



Goal 1: Increase financial accountability and transparency of Redlands Community College

Objective 1.1: Increase communication of the budget and where we stand on the budget

Objective Leader: Vice President of Finance and Campus Services

Timeline: 2014 -2015

Objective Team: Business Office, Campus Services, Student Services

Stakeholders: Students, Faculty and Staff

Redlands Community College Strategy	Outcome Measurement
Once approved by Redlands Community College and State Regents, post institutional budget on the my.redlandsccl portal	All Redlands Community College employees, regardless of purchasing status, able to see institutional budget on the portal within one month of approval
Training will be made available to all employees on my.redlandsccl portal so they can review their departmental budgets and expenditures	Departments will be able to compare amount spent versus amount budgeted; no departments will spend over-budget
Post external and internal audits to the portal, once they are approved by the Redlands Board of Regents	All Redlands Community College employees will be able to compare the budget with the audit reports
Presentation of Monthly Income and Expenditure Reports to the Redlands Board of Regents, then posted to the my.redlandsccl portal	All Redlands Community College employees will be able to see the Monthly Income and Expenditure Reports



Goal 1: Increase financial accountability and transparency of Redlands Community College

Objective 1.2: Student fees used for enhancement of student learning

Objective Leader: Vice President of Finance and Campus Services

Timeline: 2015-2016

Objective Team: Business Office, Campus Services, Student Services

Stakeholders: Students, Staff and Faculty

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
IR office sends report of students enrolled and course fees by department to VP of Finance in Fall 2014 and Spring 2015	VP of Finance collects fee data for Fall and Spring
VP of Finance creates 2015-2016 budget using 2014-2015 course fee amounts	VP of Finance uses fee data to create budget
Upon approval, VP of Finance allocates budgeted course fee amounts to responsible department	Departments receive budgeted amounts based on course fees collected
At the end of 2015-2016, departments analyze sufficiency of course fees and communicate to the VP of Finance	Compare fees received with departmental costs
Any changes in course fees presented to the Board of Regents for approval	Course fees are aligned with actual departmental costs



Goal 1: Increase financial accountability and transparency of Redlands Community College

Objective 1.3: Clearly define and communicate to the students the need for fees and tuition and/or fee increases and what they are being used for

Objective Leader: Vice President of Finance and Campus Services and Dean of Enrollment Management and Marketing

Timeline: 2015-2016

Objective Team: Business office, Enrollment Management

Stakeholders: Students, Faculty and Staff

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Overall description of fees printed in the catalog and published on the Redlands website	Prospective students and parents are able to perform cost-benefit analysis
Schedule of specific course fees published in course schedule and on the Redlands website	Prospective students able to compare course fees and budget for cost
Student's itemized fees indicated on printed schedule received upon enrollment	Student can compare actual billed fees with expected fees
Hold annual student focus groups to discuss fee/tuition increases	By Fall 2016 two meetings to be held



Goal 1: Increase financial accountability and transparency of Redlands Community College

Objective 1.4: Reduce the financial aid default rate

Objective Leader: Director of Financial Aid

Timeline: 2014-2019

Objective Team: Business Office, Student Services, Financial Aid

Stakeholders: Students, Faculty and Staff

Redlands Community College Strategy

Outcome Measurement

Financial Aid representative speak to students at First Year Experience Program	Students will be encouraged to take out only the amount of student loans necessary to pay for their education and be aware of the terms of repayment
Calculate and disseminate the RCC federal default rate on the Redlands Financial Aid webpage	Redlands will reduce the default rate compared to the 2012-2013 rate
Compare default rate with other two-year colleges in Oklahoma	Have a default rate superior to 2/3 of Oklahoma two-year institutions



Goal 1: Increase financial accountability and transparency of
Redlands Community College

Objective 1.5: Increase number of institutionally-paid student workers across all campuses

Objective Leader: Vice President of Finance and Campus Services

Timeline: 2015-2016

Objective Team: Human Resources, Financial Aid, Student Services, Business Office

