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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.

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 regular college students by 3 percent per year.

1.1.1

Key Performance Measure

Increase marketing efforts to gain more students

1.1.1.1

Success Indicator

Marketing **Met**

SUCCESS
INDICATOR

Attend community events and increase marketing efforts in radio, newspaper and social media by Aug 2020.

FINDING

Increased enrollment to 1748 during AY 2019-20 which was a 2.2% increase. Created radio ads in Brownwood and increased our marketing efforts in social media marketing, mailers, community events, and Chamber of Commerce Banquets.

ANALYSIS

Even amid a global pandemic, our enrollment increased over the previous year. Many employees reached out to community leaders to make RC more visible in their communities. Social media also increased visibility.

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

1.2.1 Key Performance Measure
Increase activities and visibility at partner high schools.

1.2.1.1 Success Indicator
Increase dual credit partners **Not Met**

SUCCESS INDICATOR Increase the number of dual credit partner schools by 4

FINDING During AY 2019-20 we added 6 new ISDs as dual credit partners Our total number of students went to 1268 which was a 9.4% decrease

ANALYSIS By increasing the total number of schools each year that we partner with, our dual enrollment numbers should have increased.
However, during this year we lost 3 ISDs: May, Huckaby and Rising Star.

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

1.3.1 Key Performance Measure
Increase the number of online courses offered

1.3.1.1 Success Indicator
Online courses **Met**

SUCCESS INDICATOR Increase the number of 100% online courses offered during AY 2019-20

FINDING Online students increased by 1% to 887 during AY 2019-20 Total number of online courses increased from 765 to 841 during this time frame.

ANALYSIS Because of covid, all summer courses were offered 100% online.

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

1.4.1 Key Performance Measure
Budget for recruiter to recruit internationally.

1.4.1.1 Success Indicator
International recruiting **Not Met**

SUCCESS INDICATOR	Number of international students from various countries will increase by 2% during AY 2019-2020
FINDING	Increased by 1.5% from 65 to 66 during AY 2019-2020
ANALYSIS	International recruiter was not able to return to the US from Russia because of visa issues and then covid happened which prevented international travel.

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).

Retention Rate-increase fall-to-fall retention by 4% per year from baseline Fall 2017

Completion Rate-meet or exceed statewide average each year for 3-, 4-, and 6-year graduation rates Attendance Rate-reduce absences by 5% over three years Transfer Rate-increase by 5% per year from baseline 2017

2.1.1 Key Performance Measure
Improve tutoring services
Improve tutoring services

2.1.1.1 Success Indicator
Affects-Students **Partially Met**

SUCCESS INDICATOR	Change RAD Lab to Pathways Center (one stop shop)
FINDING	The Pathways Center opened in late fall but staffing was an issue and then Covid happened March 2020 and the center never reopened.
ANALYSIS	The pathways center is a great idea that we need to implement but staffing will be needed.

2.2 Strategic Initiative

Increase use of instructional best practices to improve student learning outcomes.

2.2.1 Key Performance Measure

Hold professional development sessions for instructional staff to focus on best practices.

In order to reach instructors of all campuses, modalities sessions need to be offered at multiple locations, and through multiple modalities.

2.2.1.1 Success Indicator

Implementing and expanding sessions offered to Instructors **Met**

SUCCESS
INDICATOR

Broader participation workshops directly related to instructional practices.

FINDING

Face-to-face sessions happen on all campuses In Spring 2020 Zoom was implemented for instructors limited by distance. Continued emphasis on TCCTA attendance-Spring 2020 was 2nd largest attendance for TCCTA

ANALYSIS

Ranger college is actively looking for and implementing ways to increase and improve opportunities and options for professional development. The end of this year presented challenges due to the onset of COVID and mass restriction on Face-to-Face meetings and large gatherings.

2.3 Strategic Initiative

Implement guided pathways by 2020.
Implement GP

2.3.1 Key Performance Measure

Add more Fields of Study

2.3.1.1 Success Indicator

Met

SUCCESS
INDICATOR

Additional FOS will be created and posted in Campus Connect

FINDING

22 FOS were added right before Covid

ANALYSIS

Goals were created but not much else was accomplished this year because of Covid.

2.4 Strategic Initiative

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 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

Improve communication between academic and DevEd instructors

2.4.1.1 Success Indicator

Met

SUCCESS
INDICATOR

More students will be college ready

FINDING

Content will be aligned and communication increased Percentage of students who satisfied TSI obligation from last year to this year: 49.4% to 70.2% in math 65.7% to 74.6% in reading 62.9% to 70.5% in writing

ANALYSIS

Time to graduation has decreased. Students seem happy about getting both academic classes together finished in one semester

Data shows continued increase in the percentage of students who satisfied TSI obligation in each subject area

2.5 Strategic Initiative

Review advising and tutoring systems and recommend improvements.

