
 1. OPEN THE MILLER CENTER. (PA, FA)
- Explore the feasibility of purchasing and converting the former Penske office building into a Continuing Education Center containing a testing center
- Updated Facilities Master Plan
 1. INITIATE PLANNING FOR A NEW ACADEMIC CLASSROOM BUILDING HOUSING STATE-OF-THE-ART SCIENCE LABORATORIES. (AA)
 2. PROVIDE CAMPUS-WIDE LEADERSHIP IN IMPLEMENTING THE BOARD APPROVED PRIORITIZED CAMPUS SITE MASTER AND SIGNAGE PLAN (FA, PA)
- Provide a “RACC” presence at specific locations throughout the county

Principle 5

The college will secure sufficient financial resources to support the strategic directions established for the college.

1. IMPLEMENT AN EARLIER ANNUAL BUDGET DEVELOPMENT CALENDAR (ALL AREAS)
2. STUDY AND IMPLEMENT "COST AVOIDANCE" STRATEGIES INCLUDING E-BILLING TO STUDENTS, ELECTRONIC PAYMENT TO VENDORS, MANDATORY DIRECT DEPOSIT FOR PAYROLL, THE USE OF ELECTRONIC FORMS, ETC. (ALL AREAS)

Desired Outcomes:

- Improved county and state funding
 1. DEVELOP A MULTI-YEAR FINANCIAL PROJECTION TAKING INTO CONSIDERATION CHANGES IN THE STATE FUNDING FORMULA (FA)
 2. CONTINUOUSLY UPDATE COUNTY SPONSOR ON COLLEGE NEEDS AND PROGRAMS TO DETERMINE WAYS TO INCREASE COUNTY FINANCIAL SUPPORT OF COLLEGE NEEDS AND PROGRAMS (ALL AREAS)
 3. IMPROVE CAPITAL FUNDING FROM THE COMMONWEALTH OF PA. (PA, FA)
- A development plan to address needs not met by tuition/fees, state and county sources
 1. INITIATE PLANNING FOR A TITLE III GRANT TO FUND TARGETED INSTITUTIONAL INITIATIVES. (PA)
 2. THE FOUNDATION HAS ESTABLISHED A GOAL TO RAISE \$100,000 IN UNRESTRICTED FUNDS TO MEET THE COLLEGE'S EMERGING NEEDS. (PA)
 3. THE FOUNDATION WILL ADDRESS SPECIFIC NEEDS OF THE COLLEGE, SUCH AS DEVELOPING AND IMPLEMENTING A PLAN TO CREATE AN ENDOWMENT FOR THE ARTS TO BE USED SPECIFICALLY IN THE MILLER CENTER, AS WELL AS CONTINUING THE TUITION WAIVER PROGRAM. (PA)

Principle 6

The college will provide quality programs and services to meet the needs of students and the community.

1. IMPLEMENT AND ASSESS THE NEW STUDENT ORIENTATION PROGRAM (ACADEMIC SUCCESS/ORIENTATION PROGRAM) WHICH FOCUSES ON ACADEMIC SUCCESS STRATEGIES AND INCLUDES A FAMILY COMPONENT. (SA)
2. IMPLEMENT ADVISING SEMINARS TO BE HELD IMMEDIATELY FOLLOWING PLACEMENT TESTING. (SA)
3. COMPLETE THE LAST PHASE OF THE REORGANIZATION FOR THE COUNSELING DEPARTMENT GIVEN THE CURRENT CHANGES IN THE GRANT GUIDELINES AND FUNDING.(SA)
4. DEVELOP A PLAN FOR ON-LINE STUDENT SERVICES BASED ON THE DECISIONS/PLANNING OF THE ACADEMIC AFFAIRS DIVISION (SA)

Desired Outcomes:

- Expanded use of alternative course delivery strategies such as hybrid, on-line, and interactive video-conferencing instruction
 1. ADOPT A STRATEGIC PLAN FOR DISTANCE LEARNING. (AA, SA)
- Redesigned comprehensive staff and faculty development programs
 1. CONTRACT WITH NASPA TO PROVIDE 40 HOUR TRAINING INSTITUTE FOR STUDENT SERVICES STAFF (SA)

- A comprehensive enrollment management plan emphasizing retention initiatives for all students
 1. REVIEW AND IMPLEMENT APPROPRIATE RECOMMENDATIONS FROM THE COLLEGE SUCCESS STRATEGIES COMMITTEE (AA, SA)
 2. ASSESS EFFECTIVENESS OF LEARNING COMMUNITY PILOT AND INVESTIGATE OTHER FORMS OF DELIVERY (SA)
 3. THE FIRST YEAR EXPERIENCE COMMITTEE WILL IDENTIFY ESL ISSUES CONFRONTING STUDENTS WHO TRANSITION FROM NON-CREDIT TO CREDIT AND EXAMINE THE FEASIBILITY OF OFFERING A FOUNDATIONS OF EXCELLENCE PROGRAM. (SA)
 4. ANALYZE DATA REGARDING STUDENTS ON ACADEMIC PROBATION TO MORE EFFECTIVELY ADDRESS THEIR NEEDS THROUGH AN EARLIER INTERVENTION. (SA)
- A centralized testing center
- An on-campus theatre available for college and community use
 1. DEVELOP A PROGRAM PLAN AND A FINANCIAL PLAN FOR THE MILLER CENTER THROUGH 2008-2009 FISCAL YEAR. SPECIAL EMPHASIS WILL BE PLACED UPON THE OPENING OF THE CENTER IN 2007. (PA)
- Prioritize and implement programmatic responses to the Middle State Association Site Visit Team recommendations and suggestions
- Explore the feasibility of converting the academic calendar to a semester system
 1. INITIATE THE CONVERSION PROCESS FROM A TERM OPERATION TO A SEMESTER SYSTEM TO BEGIN IN FALL 2008. (ALL AREAS)
 2. CREATE A MARKETING PLAN FOR THE TRANSITION FROM TERM TO SEMESTER. (SA)

Key:

(AA)	Academic Affairs
(FA)	Financial Affairs
(PA)	President's Area
(SA)	Student Affairs
(All Areas)	All four-areas involved