Stakeholders: Students, Faculty and Staff

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Develop and conduct proven needs assessment for departmental help	Identify number of student workers needed by March 2015
Select number of workers needed and calculate budget requirements	Amount needed to pay identified number of students workers placed in 2015-2016 proposed budget
Begin posting job notices, taking applications, interviews and hiring Fall 2015	Increase institutionally-paid student workers by number identified in needs assessment
Development of a shared student worker (flex) pool to fill areas of need	Optimize the use of student workers



Goal 1: Increase financial accountability and transparency of Redlands Community College

Objective 1.6: Provide purchasing procedures on the portal

Objective Leader: Vice President of Finance and Campus Services

Timeline: Fall 2015

Objective Team: Business Office, Director of Purchasing, Institutional Technology

Stakeholders: Faculty and Staff

Redlands Community College Strategy

Outcome Measurement

Post purchasing guidelines in the my.redlands portal for all employees to see	All departments will be able to see what the guidelines are so they know what procedures they are to follow
Notify all employees of changes to purchasing procedures	All departments up-to-date on changes to purchasing procedures



Goal 1: Increase financial accountability and transparency of Redlands Community College

Objective 1.7: Review the course programs and courses for a cost-benefit analysis

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: Fall 2015

Objective Team: Vice President of Finance and Campus Services, Director of Institutional Research and Effectiveness, Curriculum Committee

Stakeholders: Students, Faculty and Staff

Redlands Community College Strategy

Outcome Measurement

Identify the revenues generated by each course program	Determine the revenue generated for each program
Identify the costs generated by each course program	Determine the cost generated for each program
Conduct a cost-benefit analysis for each course program	Determine which programs are the most profitable or self-sustaining



Goal 1: Increase financial accountability and transparency of Redlands Community College

Objective 1.8: Establish hiring criteria for new/additional personnel

Objective Leader: Vice President of Finance and Campus Services

Timeline: May 2015

Objective Team: Human Resources, Institutional Research

Stakeholders: Faculty & Staff

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Conduct needs assessment for new or additional personnel	New or additional positions identified
Conduct cost-benefit analysis for new/additional positions identified	Cost benefit of adding position(s) identified



Goal 1: Increase financial accountability and transparency of
Redlands Community College

Objective 1.9: Compile and prioritize a wish list of items and positions needed

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: Fall 2015

Objective Team: Division Directors, Direct Reports of the Vice President of Academic Affairs

Stakeholders: Faculty, Staff, Students

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Each department is to compile a list of items needed and the timeframe they would like to receive these items	Departments have the items and personnel needed to achieve desired outcomes
Combine the wish list from each department	Identify departments already able to provide items on wish list
Prioritize the combined wish list and identify funding streams	Most important items purchased first



Goal 2: Ensure institutional vitality through continuous improvements

Objective 2.1: Develop a framework for analyzing academic programs

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: Fall 2015

Objective Team: Enrollment Management, Division Chairs and Faculty, Registrar's office

Stakeholders: Students, Faculty and Staff

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Hold annual academic program review meetings	Complete academic program analysis framework
Evaluate and assess student learning outcomes	Completion of student learning outcome matrix



Goal 2: Ensure institutional vitality through continuous improvements

Objective 2.2: Evaluate existing programs to ensure the College is meeting its mission and responding to research-determined community needs

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: Fall 2014-Fall 2017

Objective Team: Enrollment Management, Institutional Research, Curriculum Committee, Division Chairs and Faculty

Stakeholders: Students, Staff and Faculty

Redlands Community College Strategy	Outcome Measurement
Administer program, employment and graduate surveys	Survey results evaluate existing programs and are used to develop programs
Arrange 2 plus 2 agreements with four year institutions	Completed representative 2 plus 2 agreements
Ensure area-specific faculty are informed of regent's Course Equivalency Project meetings	Area-specific faculty attended regent's Course Equivalency Project meetings and make academic changes accordingly



Goal 2: Ensure institutional vitality through continuous improvements

Objective 2.3: Tie budget to new and existing academic programs.