2.5.1 Key Performance Measure

Improve student satisfaction by assigning academic advisors to students.

2.5.1.1 Success Indicator

Met

SUCCESS
INDICATOR

A specific advising plan was created for each student so they would know their academic advising status at all times.

FINDING

RC has a 2.5 years/69 hours to completion rate placing us as #2 in the state as a result of our increased focus on academic advising.

ANALYSIS

Students have access to their Campus Connect which shows them exactly where they are in completing their degree. RC feels our retention and completion rates are a direct result of focusing on academic advising.

2.6

Strategic Initiative

Improve customer service across all divisions.

2.6.1

Key Performance Measure

Improve communication and support with students during Covid-19 by calling each student to see if they need anything.

2.6.1.1

Success Indicator

Met

SUCCESS
INDICATOR

In March 2020, all employees were assigned a group of students to contact to address areas of need.

FINDING

908 students contacted and were appreciative of the communication.

ANALYSIS

Faculty and students were no longer in crisis mode. RC feels our retention rate was far better than other colleges during the pandemic because of this effort.

2.7

Strategic Initiative

Improve licensure pass rates for all relevant programs by meeting or exceeding aggregate statewide rates each year.

Per THECB Accountability Report for Statewide Avgs: 2019=89.9% ADN Rates: 2019=86% LVN Rates: 2019=83.3% CSME Rates: 2019=76% EMT 2019=33% Aggregate RC Rates: 2019=70%

2.7.1

Key Performance Measure

Improve licensure pass rates

2.7.1.1

Success Indicator

Partially Met

SUCCESS
INDICATOR

RC's aggregate passing score will be higher than the statewide average

FINDING

For 2019 ADN=86% LVN=83.3% CSME=76% EMT=33% RC aggregate =70%
Statewide Avg = 89.9%

ANALYSIS Although we still did not meet our goal of being higher than the statewide average, ADN has improved over last year so progress is being made in one department. EMT is really bringing down the aggregate score

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

Hire more FT faculty in needed areas

Hire additional full-time faculty positions.

2.8.1.1 Success Indicator

Partially Met

SUCCESS INDICATOR More FT faculty will be hired in math and science

FINDING A new FT speech teacher was hired.

ANALYSIS Student complaints have declined and enrollments have stopped declining in math

2.9 Strategic Initiative

Align institutional efforts to support 60x30TX goals.

Support 60x30TX

2.9.1 Key Performance Measure

Continue developing Guided Pathways

Continue to learn about Pathways by attend conference

2.9.1.1 Success Indicator

Attend Conference Met

SUCCESS INDICATOR 5 RC employees will attend the Guided Pathways conference this year.

FINDING 8 RC employees did attend Guided Pathways Conference in November 2019 in San Antonio, TX.

ANALYSIS RC employees realized that turnover prevented us from moving forward up to this

point. At this conference, the employees started from the beginning and redesigned the pathways for RC.

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

Implemented Faculty Handbook

3.1.1.1

Success Indicator

Met

SUCCESS
INDICATOR

New and existing faculty will utilize the new faculty handbook

FINDING

Faculty Association communicates with all faculty about information including the handbook

ANALYSIS

Faculty know who to contact in case of questions

3.2

Strategic Initiative

Implement a new employee evaluation process.

3.2.1

Key Performance Measure

Ensure employees develop self-improvement goals with input from their supervisors.

3.2.1.1

Success Indicator

Met

SUCCESS
INDICATOR

SMART goals will be created at the beginning of each new school year

FINDING

All employees are now creating smart goals

ANALYSIS

Employees understand the importance of goal planning/setting for job growth

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

3.3.1 Key Performance Measure
Schedule time on calendar to focus on professional training and development.
Calendar PD Days

3.3.1.1 Success Indicator
RC Calendar for 2019-2020 **Met**

SUCCESS INDICATOR Published 2019-2020 calendar

FINDING PD day was scheduled in August 2019.

ANALYSIS Continue to schedule these days on calendars

3.3.2 Key Performance Measure
Utilize strengths of existing staff to provide professional development.
Use employees for PD

3.3.2.1 Success Indicator
PD Session hosted by employee **Met**

SUCCESS INDICATOR Agenda for PD Day

FINDING Dr. Matt Cardin presented a workshop at PD Day in August 2019

ANALYSIS Our own employees have great knowledge that can be shared and save us money from bringing in outside professionals

3.3.3 Key Performance Measure
Increase technical support in sessions to allow staff members to participate from other locations.
Increase technical support

3.3.4 Key Performance Measure
Existing employees will perform trainings for employees
Training

3.3.4.1 Success Indicator

PD Day **Met**

SUCCESS INDICATOR PD Day will have at least one session taught by an employee

FINDING Brad Keller presented "Professionalism and Ethical Behavior" at the Dec 16, 2019 PD Day

ANALYSIS RC has talented employees who can train our employees

3.4 Strategic Initiative

Increase morale by developing and implementing new methods of showing employee appreciation.

