Strategic Plan 2015-2021*

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*The original Strategic Plan had an effective date through 2020; however, during the February 23, 2021, Board of Trustees meeting, the Interim President received approval to extend the Strategic Plan by one year, which will carry this plan through to December 31, 2021.

The 2015-2021 Strategic Plan was prepared by the Strategic Goals Subcommittees, the Interim President, the President, the President's Cabinet, in conjunction with the Office of Institutional Effectiveness.

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Roanoke-Chowan Community College Strategic Plan 2015 – 2021

Introduction

Roanoke-Chowan Community College's (R-CCC) six-year strategic plan is a living document resulting from a bottom-up process incorporating the Institutional Effectiveness Reports for instructional and non-instructional units, Standing Committee Requests, Departmental Requests, Academic Program Reviews, and Non-Instructional Unit Reviews, assessment. Each departmental assessment activity takes place on a semester-to-semester and yearly basis, except for the Program Reviews, which are conducted every three years. Annual goals and priorities identified by the Board of Trustees at their Annual Retreat are also incorporated into the College's Strategic Plan, as well as local economic and program demand data.

The Director of Institutional Effectiveness accepted a list of strategic goals from ad-hoc committees assigned to each of the strategic planning categories: Programs, Personnel, Facilities and Equipment, Technology, and Development. All strategic goals were developed based on the aforementioned departmental assessment documents. The President's Cabinet reviewed and finalized a draft which was submitted to the R-CCC Board of Trustees for final approval.

Ongoing assessment of the Strategic Plan will be facilitated by the Director of Institutional Research, who will distribute the plan to the campus community and monitor the progress made on each goal. Each spring semester, the President's Cabinet will meet to review progress made and update the plan. Goals that were not achieved and goals that need to be delayed, retracted, or revised will be discussed and updated as appropriate. The Planning Committee will accept requests for new strategic goals from the College's standing committees and submit recommendations to the President's Cabinet. Inclusion of new and revised goals will extend the strategic plan each year. This strategy ensures that the strategic plan remains current, and is truly an ever-evolving, "living" document.

President's Cabinet

President, Chair
VP of Instruction and Student Services
VP of Administrative and Fiscal Services
VP of External Affairs and Executive Director of the Foundation
AVP of Student Services

Associate Dean of Instruction
Director of Facilities
Director of Human Resources

ROANOKE-CHOWAN COMMUNITY COLLEGE   2015-2021

MISSION

Roanoke-Chowan Community College, a member of the North Carolina Community College System and located in Hertford County, is a public, two-year institution of higher education offering associate degrees, diplomas, certificates, college and career readiness, and customized business and industry training in a variety of delivery modes promoting public service, transfer, and workforce development for a diverse student body, leading them to contribute to the vitality of an increasingly global community.

VISION

Roanoke-Chowan Community College will be a world-class educational institution positively changing the lives of those served.

VALUES

R-CCC employees value student success, high quality instruction and service, innovation, access, social awareness, fairness, respect, accountability, equity, and community development.

INSTITUTIONAL GOALS

Committed to achieving its Mission, Roanoke-Chowan Community College has developed a strategic action plan founded on its Institutional Goals. To achieve its mission, the College will:

IG#1 STUDENTS: Provide resources and services to meet the academic, economic, social, career and leadership needs of a diverse student population.

IG#2 EDUCATIONAL PROGRAMS: Provide high quality and accessible learning using traditional and non-traditional educational settings, technology and emerging programs which respond to a changing job market and industrial growth.

IG#3 FACULTY: Provide excellence in student-centered teaching, incorporation of best practices in technology, student engagement, and active learning teaching strategies.

IG#4 STAFF: Employ a staff that demonstrates commitment to the College's mission with an emphasis on customer service and professional development.

IG#5 FINANCE: Administer efficient, productive and responsible use of all available resources through a comprehensive planning and management system.

IG#6 FACILITIES: Plan, achieve, and maintain a systematic maintenance service that provides facilities for programs and future expansion.

IG#7 SAFETY AND SECURITY: Provide a safe physical environment in which the college community may pursue educational and workplace goals and activities.

IG#8 INSTITUTIONAL ADVANCEMENT: Continuously improve the effectiveness of the College by engaging all College stakeholders in appropriate planning, research, marketing, and resource development.

IG#9 COMMUNITY DEVELOPMENT: Offer programs and services that meet economic, social, and personal development needs of the community.

