

STRATEGIC

PLAN 2021-2023



Inventing
OUR FUTURE TOGETHER

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OUR FUTURE TOGETHER

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I am pleased to share Rhodes State's FY21-FY23 Strategic Plan: Inventing Our Future Together. This Plan establishes a clear Strategic Vision that will advance the College's essential Mission: Rhodes State College changes lives, builds futures and improves communities through lifelong learning.

A clear and enhanced focus on the Vision, Strategic Priorities and Goals, incorporated into Inventing Our Future Together will perpetuate Rhodes State College's 50 year history of advancing its Mission with distinction.

With the continued support of the Board of Trustees, our faculty and staff, and so many within our communities, Rhodes State College will continue moving forward as an educational leader.

— Jane Krites, Chair
Board of Trustees

INTRODUCTION

The Rhodes State College's FY2021-FY2023 Strategic Plan: Inventing Our Future Together is based on the tenet that the College must be responsive to a dynamic, changing environment. The Plan frames a roadmap to direct energy, empower employees to proactively and effectively respond to the ever-changing environment, and ultimately guide the College to higher levels of performance.

A revised Vision Statement establishes the intentional direction of Rhodes State over the next three years. It is a "Blue Sky View" with a clear focus on what the College aspires to become and what is important if we are to be the College of choice. The College's current Mission was reviewed and remained as a strong indicator of who we are, who we serve, and why the College exists. Refinements to the institutional Core Values strengthened the principles of expected behaviors in this new environment. These Values are indicative of what the College

stands for and will be foundational in making decisions and fulfilling our Mission.

Four Aspirational Priorities emerged for the Plan that directly align with the Mission and Vision statements. Each Priority has a defined focus that moves the College toward its Vision and guides institutional decisions regarding operations. The Priorities are for the three-year Strategic Planning cycle, but may extend further into the future.

Each Priority has one or more Goals with three year and annual targets of expected achievement. These Goals will advance the institutional Priorities. Each Goal is Specific, Measurable, Achievable, Realistic, and Timebased (SMART).

Action Plans detail how each Goal will be achieved, including what is to be done, by whom, when, and the estimated cost. The innovation and amount of detail depends on

the Action Planning Team. Individuals assigned to an Action Planning Team have roles and responsibilities for completion that are in alignment with Team timelines. Cabinet will serve as a resource to support and guide the Action Planning Teams.

Every day, each unit and employee across the institution will use their individual and collective expertise to advance the Mission, make progress on the Priorities and Goals contained herein, and continue to move toward the College's Vision.

The Plan's focused efforts and availability of resources will inform management decisions related to strategic guidance, operational requirements, and budget formulation. As a living document, meaningful adjustments to Action Plans may result from annual analysis of goal-related targets and institutional key performance indicators.

— Dr. Cynthia E. Spiers, President

A hand holding a glowing lightbulb, symbolizing an idea or vision. In the foreground, there are stacks of coins on a wooden surface, suggesting financial stability or investment. The background is blurred, showing what appears to be a laptop screen.

OUR *Vision*

Rhodes State College aspires to be the College of choice where students have an equitable opportunity to achieve their career and educational goals. Our people will be the source of innovation and reason for the enriched value added to our students, communities, and partners.

THE FY 2021-2023 **STRATEGIC PLAN**

OUR MISSION

Rhodes State College changes lives, build futures, and improves communities through lifelong learning.

Inventing Our Future Together aligns with, builds on, and is guided by the College's Vision, Mission, and Values.

OUR VALUES

EQUITY: Committing to programs, services, policies and practices which support the successful entry and participation of diverse populations of students, faculty, and staff.

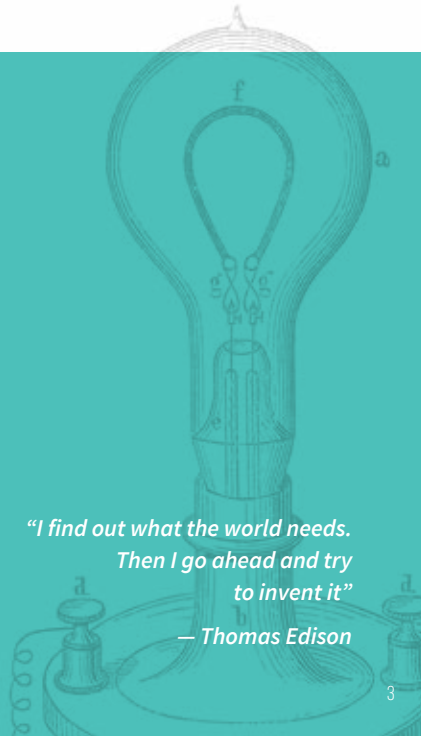
QUALITY: Providing excellence in programs and services that exceeds expectations.

INTEGRITY: Acting in an honest, responsible, and ethical manner; the foundation for trust.

INNOVATION: Responding with agility, urgency, and design, bringing value to our internal and external communities.

PASSION: Expressing an enthusiastic and caring “fire” that brings meaning to our work and makes a positive difference in the lives of others.

COMPASSION: Helping students and each other manage hardship by invoking a positive action; contributing to resiliency and well-being.



*“I find out what the world needs.
Then I go ahead and try
to invent it”*

— Thomas Edison

STRATEGIC PLAN FY 2021- FY 2023



BRIDGE THE ENROLLMENT GAP

Rhodes State College will be a first-choice institution where access and success is an inclusive opportunity with equitable levels of achievement among students of diverse backgrounds.



DRIVE OPERATIONS EXCELLENCE

Rhodes State College will be a model of best practice for managing core processes that bring value to our stakeholders.