Objective Leader: President of Redland Community College

Timeline: 2014-2019

Objective Team: Provost and Vice President of Academic Affairs, Vice President of Finance and Campus Services, Division Chairs, Curriculum Committee, Faculty and Staff

Stakeholders: Students, Faculty and Staff

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Monthly President's Leadership Council Meetings	Demonstrated fiscal responsibility and sustainability
Conduct annual space utilization analysis	Higher percentage of space utilization and more efficient use of space



Goal 2: Ensure institutional vitality through continuous improvements

Objective 2.4: Provide a continuous cycle of planning implementation and evaluation to support strategic initiatives, promote efficiencies and deliver a progressive learning /working environment

Objective Leader: President of Redland Community College

Timeline: 2014-2019

Objective Team: Provost and Vice President of Academic Affairs, Division Chairs, Standing Institutional Committees, Faculty and Staff

Stakeholders: Students, Faculty and Staff

Redlands Community College Strategy	Outcome Measurement
Monthly meetings of Presidents Leadership Council, standing institutional committees, faculty and staff	Appropriate planning/implementation cycles established
All employees will have annual performance evaluations by their supervisor as well as their self-evaluations	All employees will receive feedback from the evaluation by their supervisor
Explore incentive compensation for employees exceeding required expectations	Inspired and motivated employees



Goal 2: Ensure institutional vitality through continuous improvements

Objective 2.5: Identify new revenue streams

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: 2014-2019

Objective Team: Vice President of Finance and Campus Services, Director of Foundation, Development and Alumni and Coordinator for Contracted and Continuing Education, Manufacturing Extension Agent for the Manufacturing Alliance Grant, Dean of Student Services

Stakeholders: Students, Faculty and Staff

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Utilize Innovation Engineering Software for structured program review	Define new continuing education and corporate training programs
Survey local service areas to determine what services/classes would be desired and seminars they may attend	Increased continuing education offerings



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.1: Provide professional development based on faculty, staff and student needs

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: 2014-2018

Objective Team: Human Resources, Enrollment Management

Stakeholders: Staff and Faculty

Redlands Community College Strategy	Outcome Measurement
Customize training based on needs assessment and on-going professional development process	Follow-ups surveys indicate that stakeholders perceive continuous improvements in professional development opportunities
Upgrade employee technology skills as needed	Provide a needs assessment based on current and future technology to discover what workshops are necessary for employees. Based on the number of successful completers at IT workshops will determine the success of the workshop
Provide continual, mandatory employee training in the areas of affirmative action OSHA, hazardous material (MS/DS), blood borne pathogens, HIPAA/confidentiality, fire/emergency, sexual harassment/assault, and others (i.e., Title IX) as needed.	Number of Redlands Community College's employees (includes all full-time faculty and staff, part-time faculty and staff, and students) completing the training at a 100% success rate
Provide employees with timely/affordable updates on health plans and wellness opportunities.	Focus groups on knowledge of health and wellness
Hold mandatory biannual training to those individuals that purchase items for the College	Trained individuals will have the knowledge of the do's and don'ts that go along with the state purchasing laws



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.2: Increase percentages of Redlands Community College concurrent students enrolling as traditional freshman

Objective Leader: Dean of Enrollment Management and Marketing

Timeline: 2014-2018

Objective Team: Enrollment Management, Provost and Vice President of Academic Affairs

Stakeholders: Enrollment Management, Vice President of Academic Affairs

Redlands Community College Strategy	Outcome Measurement
Establish current success rates in recruiting of concurrent students	2011-2014 recruitment rate established and communicated by Fall 2014
Survey 2014-2015 existing concurrent students to determine traits of desired college	Present survey results to President’s Leadership Council each fall
Increase the percentage of concurrent students attending Redlands Community College in the Fall semester after high school graduation	Percentage of concurrent students coming to Redlands will increase over the 2011-2014 average



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.3: Provide comprehensive writing assistance to students

Objective Leader: Director of Testing, Tutoring, and Writing Centers

Timeline: 2014-2015

Objective Team: Writing Center, English Faculty, Learning Resource Center Director

