Strategic Plan 2024-2026

"All In… Imagine the Possibilities"

Year 2 Summary Report

Office of Institutional Effectiveness Planning

Dr. Nanette L. Smith, Vice President
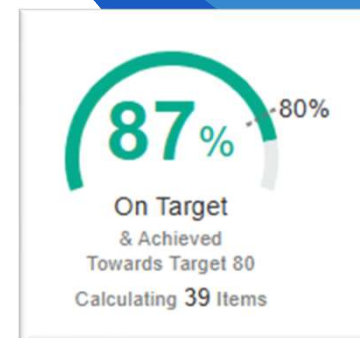
September 16, 2025

RHODES
STATE COLLEGE

"

Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.

--Sun Tzu, Author of "The Art of War"

Strategic Priorities
Areas of Focus for the 3-Year Plan

87%-80%

On Target
& Achieved
Towards Target 80

Calculating 39 Items

1

Advance Student Enrollment and Success

Move to comprehensive, institutionally coordinated efforts & activities (informed by data analysis), to advance student enrollment, growth, and success.

2

Strengthen Advocacy

Expand the viability, impact and success of the college and its students through sustainable connections with internal and external constituencies.

3

Foster our People and Culture

Encourage and promote a shared set of workplace beliefs, attitudes, standards, purposes, and behaviors that are aligned with the college's mission and values to shape a thriving culture at Rhodes State College.

"

The secret in education lies in respecting the student.

--Ralph Waldo Emerson, Philosopher & Poet

Priority 1 – Advance Student Enrollment & Success

3-Year Roadmap
Institutional Goals

Priority 1. Advance Student Enrollment and Success

1.1 Expand Impact

Increase FTE by **3%** to drive growth and expand RSC's impact on students, community & partners.

[YR1: 1% → **YR2: 1%** → YR3: 1%]

1.2 Engage & Retain

Increase all traditional and non-traditional student retention by **5%**.

[YR1: 1% → **YR2: 2%** → YR3: 2%]

NOTE: Percent increase from baseline year, 2022-23

Year 2 Performance
FY 2024-2025

Strategic Priority	Year 2 Target	Year 2 Acheivement
Priority 1. Advance Student Enrollment and Success	• **1%** increase in full-time enrollment (FTE) • **2%** increase in student retention (traditional and non-traditional).	• **2024-25** FTE = **17.9%** (CCP and traditional) • **2024-25** student retention = **6.02%** (traditional and non-traditional).

NOTE: Percent increase from baseline year, 2022-23.

"

If not us, then who? If not now, then when?

-- John Lewis, U.S. Congressman & Civil Rights Leader

Priority 2 – Strengthen Advocacy

3-Year Roadmap
Institutional Goals

Priority 2. Strengthen Advocacy

2.1 Raise Awareness

Heighten college visibility and influence through expanding involvement of RSC employees and Boards by **5%**.

[YR1: 1% → **YR2: 2%** → YR3: 2%]

2.2 Forge Alliances

Maintain state of the art technology and facilities through increased private and public donations by **$3M**.

[YR1: $1M → **YR2: $1M** → YR3: $1M]

Year 2 Performance
FY 2024-2025

Strategic Priority	Year 2 Target	Year 2 Acheivement
Priority 2. Strengthen Advocacy	• **1%** increase in employee and BOT involvement • **$1M** in private and public donations.	• **5%** increase in employee and BOT involvement • **$4.2M** in private and/or public donations received.
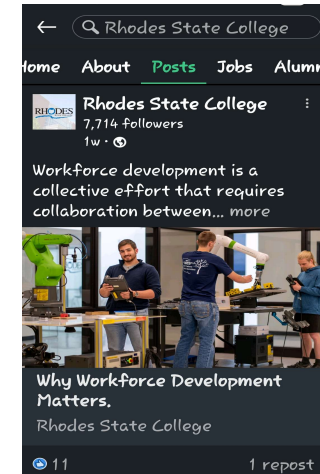
*"**No matter how brilliant your mind or strategy, if you're playing a solo game, you'll always lose out to a team.***

-- Reid Hoffman, LinkedIn co-founder

Priority 3 – Foster Our People and Culture

3-Year Roadmap
Institutional Goals

Priority 3. Foster our People and Culture

3.1 Cultivate Culture

Shape a caring and welcoming culture as demonstrated by an **overall score of 75%** or above in the Great Colleges to Work For Assessment.

[YR1: 70% → **YR2: 72%** → YR3: 75%]

3.2 Build our Team

Recruit new hires that fit the RSC culture as demonstrated by a 1st year retention rate **at or above 75%**.

[YR1: 70% → **YR2: 73**% → YR3: 75%]

Year 2 Performance
FY 2024-2025

Strategic Priority	Year 2 Target	Year 2 Acheivement
Priority 3. Foster our People and Culture	• Great College's to Work For (GCW) Assessment Score, at or above 70% • 1st Year employee retention rate at or above **70%**	• **2024-25** GCW Assessment Score = 70% *(no change due to SB1)* • 1st Year employee retention rate = 87%

Questions?

"Being all in is pulling every string tight until they bind into a rope strong enough to carry us forward."