IG#10 TECHNOLOGY: Provide an infrastructure capable of utilizing current technology that increases student achievement in academic and career goals, employee productivity, and community services.

IG#11 WORKFORCE DEVELOPMENT: Develop and implement programs and services that support economic growth and employment.

IG#12 PROFESSIONAL DEVELOPMENT: Provide high quality and cutting edge professional development opportunities for faculty and staff.

GENERAL EDUCATION COMPETENCIES

As a result of curriculum enrollment at Roanoke-Chowan Community College, students will be able to:

1. Communicate effectively in oral and written capacities.

2. Utilize appropriate technology skills.

3. Demonstrate knowledge of their roles & responsibilities in a diverse world.

4. Apply critical thinking skills enabling them to think logically and solve problems.

5. Apply quantitative reasoning skills.

Service Area Data Summary Update

Hertford County

Population (2013 estimate)i		24,431

Male 49.1% Female 50.9%

Under 5 years	5.3%
65 years and over	17.1%

High School Graduate or higher (percent of persons 25+ 2007-2011) ii   76.2%

Bachelor's degree or higher   14.9% Homeownership rate, 2008-2012   64.6%

Median Household income 2008-2012	$33,412
Persons below poverty level, percent 2008-2012	25.0%
Unemployment rate iii	7.4%

Recent job growth iv	1.28%
Future job growth	35.40%

Population by Occupation v

Production, Transportation and Material Moving	21.05%
Sales and Office	20.28%
<u>Professional and Related Occupations</u>	17.89%
<u>Service</u>	15.58%
Construction, Extraction, and Maintenance	7.06%
Management, Business, and Financial Operations	8.02%
Farming, Fishing, and Forestry	2.39%

Type of Workers vi

 Private wage or salary: 73% Government: 22%

Self-employed, not incorporated: 5%

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i Retrieved from http://quickfacts.census.gov/qfd/states/37/37091.html ii
Ibid.
iii Retrieved from http://research.stlouisfed.org/fred2/series/NCHERT1URN iv Retrieved
from http://www.bestplaces.net/economy/county/north_carolina/hertford v Ibid.
vi Retrieved from http://www.city-data.com/county/Hertford_County-NC.html

Bertie County

Population (2013 estimate)[vii]	20,344
Male	49.9%
Female	50.1%
Under 5 years	4.6%
65 years and over	19.4%
High School Graduate or higher (percent of persons 25+ 2007-2011)[viii]	73.9%
Bachelor's degree or higher	11.2%
Homeownership rate 2008-2012	74.7%
Median Household income	$31,194
Persons below poverty level, percent	24.3%
Unemployment rate [ix]	8.7%
Recent job growth [x]	-1.27%
Future job growth	33.70%
Population by Occupation [xi]	
Production, Transportation and Material Moving	20.05%
Service	17.82%
Sales and Office	17.67%
Professional and Related Occupations	14.46%
Construction, Extraction, and Maintenance	9.96%
Management, Business, and Financial Operations	9.51%
Farming, Fishing, and Forestry	5.68%
Type of Workers [xii]	
Private wage or salary:	78%
Government:	16%
Self-employed, not incorporated:	6%

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vii Retrieved from: http://quickfacts.census.gov/qfd/states/37/37015.html viii
Ibid.
ix Retrieved from: http://research.stlouisfed.org/fred2/series/NCBERT5URN x
Retrieved from: http://www.bestplaces.net/economy/county/north_carolina/bertie
xi Ibid.
xii Retrieved from: http://www.city-data.com/county/Bertie_County-NC.html

Northampton County

Population (2013 estimate) [xiii]	20,839
Male	48.2%
Female	51.8%
Under 5 years	5.1%
65 years and over	22.3%
High School Graduate or higher (percent of persons 25+ 2007-2011)[xiv]	71.4%
Bachelor's degree or higher	8.7%
Homeownership rate 2008-2012	72.2%
Median Household income 2008-2012	$30,911
Persons below poverty level, percent	21.9%
Unemployment rate [xv]	8.3%
Recent job growth [xvi]	-1.11%
Future job growth	29.50%
Population by Occupation [xvii]	
Production, Transportation and Material Moving	23.14%
Sales and Office	19.36%
Service	19.06%
Professional and Related Occupations	14.50%
Construction, Extraction, and Maintenance	12.25%
Management, Business, and Financial Operations	10.54%
Farming, Fishing, and Forestry	2.88%
Type of Workers [xviii]	
Private wage or salary:	72%
Government:	22%
Self-employed, not incorporated:	5%