Stakeholders: Students and Faculty

Redlands Community College Strategy	Outcome Measurement
Reconfigure current AAA spaces to accommodate Redlands Writing Center	Construction and remodeling will be completed before start of Fall 2014 semester
Writing center will be staffed and able to provide comprehensive assistance in writing assignments	Students will indicate that they received prompt assistance in writing assignments
Improve student writing in “Writing Across the Curriculum” selections	Writing will show improvements in artifacts randomly chosen for Writing Across the Curriculum
Increase the available times and offer more flexible schedules for the students to utilize the Writing Center	Increase the usage of the Writing Center



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.4: Enhance faculty presence in the areas of advising and selective recruiting.

Objective Leader: Dean of Enrollment Management and Marketing

Timeline: 2014-2018

Objective Team: Recruiters, Advisors, Faculty

Stakeholders: Students, Faculty, Enrollment Management

Redlands Community College Strategy

Outcome Measurement

Create a cadre of trained faculty recruiters and advisors

5 new faculty will be trained each academic year through 2017

Faculty will participate in selective recruiting and act as academic advisors in selective program areas

Increase enrollment/retention rates



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.5: Provide financial aid and satisfactory academic progress information to incoming freshmen

Objective Leader: Director of Financial Aid

Timeline: 2014-2015

Objective Team: Enrollment Management, Financial Aid

Stakeholders: Students, Financial Aid

Redlands Community College Strategy

Outcome Measurement

Establish methodology to improve student awareness of SAP	All students attending freshman orientation will indicate that they received SAP information
Reduce the number of students declared ineligible for Federal Aid due to SAP	Reduced percentages of students reaching SAP threshold compared to 2013-2014 academic year
Students are made aware of financial aid availability and processes	Students will indicate on CCSSA optional question that they received financial aid information



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.6: Design and establish an Eighth Grade Cougar Day

Objective Leader: Dean of Enrollment Management and Marketing

Timeline: 2015-2016

Objective Team: Enrollment Management, Financial Aid, Student Services

Stakeholders: Prospective Future Students

Redlands Community College Strategy

Outcome Measurement

Invite eighth graders from local and surrounding counties during the Fall semester for a recruiting and information fair

The percentage of schools and students in attendance compared to those invited



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.7: Ensure courses are offered for students to complete their degree.

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: 2014-2015

Objective Team: Division Directors, Enrollment Management, Registrar

Stakeholders: Students

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Perform annual program reviews	Increase graduation rates and ensure courses transfer
Provost and Vice President Academic Affairs to review cancellations and additions of classes before schedule modifications are done	Solidification of a student centered course schedule
Establish and implement a clearly defined course rotation schedule that is well publicized	Elimination of excessive course substitutions and small class sizes



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.8: Strengthen Remedial Offerings and Tutoring Services

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: 2014-2015

Objective Team: Tutoring Center, Developmental Studies

Stakeholders: Students and Faculty

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Increase the number of tutors, subjects which tutoring is available and tutoring time options	Increased number of student attending tutoring sessions in the tutoring center and increase in retention and completion rates
Explore feasibility of adding a Math Lab with computers and adequate personnel for tutoring services	To match needed resources to funding
Implement the ALEKS system campus wide	Ensure the completion rate for remedial math



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.9: Develop a first-year experience program

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: 2015-2016

Objective Team: First Year Experience Committee

Stakeholders: First Time Freshman

Redlands Community College Strategy

Outcome Measurement

Form a First Year Experience Committee	Implementation of a First Year Experience Course beginning Fall 2015
Offer the First Year Experience Course annually beginning Fall 2015	Increased retention rates



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.10: Create an accelerated placement testing program

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: 2014-2015

Objective Team: Director of Testing, Tutoring and Writing Centers, Student Services, and Developmental Studies Faculty

Stakeholders: Students, Staff and Faculty

Redlands Community College Strategy

Outcome Measurement

Allow for Compass pre-test/post-test opportunities along with boot camp activities for students placing in remedial scores

Increase the number of college ready students



Goal 3: Improve Redlands course success, retention and graduation rates.