3.4.1 Key Performance Measure

New administrative building will open

3.4.1.1 Success Indicator

Met

SUCCESS INDICATOR Employees will be located in a clean, safe environment

FINDING Employees moved into new building August 2019

ANALYSIS Much better environment for employees and students

4

Strategic Goal

Improved Institutional Effectiveness

4.1 Strategic Initiative

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

Determine how new IE software (Weave purchased June 5, 2018) fits into the overall IE process for assessment, program reviews, faculty credentials and accreditation. A new IE handbook is also needed to explain the entire IE process at RC.

4.1.1 Key Performance Measure

Learn new software (Weave) and train employees on its use and function
Expanded use of Weave to PLO's

4.1.1.1 Success Indicator

Started using more modules in Weave Partially Met

SUCCESS INDICATOR Faculty input and reports generated in Weave for Assessment Module

FINDING Faculty started inputting their PLO & GLO (where applicable) data into Weave for Assessment module. Covid interrupted much of the training.

ANALYSIS More training is needed for faculty to understand entire PLO/GLO process and how it fits into IE cycle.

4.1.2 Key Performance Measure

Discuss new IE process with administration
Continued discussions in Admin Council meetings

4.1.2.1 Success Indicator

Continued discussions in Admin Council meetings Partially Met

SUCCESS INDICATOR Minutes from admin council meetings from Fall 2019-Summer 2020 (Covid interrupted many of these)

FINDING Monitoring report requested from SACSCOC due April 2020

ANALYSIS More training is needed to inform all applicable parties of entire IE process and cycles

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

Previous IE VP left without updating. No data available for this KPM
Previous IE VP left without updating. No data available for this KPM

4.2.1.1 Success Indicator

Previous IE VP left without updating. No data available for this KPM
Not Reported this Period

SUCCESS INDICATOR	Previous IE VP left without updating. No data available for this KPM
FINDING	Previous IE VP left without updating. No data available for this KPM
ANALYSIS	Previous IE VP left without updating. No data available for this KPM

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
Update toilets for entire campus

5.1.1.1 Success Indicator
Met

SUCCESS INDICATOR	Low consumption flush valve toilets will be installed
FINDING	New energy efficient toilets were installed for entire campus
ANALYSIS	Water bill savings has been realized because of this change

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

5.2.1 Key Performance Measure
Completed remodel Meyerson Hall

5.2.1.1 Success Indicator
Met

SUCCESS INDICATOR	Dorm completely remodeled with new bathrooms, walls, paint, floors, (inside and outside) etc.
FINDING	Improved the quality of the dorm and student satisfaction
ANALYSIS	Cost savings on new dorm will be realized in less maintenance costs. Student

satisfaction increased.

6 Strategic Goal
Expanded Workforce Programs

6.1 Strategic Initiative
Establish three new workforce programs by 2020.

6.1.1 Key Performance Measure
Add electronics, robotics and drone technology

6.1.1.1 Success Indicator
Partially Met

SUCCESS INDICATOR Get new equipment and further develop relationships with industry partners

FINDING CE taught 500 students in manufacturing 4.0 automation robotics and industrial maintenance; Added \$400K industrial maintenance trainers at Erath County

ANALYSIS Upgraded the skills of our local workforce and solidified relationships with our industry partners

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

6.2.1 Key Performance Measure
Added high fidelity mannequins to nursing program

6.2.1.1 Success Indicator
Met

SUCCESS INDICATOR Add new equipment

FINDING Added \$300K of new nursing equipment to improve simulation labs

ANALYSIS Virtual labs allows a shift from face-to-face hospital clinicals to the virtual/simulation environment thus freeing up clinical space for other students.

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

Increase enrollment at the 2 extension centers

7.1.1.1

Success Indicator

Partially Met

SUCCESS INDICATOR

Increase enrollment at Erath and Brown Co Centers

FINDING

Enrollment at Erath went from 406 in 2018 to 385 in 2019 Enrollment at Brown Co went from 193 in 2018 to 269 in 2019

ANALYSIS

Still think the failed bond election is affecting enrollment at Erath
At Brown Co the big increase is probably RN students.

