# Strategic Plan: 2018-19
*Year Two of the 2017-2022 Strategic Plan*

# MISSION

Renton Technical College engages a diverse student population through educational opportunities for career readiness and advancement, serving the needs of individuals, the community, businesses, and industry.
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# VISION

Renton Technical College will be a locally, regionally, and nationally recognized leader for improving lives and inspiring lifelong learning.
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# VALUES

**Community** – create an inclusive environment where all are affirmed and welcomed.

**Empowerment** – promote strength and confidence to embrace challenge, creativity, and intellectual risk.

**Equity** – nurture an academic and work environment that identifies and addresses systemic and institutional barriers and promotes fairness.

**Integrity** – foster an ethical environment of trust and honesty.

**Learning** – pursue excellence through critical thinking, problem solving, and technical expertise.

**Respect** – value humanity and the diversity of people, perspectives, and ideas.

**Stewardship** – build a stronger, accountable institution for future generations.

**GOAL 1:** RTC will be a learning community in which students, faculty, and staff all strive for excellence and growth

**GOAL 2:** RTC will foster an academic and work environment of equity, inclusion, and collaboration

**GOAL 3:** RTC will engage the greater community through intentional partnerships and responsive programming

**GOAL 4:** RTC will enhance institutional strength and resilience

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# GOAL 1: RTC will be a learning community in which students, faculty, and staff all strive for excellence and growth

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## Strategic Indicators

* One-year persistence overall (aligned to KPI 3)
* Completion rates by race (aligned to KPI 7)
* Employee satisfaction with tenure and onboarding processes
* Student satisfaction with programs and services (aligned to KPI 5)
* Student learning outcomes assessment (aligned to KPI 6)
* Resources allocated to professional development activities

* Completion rates overall (aligned to KPI 7)
* Transition rates overall (aligned to KPI 15)
* Transition rates by race (aligned to KPI 15)
* Employee satisfaction survey
* Recommendations cleared at next Year 7 accreditation visit
* # of employees completing prof. devpt./educational credentials

## Year Two Priority Activities

| Activity | Divisions Responsible |
|---|---|
| 1.1.1 Significantly increase associate degree completion. | Instruction, Student Services, Administration |
| 1.1.2 Increase student transition from basic studies to professional-technical and transfer programming. | Instruction, Student Services, Institutional Advancement (Communications & Marketing) |
| 1.1.3 Fully implement guided pathways. | Instruction, Student Services, Institutional Advancement |
| 1.1.4 Expand program offerings for inclusive access and success. | Instruction, Administration |
| 1.1.5 Reimagine and design a cohort model for the 21st century. | Instruction, Student Services, Administration |
| 1.2.1 Invest in mental health counseling and interventions. | Student Services |
| 1.2.4 Utilize a student-centered approach in the development and implementation of policies, procedures, and technologies. | All Divisions |
| 1.3.1 Improve comprehensive employee orientation and onboarding processes, as well as the tenure process. | Instruction, Human Resources |
| 1.3.2 Broaden the array of effective classroom learning practices. | Instruction, Learning Council |
| 1.3.3 Offer ongoing classroom management and customer service training for employees. | Administration, Human Resources |
| 1.4.2 Develop a systematic assessment plan aligned to accreditation standards. | Institutional Advancement, Instruction |

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| 1.4.3 Through the utilization of technology, develop an effective system for measuring and tracking learning outcomes assessment. | Instruction, Institutional Advancement (Institutional Research) |
| 1.4.4 Provide faculty with the tools needed to effectively assess student learning. | Instruction, Administration |
| 1.4.5 Use the program review process to drive instructional improvement. | Instruction, Administration |

# GOAL 2: RTC will foster an academic and work environment of equity, inclusion, and collaboration

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## Strategic Indicators

* Course success rates (aligned to KPI 4)
* 1st to 3rd quarter retention overall (aligned to KPI 2)
* Increase enrollment of underrepresented students in prof-tech programs
* Employee retention rates
* Increase percentage of diverse faculty and staff
* # of courses and progs. With revised curriculum to include more culturally relevant mat.
* Faculty interaction with diverse student populations (aligned to KPI 5)
* Status of compliance with WA state OCIO Policy 188 pertaining to accessibility

* One-year persistence by race (aligned to KPI 3)
* 1st to 3rd quarter retention by race (aligned to KPI 2)
* Employee demographics (aligned to KPI 16)
* Increase number of diverse applicants
* Results of pre and post employee cultural comp survey
* Increase in student outcomes
* # of policies developed, reviewed, revised for equity

## Year Two Priority Activities

| Activity | Divisions Responsible |
|---|---|
| 2.1.1 Engage faculty and staff in discussions about equity and student success. | Instruction, Student Services, Institutional Advancement (Institutional Research), DEIC |
| 2.1.2 Develop and infuse diversity, equity, and inclusion in curriculum and instructional practices. | Instruction |
| 2.1.3 Implement best practice strategies for increasing retention and completion of underrepresented students. | Instruction, Student Services |
| 2.1.4 Regularly present and discuss disaggregated data within the current college governance structure. | Institutional Advancement (Institutional Research) |