Objective 3.11: Track students after graduating from Redlands Community College

Objective Leader: Director of Institutional Research and Effectiveness

Timeline: 2014-2015

Objective Team: Director of Institutional Research and Effectiveness and Registrar

Stakeholders: Students, Staff and Faculty

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Develop a method to track where students transfer once graduated	Ensure adequate transfer of course work for all programs
Develop a method to track where students find employment	Ensure adequate count of degree to job placement



Goal 4: Improve Internal and External Community Engagement

Objective 4.1: Develop and implement a President’s Leadership Council

Objective Leader: President of Redlands Community College

Timeline: 2014 - 2018

Objective Team: President’s Executive Assistant, Provost and VP for Academic Affairs, VP of Finance & Campus Services, , Dean of Student Services/Athletic Director, Dean of Enrollment Management and Marketing, Associate VP for Communications and Research, Academic Division Directors, 2 Lead Faculty Members, President & Vice President of the Faculty Association, President & Vice President of the Student Association, Director of the LRC, Director of Human Resources, Coordinator of Service Learning, Chief Information Officer, Chief Technology Officer, Director of Institutional Research and Effectiveness, Chief of Security, Coordinator of Physical Plant Operations, Coordinator for Events and Hospitality, Director of Alumni, Development & Continuing Education, Registrar and Director of Student Records.

Stakeholders: Faculty, Staff, Students, Board of Regents

Redlands Community College Strategy	Outcome Measurement
Select members of President’s Leadership Council	Members of Presidents leadership council will be selected and announced each fall term beginning fall 2014. Council will begin meeting fall 2014
Establish goals for President’s Leadership Council	Goals and logistics for PLC will be communicated to the College during the fall 2014 in-service
The council will advise the President in regard to overall operation, condition and needs of the institution	Council members will give reports at monthly meetings beginning fall 2014
The council will establish appropriate procedures to ensure smooth operation of the institution	Council will begin review and work on procedures during monthly meetings beginning fall 2014
The council will review and act on recommendations from standing institutional committees, ad-hoc institutional committees, the faculty association, the student groups and associations, and constituencies both internal and external	Council will begin review of recommendations at monthly meetings beginning fall 2014
The council will coordinate updates and dissemination of campus, news, events and activities	Council members will relay campus information and updates that they obtain in committee meetings to their respective areas
The council will serve as a venue for issues and concerns that represent the students, faculty, staff, alumni and other constituencies of Redlands Community College	Council members will make themselves available to hear issues and concerns from students, faculty/staff, alumni, and other constituencies of Redlands Community College and will relay those issues and concerns to the committee at monthly meetings beginning fall 2014

Goal 4: Improve Internal and External Community Engagement

Objective 4.2: Establish a service learning coordinator and develop a service learning initiative

Objective Leader: Coordinator for Service Learning

Timeline: 2014 - 2018

Objective Team: Service Learning Committee, President of Redlands Community College

Stakeholders: Students, Faculty, Staff, Community

Develop a service learning planning/advisory committee	Committee will be selected and begin meeting by Fall 2014
Establish goals for institutional participation in community and educational activities/organizations that further Redlands' goals and objectives	Goals will be established and communicated to college during the Spring 2015 in-service
Perform initial and annual audit/survey of employees and students to measure involvement in service learning and perception of initiative	2% annual growth in employee and student participation based on initial audit results to be performed by Fall 2014
Perform initial and annual audit/survey of external perception of Redlands' community engagement	1% annual increase in community awareness and favorable perception of Redlands' community engagement based on first audit results to be performed during Fall 14
Implement plans developed by service learning coordinator and committee	Plans for service learning opportunities will implemented and communicated to the college and community beginning spring 2015
Establish recognition and/or rewards structure for faculty/staff and students participating in service learning and/or community activities and organizations	Recognition and/or rewards structure will be announced to faculty/staff during Spring 2015 in-service and announced to students by faculty during Spring 2015 semester



