

**RANGER COLLEGE MISSION, CORE VALUES, VISION STATEMENT, AND STRATEGIC PLAN 2018-2023**  
**Approved by the Board of Regents on June 25, 2018**

**MISSION**

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

**Mission Scope**

Ranger College carries out its mission through a clearly defined set of programs, services, and community partnerships. These include:

- University transfer programs
- Workforce education programs
- Dual enrollment programs
- Continuing education programs
- Distance education programs
- Customized training
- Developmental courses

**CORE VALUES**

- **Integrity:** We commit to remaining fair, honest, ethical, and transparent in all of our dealings. We hold ourselves accountable to the communities we serve, and we diligently strive to ensure that what we say is always fully aligned and coherent with what we do.
- **Excellence:** We strive to deliver programs, teaching, and service that are of the highest quality, and we commit to the continuous pursuit of improvement.
- **Community:** We are committed to the cultivation of positive relationships and valuable common experiences among students, faculty, and staff. We are also committed to the cultivation of constructive partnerships and positive relationships with the communities we serve. We recognize both types of community-building as crucial to the fulfillment of our mission.
- **Diversity:** We recognize and value diversity in its many forms as a representation of the richness of human experience. We respect the inherent worth and dignity of every person, and we therefore seek to foster inclusive working and learning environments that promote respect and appreciation for our varied cultures, beliefs, lifestyles, and perspectives.
- **Leadership:** We value the unique strengths of our students, faculty, and staff, and we encourage all members of our community to lead from where they are by seeking opportunities to create positive change.
- **Self-fulfillment:** We believe it is important for all members of our community to achieve their maximum personal potential. Within the framework of the five preceding values, we encourage and support our members in pursuing self-fulfillment based on service to others; preparation for future work and study; realization of personal, professional, and educational goals; enjoyment of present challenges and accomplishments; and pursuit of life-long learning.

**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.

## **STRATEGIC PLAN 2018-2023**

Ranger College will create a culture of quality through the following:

### **1. FOCUS ON ENROLLMENT GROWTH (baseline AY 2017-2018)**

- 1.1 Increase enrollment of regular college students by 3 percent per year.
- 1.2 Increase enrollment of dual credit students by 3 percent per year.
- 1.3 Increase enrollment of online only students by 3 percent per year.
- 1.4 Increase enrollment of international students by 2 percent per year.

### **2. FOCUS ON STUDENT SUCCESS**

- 2.1 Improve the college's retention rate (increase fall-to-fall retention by 4 percent 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 percent over three years), and transfer rate (increase by 5 percent per year from baseline 2017).
- 2.2 Increase use of instructional best practices to improve student learning outcomes.
- 2.3 Implement guided pathways by 2020.
- 2.4 Monitor effectiveness of co-requisite developmental education program and make adjustments and improvements as necessary.
- 2.5 Review advising and tutoring systems and recommend improvements.
- 2.6 Improve customer service across all divisions.
- 2.7 Improve licensure pass rates for all relevant programs by meeting or exceeding aggregate statewide rate each year.
- 2.8 Lower the FTE faculty/student ratio from 23/1 in 2018 to 22/1 or better by 2021.
- 2.9 Align institutional efforts to support 60X30TX goals.

### **3. FOCUS ON HUMAN CAPITAL**

- 3.1 Develop and deploy an effective onboarding system for new employees.
- 3.2 Implement a new employee evaluation process.
- 3.3 Increase options and opportunities for professional training and development.
- 3.4 Increase morale by developing and implementing new methods of showing employee appreciation.

### **4. IMPROVED INSTITUTIONAL EFFECTIVENESS**

- 4.1 Redesign the College's institutional effectiveness system and train all employees in its use.
- 4.2 Embed SACSCOC, THECB, DOE, and other necessary quality measures throughout the College's operations.

### **5. EFFECTIVE MANAGEMENT OF FACILITIES**

- 5.1 Meet all specifications of the energy efficiency plan.
- 5.2 Evaluate and improve facilities on a systematic basis.

### **6. EXPANDED WORKFORCE PROGRAMS**

- 6.1 Establish three new workforce programs by 2020.
- 6.2 Expand current workforce programs as determined by community needs.

### **7. NEW AND ENHANCED REVENUE STREAMS**

- 7.1 Increase enrollment of non-scholarship students by 5 percent per year.
- 7.2 Increase grant funding by 5 percent by 2021.
- 7.3 Establish at least one source of enterprise funding by 2020.

## **8. IMPROVED USE OF TECHNOLOGY**

- 8.1 Optimize use of the College's learning management system through increased faculty training, streamlined user processes, and revised IT maintenance system.
- 8.2 Explore alternative modes of course delivery via technology.

## **9. STRENGTHENED COMMUNITY RELATIONSHIPS**

- 9.1 Assess community needs and provide appropriate educational opportunities.
- 9.2 Deepen relationships with dual credit partners by extending the culture of the College to the high schools.
- 9.3 Participate in community outreach activities.
- 9.4 Foster and strengthen relationships with community leaders.