GROW RESOURCES

Rhodes State College will grow its financial capacity and diverse workforce enabling the College to invest in, and prepare for, a viable future.



ACCELERATE INNOVATION

Rhodes State College will be an environment in which systemic innovation is propelled into institutional culture in its quest to be a recognized higher education leader in the market and in workforce development.

BROAD GOALS



BRIDGE THE ENROLLMENT GAP

- 1.1** Increase proportional student access for underserved traditional student populations (Minorities, Adults > 25 years, Socio-economically disadvantaged)
- 1.2** Increase proportional student progress for underserved traditional student populations (Minorities, Adults > 25 years, Socio-economically disadvantaged)



DRIVE OPERATIONS EXCELLENCE

- 2.1** Advance internal and external communication platforms for developing and managing customer relationships.
- 2.2** Attain meaningful improvements to key processes that meet the service level expectations of student and stakeholder end-users.
- 2.3** Attain academic program standards of excellence guidelines through continuous improvement of the teaching and learning process.



GROW RESOURCES

- 3.1** Grow local, state, and federal revenue opportunities to expand and maintain management of facilities and technology.
- 3.2** Increase the minority applicant pool by expanding hiring outreach.
- 3.3** Enhance and develop leadership skills through an institutional “Leadership Academy” to meet College and employee needs.
- 3.4** Develop a job classification and compensation structure to encourage education and training that support growth opportunities.



ACCELERATE INNOVATION

- 4.1** Create a culture of innovation and supporting structures.
- 4.2** Expand and introduce new programs and certificates.
- 4.3** Heighten College Visibility

“Never stop learning. Read the entire panorama of literature.”

— Thomas Edison

MEASURING OUR *Success*

Rhodes State College's commitment to a greater purpose of existence is pronounced in its Mission. The Mission is foundational to the Strategic Plan and for attaining the highest level of institutional effectiveness.



THE FY 2021-2023 **STRATEGIC PLAN**

MISSION CRITERIA

Five (5) Mission Criteria serve to define Rhodes State's key components of institutional effectiveness. These Criteria and associated Key Performance Indicators (KPIs) are the means through which we measure the success of the Strategic Plan and its impact on Institutional Effectiveness.

“The first requisite for success is the ability to apply your physical and mental energies to one problem incessantly without growing weary.”

— Thomas Edison

Measuring Our Success...

Mission Criteria for Institutional Effectiveness

THESE CRITERIA INCLUDE:

- ONE: Access** provides new entering students with equitable opportunities to take full advantage of their education unimpeded by actual or potential barriers that might prevent participation in courses or academic programs
- TWO: Student Progress** is the movement toward attainment of an educational goal.
- THREE: Learning Competencies** include the institutional core skills and abilities in the areas of communications and humanities, social and behavioral sciences, mathematics and/or natural and physical sciences; and the essential technical skills, procedural abilities, and specialized knowledge necessary to complete the requirements of the curriculum.
- FOUR: Satisfaction and Talent** encompasses the satisfaction of internal and external stakeholders related to the infrastructure, learning environment, compliance, and/or development of talent.
- FIVE: Fiscal Responsiveness** refers to the availability, allocation, and utilization of adequate fiscal resources to allow growth and add to the regional economy.

Criteria

AND KEY PERFORMANCE INDICATORS

ACCESS

- Proportional Enrollment

STUDENT PROGRESS

- Proportional Retention
- Persistence
- Degree Completion
- Course Completion
- Placement
- Transfer Rate
- Graduation Rate

LEARNING

- Institutional Learning Outcomes (ILOs)
- Program Learning Outcomes (PLOs)
- Student Learning Outcomes (SLOs)

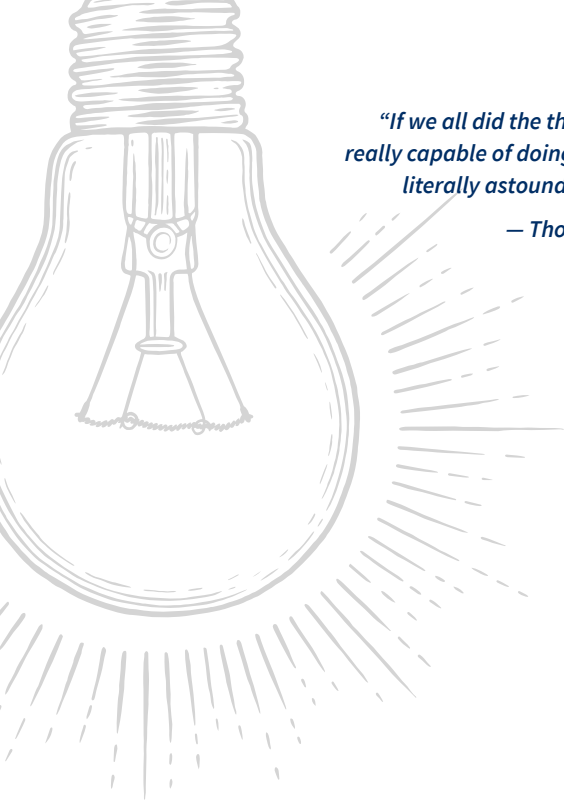
SATISFACTION & TALENT

- Student Satisfaction
- Employee Satisfaction
- Employer Satisfaction
- Compliance
- Talent Growth

FISCAL RESPONSIVENESS

- Economic Impact
- Fiscal Viability





*“If we all did the things we are
really capable of doing, we would
literally astound ourselves.”*

— Thomas Edison





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