Goal 4: Improve Internal and External Community Engagement

Objective 4.3: Improve internal and external communication

Objective Leader: Provost and Vice President of Academic Affairs

Timeline: 2014-2018

Objective Team: Marketing Plan Task Force, Institutional Technology, Dean of Enrollment Management and Marketing Services, Office of Communications and Research

Stakeholders: Faculty/Staff, Students, Community

Redlands Community College Strategy	Outcome Measurement
Build and launch new Redlands Community College website	Launch new website by Fall 2015
Purchase necessary upgrades/software to establish an accurate campus calendar on the website inclusive all events, activities, deadlines, etc.	Calendar will be launched and accessible when new website is launched in Fall 2016
Assess effectiveness of Redlands Community College Marketing Services	Survey of effectiveness and perception of advertising/marketing campaigns administered annually beginning Fall 14
Establish effective protocol and processes for disseminating information across campus	Updated process and protocol for disseminating information will be communicate to the college the by Fall 2015 in-service
Increase staff in Marketing Services to realistically facilitate the college’s marketing, advertising, communication, and community relation needs	Create, fund and fill one additional graphic designer position by Fall 15
Increase Redlands faculty/staff involvement on various boards and committees within Redlands’ service area	2% annual increase in faculty/staff community involvement based on initial audit results to be performed by Fall 2014
Have Redlands Community College booth at most or all local events	2% annual increase in Redlands participation and representation at local events
Use President’s Leadership Council to directly disseminate information to faculty, staff and students	2% annual improvement in questions on CCSSEE relating to student communication beginning 2015. Implement annual faculty/staff survey and/or focus groups beginning fall 15 to determine communication improvements and or needs
Dissemination of organizational chart to faculty and staff	Increased awareness of faculty and staff positions along with responsibilities.
Use the Mentor Program to improve communication with students	2% annual improvement in questions on CCSSEE relating to student communication beginning 2015



Goal 4: Improve Internal and External Community Engagement

Objective 4.4: Develop and implement a mentoring program for incoming freshman

Objective Leader: Retention Coordinator
Timeline: 2014-2018
Objective Team: Faculty/Staff, Enrollment Management
Stakeholders: Students

Redlands Community College Strategy	Outcome Measurement
Establish a planning committee for mentoring program	Planning committee will begin meeting summer 2014
Establish goals, structure and logistics of mentoring program	Goals structure and logistics will be established and announced to the college through email during summer 14
Identify potential mentors	Email will be sent to all faculty/staff requesting interested faculty/staff attend info/sign up meeting during summer 14
Retention and graduation rates of students in mentoring program vs. students not in program and a survey of students in mentoring program upon their Redlands Community College graduation will be used to evaluate the program	3% annual increase in retention/graduation rates for students in mentoring program beginning 2015-16



Goal 4: Improve Internal and External Community Engagement

Objective 4.5: Identify and develop student desired clubs, activities, and athletic programs

Objective Leader: Dean of Student Services

Timeline: 2014-2018

Objective Team: Activities Coordinator, Intramural Coordinator, Club Sponsors

Stakeholders: Students

Redlands Community College Strategy	Outcome Measurement
Determine what type of athletic programs, clubs, and activities students are interested in having at Redlands Community College	Administer annual survey/quiz on club/activity interest beginning Fall 2014
Recruit/assign sponsors for new student clubs	Recruit and have in place sponsors for new and existing clubs by Fall 2015
Develop new and/or renew and improve existing clubs	Fund valid clubs and athletic programs that have supported student interest
Assess current student activities and implement activities that are supported by student interest	5% increase in student participation in Redlands clubs/activities by Spring 2016



Goal 4: Improve Internal and External Community Engagement

Objective 4.6: Develop, implement and facilitate a student government organization

Objective Leader: Dean of Student Services

Timeline: 2015-2018

Objective Team: Select faculty, Provost/Vice President of Academic Affairs

Stakeholders: Students

Redlands Community College Strategy

Outcome Measurement

Redlands Community College Strategy	Outcome Measurement
Select a faculty/staff sponsor for student government organization	Student government sponsor in place by Fall 2015
Establish member/officer criteria and recruit members/officers	Student government in place and meeting regularly by Fall 2015
Members of the Redlands Student Government Organization will represent student body on the President's Leadership Council	Student representatives begin attending PLC meetings Fall 2015



Goal 5: Sustain State of the Art Information Technology Systems

Objective 5.1: Create and enhance a campus-wide electronic document management solution.

