

READING AREA COMMUNITY COLLEGE

STRATEGIC PLAN PRINCIPLES 2004 – 2008

INSTITUTIONAL INITIATIVES 2005-2006

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
 1. Open the Schmidt Training and Technology Center (All Areas)
- 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. Develop a model and/or procedures to offer training courses concurrently for credit and non-credit
- 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.

1. Expand diversity initiatives and activities to more effectively address the needs of the student population (SA)

Desired Outcomes:

- Minority enrollment should comprise a minimum of one-third of total credit enrollment
 1. The Foundation will continue to 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 2005-06 (PA)
- 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
- 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
 1. Develop and implement, in the summer of 2006, pre-college summer programs for underrepresented populations (SA)

Principle 3

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

1. Prepare a FY 2005 Annual Report and 3-4 issues of the Communiqué (PA)
2. Develop an Economic Impact Study that demonstrates the college's economic impact on the County of Berks (PA)

Desired Outcomes:

- Development of a college-wide assessment framework that measures the value-added effect of programs and services
 1. Identify and recommend a framework (or frameworks) for the institutional assessment of student learning (AA)
- Adoption of college-wide performance indicators utilizing Middle States Standards of Excellence and appropriate national standards as guides
- Periodic reports on post attendance/post graduation transfer and employment endeavors of students
 1. Revise the graduate follow-up and employer follow-up surveys (PA)
- Annual reports on institutional effectiveness
 1. Report to the college community on the revised framework to assess institutional effectiveness (PA)
 2. Monitor effective financial and business services effectiveness and productivity through comparison with generally accepted financial ratios and physical plant 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 2008-2009 (PA)
- Development and implementation of a multi-year Capital Plan
 1. Update multi-year Capital Plan through 2007-2008 (All Areas)
- Construction of the Schmidt Training and Technology Center
- Construction of the Miller Center
- Explore the feasibility of purchasing and converting the former Penske office building into a Continuing Education Center containing a testing center
 1. Move and consolidate the Continuing Education operations and programs from the Madison Building and Berks Hall into Schuylkill Hall (formerly known as the Penske Building) (AA,FA)
- Updated Facilities Master Plan
 1. Provide campus-wide leadership in working with Spillman Farmer/Derck & Edson in developing Campus Site Master Plan (FA)
- Provide a "RACC" presence at specific locations throughout the county
 1. Offer appropriate learning opportunities at the Goggle Works and Langan Allied Health Center (AA)
 2. Open the Langan Allied Health Academy, Schuylkill Hall and the Schmidt Training and Technology Center (All Areas)

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. Determine and implement "cost avoidance" strategies (All Areas)

Desired Outcomes:

- Improved county and state funding
 1. Develop a multi-year financial projection taking into consideration changes in state funding formula (FA)
 2. Continue to update county sponsor on college needs and programs and to determine ways to increase county financial support of college needs and programs (All Areas)
 3. Improve Capital funding from the Commonwealth of Pennsylvania (PA, FA)
- A development plan to address needs not met by tuition/fees, state and county sources
 1. Pursue a Title III grant to acquire funding for targeted institutional initiatives (AA, SA)
 2. The Foundation has established a goal to raise \$100,000 in unrestricted funds, to fund the college's emerging needs (PA)
 3. Additional fundraising activities will be directed towards specific needs of the college; such as funding Schuylkill Hall renovations, adding smart classrooms and continuing tuition waiver programs (PA)

Principle 6

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

1. Prioritize and act upon curricular area reviews completed during the 2004-2005 academic year; establish a plan to evaluate the impact of any changes introduced in these areas (AA, PA)
2. Develop a plan for the implementation of on-line student services (SA)
3. Revise the policy for use of the campus facilities by outside groups, including political groups (PA)

Desired Outcomes:

- Expanded use of alternative course delivery strategies such as hybrid, on-line, and interactive video-conferencing instruction
 1. Offer six on-line courses during the 2005-2006 academic year (AA)
 2. Prioritize recommendation from the Distance Learning CAR (AA)
- Redesigned comprehensive staff and faculty development programs
 1. Produce a college video that can be used as part of new staff orientation and staff recruitment (PA)
 2. Continue staff health initiatives, especially the implementation of an employee smoking cessation program geared toward the fall 2006 goal of a totally smoke-free campus (PA)
- A comprehensive enrollment management plan emphasizing retention initiatives for all students
 1. Investigate increasing College Success Strategies from one credit to two credits in order to adequately cover the course content and competencies, add an instructional component for the WebAdvisor and add a career exploration component (SA, AA)
 2. Review the probation policy and Student Academic Scale and revise as appropriate (SA, AA)
 3. Refocus the efforts of the Retention Task Force to a First Year Experience Committee in order to address student success from a broader perspective (SA, AA)
 4. Complete the implementation of Phase II of a one-stop concept within the Student Services division, including but not limited to the relocation of placement testing and the creation of an advising center (SA)
 5. Create an Advising Task Force to develop a revised model for academic advising utilizing the technology (SA, AA)

- A centralized testing center
- An on-campus theatre available for college and community use
 1. A framework will be developed for a fundraising and operational plan for the Miller Center (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

Key:

(PA)	President's Area
(AA)	Academic Affairs
(SA)	Student Affairs
(BA)	Business Affairs
(All Areas)	All four areas involved