7.2

Strategic Initiative

Increase grant funding by 5% by 2021.

7.2.1

Key Performance Measure

KWC funds will be realized for incumbent worker training

7.2.1.1

Success Indicator

Met

SUCCESS INDICATOR

500+ employees will be trained

FINDING

1.1 million KWC funds were realized to train new employees

ANALYSIS

Successful

7.3

Strategic Initiative

Establish at least one source of enterprise funding by 2020.

7.3.1 Key Performance Measure
Brownwood EDC will donate money

7.3.1.1 Success Indicator
Met

SUCCESS INDICATOR Cash match to Jobs in Texas Education Grant for Drone trailer

FINDING \$30K was donated by Brownwood EDC

ANALYSIS Trailer was built and furnished

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 LMS

8.1.1 Key Performance Measure
Support Instructional departments by creating a full-time LMS Specialist position
Create a new position for LMS person

8.1.1.1 Success Indicator
Hire a new Learning Management System Specialist by Spring 2020 **Met**

SUCCESS INDICATOR Hire a new Learning Management System Specialist by Spring 2020

FINDING A new LMS Specialist position was approved in the fall of 2019 and hired in the spring of 2020.

ANALYSIS Raime Preston-Joiner helped onboard students, train instructors, and support faculty with LMS navigation issues.

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

8.2.1 Key Performance Measure
Support the increase of online course delivery
Support the increase of online course delivery

8.2.1.1 Success Indicator
Address the demand for online classes (created via Covid) by replacing legacy ITV software with Zoom software by August 2020 **Met**

SUCCESS INDICATOR Address the demand for online classes (created via Covid) by replacing legacy ITV software with Zoom software by August 2020

FINDING By August 2020 all legacy ITV software had been replaced with Zoom software

ANALYSIS Zoom software's ease of use and strong scalability has been a real productivity boost for the college's distance education and teleconferencing needs.

9 Strategic Goal
Strengthened Community Relationships

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

9.1.1 Key Performance Measure
Host workforce advisory meetings

9.1.1.1 Success Indicator
Met

SUCCESS INDICATOR CTE programs will build relationships with workforce members

FINDING The LVN program held the following advisory committee meetings during 2019-2020: October 29, 2019 = 120 minutes March 6, 2020 = 60 minutes May 20, 2020 = 50 minutes - Re: Eastland Campus

ANALYSIS New advisors are made aware of the training provided by RC

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

9.2.1 Key Performance Measure
FAFSA nights and presentations

9.2.1.1 Success Indicator
Partially Met

SUCCESS INDICATOR More dual credit parents and prospective students will know about RC offerings

FINDING During AY 2019-20 we added 6 new ISDs as dual credit partners Our total number of students went to 1268 which was a 9.4% decrease

ANALYSIS By increasing the total number of schools each year that we partner with, our dual enrollment numbers should have increased.
However, during this year we lost 3 ISDs: May, Huckaby and Rising Star.

9.3 Strategic Initiative
Participate in community outreach activities,
Ranger College faculty and staff volunteer at community events: Manicures at Goldthwaite ISD Depot Face Painting @ Fall Festival Great Clips Class for community members at the Ranger Cosmetology Building Manicures & Face painting Depot Christmas Under the Stars Haircuts at TDJC unit Hairstyles at the Valentines Day Celebration at Depot

9.3.1 Key Performance Measure
Run for Hope
The Ranger College Brown County Center will organize a fundraiser to support the Local Boys and Girls Club.

9.3.1.1 Success Indicator
A 5K run will be organized and facilitated to raise funds to donate to the local Boys and Girls Club. Met

SUCCESS INDICATOR RC hosted Run for Hope and Employees will participate. There were over 100 runners and over \$2,000 was raised to be donated to the Local Boys and Girls Club.

FINDING 54 runners participated and money was donated to Boys and Girls Club of Brown County

ANALYSIS Employees and attendees of the event felt the event was a success and for a good cause

9.4 Strategic Initiative
Foster and strengthen relationships with community leaders.

9.4.1 Key Performance Measure
Add Texas Tech to Brown County Center




9.4.1.1 Success Indicator
Partially Met

SUCCESS INDICATOR Texas Tech will have an office at the Brown County Center

FINDING MOU was signed but Texas Tech decided to office elsewhere in Brownwood

ANALYSIS RC still had relationships to repair in Brown County due to the failed bond referendum

Project Attachments (3)

Attachments	File Size
 2.6.1 Steps and Script for Contacting Students for Fall Enrollment 2020.pdf	133KB
 RC Professional Development Agenda for December 17 and 18 2019.pdf	94KB
 Section 8 LMS New Hire documentation.pdf	54KB