Strategic Plan 2019-2024

Think Big, Start Small, Act Fast

Mission Statement

Robeson Community College provides opportunities for academic, technical, and life-long learning in a collaborative culture dedicated to inquiry, results, and excellence.

Vision Statement

Robeson Community will be recognized for transforming lives through excellence in teaching, learning, and service by empowering individuals to achieve personal and professional goals.

Values

- **Student Success** by offering academic and professional growth opportunities for our service area to meet the needs of students based on their interests and abilities.

- **Excellence** in teaching, learning and services to advance students toward fulfillment of life ambitions (or toward health, happiness and economic stability or well-being).

- **Accountability** to stakeholders (students, community, employees) by seeking continuous improvement in programs and services through data driven decisions.

- **Integrity** through honest and transparent interactions with others providing a reliable and accurate image of the College.

- **Diversity and Inclusivity** by understanding and celebrating the differences, similarities, and successes of our communities of interest.

Focus Area A: Student Learning and Success
Students make advancing steps along a path from enrollment to either employment or a higher degree

Start, Achieve, Become
Institutional Outcome (IO) and Measure of Assessment (MOA)

Outcome	Measurement	2015-2016	2016-2017	2017-2018	5 Year Target
IO A1. Increase Student Retention	**MOA A1.** Fall to Fall Retention	45.0%	43.9%	44.9%	49.5%
IO A2. Increase Student Progression	**MOA A2.** First-year progression	52.8%	51.9%	56.1%	61.9%
IO A3. Increase the number of Students who receive an academic credential	**MOA A3a.** Number of Degrees	246	252	204	225
	MOA A3b. Number of Diplomas	51	45	61	67
	MOA A3c. Number of Certificates	110	124	232	146
	MOA A3d. Total Curriculum Credentials	407	421	497	438
	MOA A3e. High School Equivalency LCI Prison	17	19	9	10
	MOA A3f. High School Equivalency	79	61	50	55
	MOA A3g. Wake Tech Collaborative Program			12	13
	MOA A3h. Adult High School	43	24	19	21
	MOA A3i. Total Basic Skills	139	104	90	99
IO A4. Improve Basic Skills Progress	**MOA A4.** Basic Skills Progress measure	59.9%	58.2%	52.6%	58%
IO A5. Increase Course Success(A, B, C or P grades)	**MOA A5a.** Overall Course Success	63.4%	67.7%	71.2%	78.6%
	MOA A5b. Traditional Delivery	66.9%	69.8%	72.3%	79.8%
	MOA A5c. Online Delivery	53.5%	61.3%	65.3%	72.1%
	MOA A5d. Hybrid Delivery	61.0%	70.0%	78.6%	86.8%
	Noel Levitz Administration Year	**2014**	**2015**	**2017**	
IO A6. Increase Student Engagement and Satisfaction	**MOA A6.** Noel Levitz Survey Question: "All in All, if you had it to do over, would you enroll here again?" (Scale 1-7 with 7=definitely yes, 1= definitely no)	5.52	5.57	5.61	6.19

Focus Area B: Community Impact and Outreach Economic and Human impact of College services and partnerships Institutional Outcome (IO) and Measure of Assessment (MOA)					
Outcome	**Measurement**	**2014-2015**	**2015-2016**	**2016-2017**	**5 Year Target**
IO B1. Increase Student Enrollment	**MOA B1a**. Unduplicated headcount (Curriculum)	2614	2571	2600	2871
	MOA B1b. Unduplicated headcount (Continuing Education)	7852	7918	6841	7500
		2015-2016	**2016-2017**	**2017-2018**	
IO B2. Expand Partnerships with K-12 and University Partners	**MOA B2a.** Career and College Promise Enrollment	170	329	566	625
	MOA B2b. Early College Enrollment	203	205	209	210
IO B3. Increase Small Business Growth	**MOA B3a.** Number of Clients Counseled	57	62	58	80
	MOA B3b. Jobs Created	18	46	37	55
	MOA B3c. Jobs Retained	2	24	4	20
	MOA B3d. New Business Startups	15	15	12	24
IO B4. Increase New and Existing Industry Training	**MOA B4.** Customized Training FTE	4.8	11	2.6	13
IO B5. Increase Community Awareness of Programs and Services	**MOA B5a.** Number of admissions applications	1864	1981	1605	1772
	MOA B5b. Applicant Conversion Rate (# applied versus # enrolled)	1414/1909 74.07%	1403/1977 70.96%	1504/1598 94.11%	1661
IO B6. Increase Alumni Engagement	**MOA B6.** Alumni Memberships	23	25	32	44