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xiii Retrieved from: http://quickfacts.census.gov/qfd/states/37/37131.html xiv
Ibid.
xv Retrieved from http://research.stlouisfed.org/fred2/series/NCNORT1URN?cid=29320 xvi
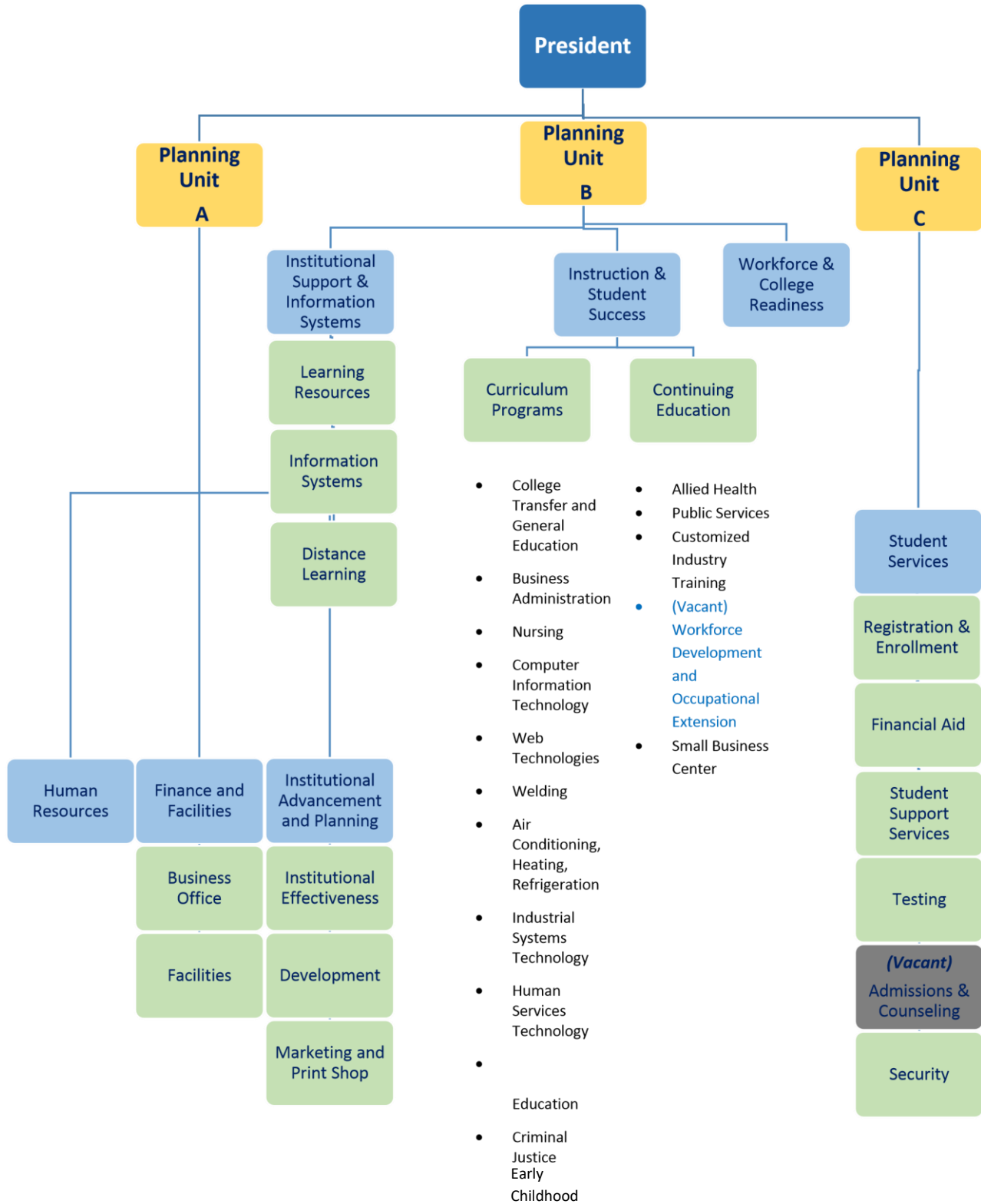Retrieved from http://www.bestplaces.net/economy/county/north_carolina/northampton
xvii Ibid.
xviii Retrieved from http://www.city-data.com/county/Northampton_County-NC.html

