The Strategic Planning Process

“Efficiency is doing things right, effectiveness is doing the right things”

– Peter Drucker

STEP 1: Review and Update Mission, Vision, and Core Values
The strategic planning process begins with a review and update of the RCC Mission Statement which informs our vision and our core values. The Mission, Vision and Values describe who we are, what we do, and where we intend to be in the future. The Strategic Planning Executive Council (SPEC) facilitates the process and monitors timelines.

STEP 2: Analyze Data, Identify Issues and Establish Goals
The strategic planning process is continually informed by internal and external stakeholders and inputs which come from the Strategic Planning Data Sources (SPDS). The Strategic Planning Leadership Councils (SPLC) analyze data, identify needs and opportunities, and send recommendations to the SPEC where college goals are reviewed and revised if appropriate.

External Input
RCC seeks to meet the needs of the community we serve. Through community partnerships, collaborations, and advisory groups, we ask the community to help identify opportunities. We regularly conduct environmental scans which provide a systematic, early-alert method for identifying issues and trends likely to impact the college.

Internal Input
RCC systematically invites input from the campus community through open forums, departmental discussions, and electronic communication. Our planning process guarantees broad and appropriate participation from the college community. An annual program (unit) review process provides a mechanism for each unit (administration, student services, and instruction) of the college to identify its needs, innovative ideas and areas of concentration. This input is used to help develop specific plans which inform the strategic planning process including, the Educational Master Plan, the Student Equity Plan, the Matriculation Plan, the Enrollment Management Plan, the Technology Plan, the Facilities Master Plan, the Basic Skills Action Plan, and the District Strategic Plan. Other internal inputs include campus climate, student satisfaction and point of service surveys, and the Accountability Report for Community Colleges (ARCC) data. A flow chart showing the linkages follows:

STEP 4: Develop Strategies, Determine Resource Allocation, and Develop Assessments
RCC constituencies develop strategies, action plans, and time lines to advance or reach the goals. Using input from unit reviews and recommendations from the college’s Budget Prioritization Committee, the SPEC allocates resources to implement strategies to advance each goal and to develop assessments to measure progress.
STEP 5: Assign Responsibilities and Determine Performance Indicators
Resources are allocated for the implementation of action plans which are assigned to campus leader(s) who will oversee and facilitate their implementation. The campus leader will work with the appropriate council and/or committee to review action plans and to develop appropriate performance indicators.

STEP 6: Implement Strategic Plan
Periodic review of the implementation progress is ongoing to ensure action plans are progressing. Oversight of the implementation process will be the responsibility of the campus leader(s) and the SPEC.

STEP 7: Assessment Report Card
Each year the college produces an Annual Assessment Report Card which includes strategies, measures, and outcomes. This report marks progress on the efforts to reach and advance the college’s goals and provides new data for the next round of both short-term (operational) and strategic planning. The report becomes an input into the development of new college goals and strategies.