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| 2.2.1 Strengthen recruitment strategies to ensure a broader range of applicants. | Human Resources |
| 2.2.2 Make ongoing improvements to the hiring process. | Human Resources |
| 2.2.3 Expand employee orientation, onboarding, and mentoring. | Human Resources |
| 2.3.1 Develop and implement an institutional equity plan. | Administration, DEIC |
| 2.3.2 Employ a shared vocabulary around diversity, equity, and inclusion. | DEIC, Administration |
| 2.3.3 Provide ongoing education for faculty, staff, and students. | Administration, DEIC |
| 2.3.4 Expand opportunities for ongoing dialogue. | Administration, DEIC |
| 2.4.1 Revise policies to close opportunity gaps and remove barriers for students | Administration, All Divisions |
| 2.4.2 Evaluate and revise intake and enrollment procedures to ensure equity and access for all students. | Student Services, Administration |

# GOAL 3: RTC will engage the greater community through intentional partnerships and responsive programming

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## Strategic Indicators
* Placement rates (aligned to KPI 11)
* Employer satisfaction with RTC graduates (aligned to KPI 10)
* Percentage of programs that qualify as high-demand
* Number of events opened to the community
* Correlated impact of target marketing strategies on enrollment
* Number of formal and active partnerships
* Number of contacts made with legislative officials

* Licensure and certification pass rates (aligned to KPI 9)
* Wages of graduates
* Number of individuals enrolled in continuing edu programs
* Frequency of facility use by outside constituents
* Survey of community engagement satisfaction
* Employee survey of community engagement

## Year Two Priority Activities

| Activity | Divisions Responsible |
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| 3.2.1 Host ongoing public service and civic engagement activities. | Administration, Foundation, Student Services, Instruction |
| 3.2.2 Engage the community through effective communication of college offerings, events, results, and successes. | Student Services (Outreach & Entry Services), Institutional Advancement (Communications & Marketing), Foundation |

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| 3.3.1 Promote RTC as a college and employer of choice. | Institutional Advancement (Communications & Marketing), Human Resources |
| 3.3.2 Strengthen partnerships with area school districts, faith-based organizations, community-based organizations, labor organizations, and city and county agencies. | Administration, Instruction, Student Services, Institutional Advancement |
| 3.3.3 Use data to improve outreach efforts in our communities. | Institutional Advancement (Institutional Research, Communications & Marketing), Student Services (Outreach & Entry Services) |
| 3.4.2 Leverage community partnerships and student stories that support RTC's impact on learning and student success. | Institutional Advancement (Communications & Marketing), Foundation |
| 3.4.3 Communicate the impact of RTC and Washington's community and technical colleges on the state's economy to stakeholders and policymakers. | Institutional Advancement, Foundation, Administration |

# GOAL 4: RTC will enhance institutional strength and resilience

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## Strategic Indicators

* Development and implementation of an integrated planning system
* FTE enrollment (aligned to KPI 19)
* Donations (aligned to KPI 21)
* Employee satisfaction survey of decision making and resource allocation process
* Employee satisfaction survey of intentional systems improvement
* Recommendations cleared at next Year 7 accreditation visit
* Annual technology use survey results

* Fill rates
* FTE enrollment by student intent (aligned to KPI 20)
* Grants and contracts funding (aligned to KPI 22)
* # of unique participants involved in college governance
* Establishment of a faculty senate
* Technology replacement cycle/enhance tech. services*

## Year Two Priority Activities

| Activity | Divisions Responsible |
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| 4.1.1 Improve transparency of resource allocation and decision making processes. Increase fiscal health of the institution. | Administration, Finance |
| 4.1.2 Actively use data to inform decision making. | All Divisions |
| 4.1.3 Provide ongoing faculty and staff training about strategic plan implementation and alignment with unit planning, the | Institutional Advancement |

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| facilities master plan, program review, and resource requests. | |
| 4.2.1 Increase the number of tuition generating students. | Instruction, Student Services, Institutional Advancement (Communications & Marketing) |
| 4.2.2 Grow the RTC Foundation's endowment and capacity to award student scholarships, support programs, and fund capital projects. | Foundation |
| 4.2.3 Secure grant and contract funding to further develop the infrastructure and program and support services offerings at RTC. | Institutional Advancement (Grants Office), Instruction, Student Services |
| 4.3.1 Champion a culture of transparency and accountability. | Administration |
| 4.3.3 Align institutional policies to accreditation standards. | Administration, Institutional Advancement |
| 4.4.1 Create a technological environment that promotes ease of use, including an intranet and student portal. | College Technology Services, Administration |