Focus Area C: Institutional Sustainability and Integrity
Institutional Growth, Financial Stability and Accountable use of public resources
Institutional Outcome (IO) and Measure of Assessment (MOA)

Outcome	Measurement	2015-2016	2016-2017	2017-2018	5 Year Target
IO C1. Increase FTE	**MOA C1a.** Curriculum FTE*	1630	1680	1643	1835
	MOA C1b. Continuing Education*	569	617	565	768
	MOA C1c. Basic Skills*	477	384	361	413
IO C2. Outcome Assessment Plan Scores	**MOA C2.** Mean Score	23.6	21.3	26.6	29.3
IO C3. Foundation Scholarships	**MOA C3.** Amount of Scholarship Dollars Awarded	$90,578	$97,587	$86,709	$91,045
IO C4. Increase Individual and Corporate Gifts	**MOA C4a.** Foundation Donations (Individual $)	$29,507	$30,018	$26,887	$28,231
	MOA C4b. Number of Individual donations	91	92	92	100
	MOA C4c. Corporate Endowment $	$89,782	$78,422	$58,135	$61,042
	MOA C4d. Number of Corporate Endowments Given	44	24	14	40
	MOA C4e. Golf Tournament (dollars raised)	$25,873	$21,664	$26,681	$22,000
	MOA C4f. Golf Tournament (Sponsors)	96	93	85	89
IO C5. Obtain SACSCOC Reaffirmation	**MOA C5.** SACSCOC Accreditation	5th Year Affirmed	n/a	n/a	10 Year Reaffirmed
IO C6. Increase Grant Income	**MOA C6a.** Grants submitted # (Includes # funded and unfunded)	7	6	8	10/year
	MOA C6b. Grant income(Grants with multiple year award, $ per year)	$2,024,058	$2,442,487	$788,085	2,000,000/year
IO C7. Continue Clean Audit Findings (Program and Financial)	**MOA C7a.** Financial Audit reports (# of findings)	n/a	n/a	0	0
	MOA C7b. Compliance Audit (# of findings)	1	0	1	0
	MOA C7c. Financial Aid Audit (# of findings)	n/a	n/a	0	0
	MOA C7d. Foundation Audit (# of findings)	0	0	0	0
IO C8. Promote Targeted Employee training and Professional Growth	**MOA C8.** Dollars spent on Professional development		$44,850	$64,215	$65,000/year

NCCCS, Curriculum and Continuing Education Semester FTE by College annual summary

Focus Area D: Quality Instruction and Service
Innovative and Engaging Course delivery and excellent need-based services
Institutional Outcome (IO) and Measure of Assessment (MOA)

Outcome	Measurement	2013	2015	2018	5 Year Target
IO D1. Increased Support Systems for Students	MOA D1. CCSSE-Support for Learners	55.0	58.5	56.3	62.1
IO D2. Deliver Quality Instruction	MOA D2a. CCSSE-Academic Challenge	50.9	55.8	49.5	54.6
	MOA D2b. CCSSE-Student/Faculty Interaction	52.6	56.6	56.1	61.9
	MOA D2c. CCSSEE—Active and Collaborative Learning	49.5	51.6	46.9	51.7
	MOA D2d. CCSSEE—Student Effort	55.4	56.4	56.0	61.8
IO D3. Improve Student Experience	MOA D3. Graduate Survey—(Would you choose to attend this college if you were to begin again?) % yes	78.07	85.31	73.47	81.11
		2015	**2017**	**2018**	**Survey Target**
IO D4. Improve Customer service	MOA D4. Student Satisfaction Survey (I seldom get the "run around" when seeking information on this campus)	5.30	5.73	5.14	6.07

Focus Area E: Working and Learning Environment
Facilities and Technology that enhance the working and learning environment
Institutional Outcome (IO) and Measure of Assessment (MOA)

Outcome	Measurement	2016	2017	2018	5 Year Target
IO E1. Implement Repair and Renovation Plan	MOA E1. Dollars spent on Repair and Renovation	$110,183	$170,110	$270,286	$300,000/year
IO E2. Implement Accessibility Plan	MOA E2. Dollars spent on Accessibility upgrades	0	0	$217,950	$300,000/year
IO E3. Implement Master Facilities Plan	MOA E3a. Projects complete or in progress	1	1	4	2 per year
		2015	**2017**	**2018**	**Survey Target**
	MOA E3b. Noel Levitz (On the whole the campus is well maintained)	5.97	4.92	5.91	5.97
	MOA E3c. Noel Levitz (The campus is safe and secure for all students)	5.95	6.38	5.90	5.95
IO E4. Implement Technology Plan	MOA E4. Equipment in lab facilities is kept up to date	5.94	5.84	5.76	5.95