

# Strategic Plan 2023-2028

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**RANGER**  **COLLEGE**

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Ranger College invites you to join us in our mission and become a part of our diverse scholastic community.

# Strategic Plan

## A Collaborative Endeavor

The Ranger College Strategic Plan is a document that outlines our vision, mission, values, goals, and strategies for the next five years. It is the result of a process that involved input from all stakeholders, including faculty, staff, students, and board members. The plan reflects our commitment to academic excellence, student success, equity, and social responsibility. The plan serves as a roadmap for Ranger College to achieve its aspirations and to better the lives of its students.

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

Our mission is carried out through a clearly defined set of programs and partnerships:

- 6+6 Pathways to Success
- Continuing education programs
- Customized training
- Developmental courses
- Distance education programs
- Dual credit programs
- Hispanic-Serving Institution (HSI)
- International student program
- Ranger REACH
- Student-Athlete programs
- Texas Guided Pathways
- TRIO Student Support Services (SSS)
- University transfer programs
- Upward Bound
- Workforce education programs

## 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.
- **Equity:** We recognize that we do not all start from the same place, and we acknowledge and are willing to accommodate the unique needs of students in an effort to achieve success for all.
- **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.

## 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.

## Equity Statement

Ranger College endeavors to close systemic opportunity gaps in higher education by making data-informed decisions to assist student groups that have been historically marginalized. The college strives to remove existing barriers, to promote equal access, and to strive for equity for all.

Ranger College will create a culture of quality through the three  
Wildly Important Goals (WIGs)

## 1. Increase Enrollment

1.1 Strategic Initiative: Implementation of an intrusive advising plan

*Success Indicator: Increase from X in Fall 2023 to Y in Fall 2028 (baseline and target numbers will be set after CCSSE/SENSE survey is completed)*

1.2 Strategic Initiative: Implementation of an active student recruitment plan

*Success Indicator: Increase enrollment of FT students from 733 in Fall 2022 to 900 in Fall 2027*

1.3 Strategic Initiative: Increase the number of certificates and degrees awarded

*Success Indicator: Increase the number of certificates and degrees (Credit & Non-credit) awarded from 450 in 2023 to 600 by 2028*

1.4 Strategic Initiative: Increase the fall-to-fall retention rate of full time students

*Success Indicator: Increase the fall-to-fall retention rate of full time students (excluding Vocational Nursing and Cosmetology students) from 30.3% (3-yr avg) by 5% to 35.3% in fall 2024 to fall 2028. Implementing an Early Alert System will be crucial for increasing retention (hopefully using Canvas functionality since Jenzabar won't be available until 2024).*

## 2. Improve Communication

2.1 Strategic Initiative: Design a Strategic Communications Plan (SCP) to improve communication and broaden engagement

*Success Indicator: +20% increase in "Satisfied" and higher score on pre- and post-surveys of stakeholder satisfaction*

2.2 Strategic Initiative: Design and deploy tools and processes to ensure effective, inclusive communication with all stakeholders. These will include, but are not limited to, (1) a weekly list of news items sent to all stakeholders as brief bullet points, (2) a new calendar policy with multiple contributors, (3) a periodic Presidential podcast, and (4) regular press releases.

*Success Indicator: +20% increase in “Satisfied” and higher score on pre- and post-surveys of stakeholder satisfaction*

2.3 Improve use of communication technologies. These will include, but are not limited to (1) the development of a Ranger College app for messaging, calendar, alerts, updates, et cetera, (2) the implementation of a website chatbot, and (3) training courses for faculty and staff in Canvas.

*Success Indicator: +20% increase in “Satisfied” and higher score on pre- and post-surveys of stakeholder satisfaction*

### 3. Improve Facilities

3.1 Strategic Initiative: Remodel Fine Arts Building for Ranger Reach Pathways Center

*Success Indicator: Remodel the Fine Arts Building for Ranger REACH Pathways Center by December 2025*

3.2 Strategic Initiative: Repair Athletics Building / Regents Hall HVAC and Plumbing Systems

*Success Indicator: Repairs completed by August 2025*

3.3 Strategic Initiative: Build new Ranger Rodeo Grounds

*Success Indicator: New Rodeo Grounds completed by December 2024*

3.4 Strategic Initiative: Develop and implement an all-campus maintenance and beautification strategy to address current, essential needs

*Success Indicator: All-campus maintenance and beautification plan in full implementation by May 2024*

3.5 Strategic Initiative: Develop and communicate a comprehensive, transparent, and fiscally achievable all-campus facilities master plan that addresses future facility & beautification needs of Ranger Campus, Erath County Center, and Brown County Center

*Success Indicator: Updated, comprehensive campus master plan posted on Ranger College website by December 2024*

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The Ranger College 2023-2028 Strategic Plan was approved by the Administrative Council on May 18, 2023, and by the Board of Regents on May 22, 2023.