Objective Leader: Chief Information Officer

Timeline: 2014-2018

Objective Team: Institutional Technology, Registrar, Enrollment Management, Business Office, Financial Aid, Human Resources

Stakeholders: Students, Faculty, and Staff

Redlands Community College Strategy

Outcome Measurement

Identify campus-wide document retention needs	A list of all campus departments who would participate in document management solution
Identify document retention requirements	Ensure state guidelines for all documents are met
Establish digital document(s) index	Ensure solution provides access to relevant information to necessary personnel through automatic means



Goal 5: Sustain State of the Art Information Technology Systems

Objective 5.2: Enhance our technology disaster recovery solutions

Objective Leader: Chief Information Officer

Timeline: 2014-2018

Objective Team: Institutional Technology

Stakeholders: Students, Faculty, and Staff

Redlands Community College Strategy

Outcome Measurement

Isolate capabilities and redundancies in our existing disaster recovery solution

Increase partnerships with remote locations for data replication and storage



Goal 5: Sustain State of the Art Information Technology Systems

Objective 5.3: Enhance campus wide technology

Objective Leader: Chief Information Officer

Timeline: 2014-2018

Objective Team: Institutional Technology, Instructional Council, Provost/Vice President of Academic Affairs, Human Resources, Vice President of Finance/Campus Services, President’s Office

Stakeholders: Students and Faculty

Redlands Community College Strategy	Outcome Measurement
Annually evaluate capabilities in our existing classroom and laboratory technology	Upgrade audio/video, control, and monitoring equipment in classrooms and laboratories
Create a rotation schedule for campus wide technology	Updated technology would sustain state of the art effective learning and working environment
Purchase time keeping software for hourly employees	Expedite and accurately pay employees
Improve capabilities of our existing distance education solutions	Access to distant education is improved for instructors and students

Goal 5: Sustain State of the Art Information Technology Systems

Objective 5.4: Implement a data analytic solution

Objective Leader: Chief Information Officer

Timeline: 2014-2018

Objective Team: Institutional Technology, Director of Institutional Research and Effectiveness, Vice President of Finance and Campus Services, Provost and Vice President of Academic Affairs

Stakeholders: Staff

Redlands Community College Strategy	Outcome Measurement
Identify disparate pockets of data across our systems	Generate a list identifying data which are not easily represented together
Identify how data should be processed to accurately reflect the information	Create dashboards relevant to a given data subset
Implement a data analytics platform which can be accessed across the campus	Implementation of a system allowing employees to make informed data driven decisions



Goal 5: Sustain State of the Art Information Technology Systems

Objective 5.5: Maintain network infrastructure

Objective Leader: Chief Information Officer

Timeline: 2014-2018

Objective Team: Institutional Technology, Vice President of Finance and Campus Services, President’s Office

Stakeholders: Students, Faculty, and Staff

Redlands Community College Strategy	Outcome Measurement
Enhance capabilities and redundancies in our existing wired network infrastructure	Improved wired network infrastructure
Enhance capabilities and redundancies in our existing wireless network infrastructure	Improved wireless network infrastructure



Goal 5: Sustain State of the Art Information Technology Systems

Objective 5.6: Enhance our emergency alerting systems

Objective Leader: Chief Information Officer

Timeline: 2014-2018

Objective Team: Institutional Technology, Dean of Student Services, Campus Security, Vice President of Finance and Campus Services

Stakeholders: Students, Faculty, and Staff

Redlands Community College Strategy

Outcome Measurement

Create actionable plans for emergency scenarios

Improved notifications of emergency responses