Planning Unit Structure

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                              President
                                  |
        +-------------------------+-------------------------+
        |                         |                         |
   Planning                   Planning                  Planning
   Unit                       Unit                      Unit
   A                          B                         C
                                  |
             +--------------------+--------------------+
             |                    |                    |
      Institutional        Instruction &         Workforce &
      Support &            Student Success       College
      Information                               Readiness
      Systems
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Planning Unit B — Institutional Support & Information Systems
- Learning Resources
- Information Systems
- Distance Learning

Planning Unit A
- Human Resources
- Finance and Facilities
  - Business Office
  - Facilities
- Institutional Advancement and Planning
  - Institutional Effectiveness
  - Development
  - Marketing and Print Shop

Instruction & Student Success

Curriculum Programs

- College Transfer and General Education
- Business Administration
- Nursing
- Computer Information Technology
- Web Technologies
- Welding
- Air Conditioning, Heating, Refrigeration
- Industrial Systems Technology
- Human Services Technology
- Education
- Criminal Justice Early Childhood

Continuing Education

- Allied Health
- Public Services
- Customized Industry Training
- (Vacant) Workforce Development and Occupational Extension
- Small Business Center

Planning Unit C — Student Services
- Registration & Enrollment
- Financial Aid
- Student Support Services
- Testing
- (Vacant) Admissions & Counseling
- Security

Technology

- Cosmetology
- Barbering

Category 1:   Programs

R-CCC is committed to "improve the quality of life for its students and communities by providing opportunities for life-long learning and workforce development training." This mission is accomplished through **curriculum programs** to prepare students for the workforce or transfer to senior institutions; **student development services programs** that contribute to the development of students' academic, personal, and social growth, as well as attainment of their educational goals; **continuing education programs**, which carry a commitment to lifelong learning and support and encourage the economic development for the service area; and **administrative programs** that enhance and support the college's financial, technological, and physical resources. The program needs of the college for the five-year planning cycle fuel the strategic goals for each subsequent category of the College's *Strategic Plan.*

Board Priorities	Strategic Goals	Resources	Year	Key Staff	Results & Year accomplished	Institutional Goal
	Obtain NAEYC accreditation for the Early Childhood Education Program.	Data assessment program	2013-2014	ECE Program Coordinator; Division Director, Public Services and Professional Technologies	Completed in 2017. The program was reviewed in Fall 2016 and notification of approval was Early Spring 2017	2
#1 Readiness Programs	Sponsor Summer Enrichment Programs for English and Math for students who meet selection criteria.		Summer 2014	Dean of Instruction & Student Success; Dean of Student Services	Pilot Program in 2014. Review in progress to assess feasibility and effectiveness. This program was not fully completed due to funding.	1,2
#3 Enhance College Transfer program	Implement Performance Measures action plans to increase College's overall Fall-to-Fall retention/completion rate to exceed 50% for retention and 11% for completion.	Retention Software	2014-2019	Dean of Instruction and Student Success; Dean of Student Services.	Met- 2014-2015 Action plans developed and implemented 2014.	1,2

				(See NCCCS performance Measures Action Plans). Retention/completion rates will be tracked across time. This information has been added to the Institutional Effectiveness Plan.	
	Research and determine feasibility of developing an Agribusiness Program.		2014-2015	Division Director, College Transfer and General Education; Dean of Student Instruction and Student Success	As of 1/2015: Not met. Needs assessment begun with conference with Jamison Eley, a local farmer & agribusiness regional representative (NC State). Met with local cooperative extension-agricultural agent. Both individual's support the implementation of AB Program. Visited WCC's program.	2
	Research and determine feasibility of developing a Green Building Program		2019-2020	Division Director, Vocational Programs; Dean	Not met	2

				of Instruction and Student Success		
	Develop a campus-wide strategic enrollment Plan.		2015-2016	Dean of Student Services; Enrollment Management Staff	Not Met	8
	Develop a comprehensive safety and lock-down procedure for the College		2015-2016	Campus Security; Beautification and Safety Committee	Crisis Plan has been started and expected to be finalized by Fall 2017- in progess	7
	Establish a Digital Media Program to address emerging technology trends.		2015-2016	Web Tech. Program Coordinator; Div. Director, CIT	Complete. State mandated merger of CIT programs and is a built in component of the new program.	2
	Develop EMT curriculum Program		2015-2016	Dean of Instruction	Complete in Fall 2016. The first enrollment in the bridging option was summer 2017.	2
	Provide faculty with professional development on learning communities		2015-2016	Dean of Instruction and Student Success; QEP Director	Not met	2,3
	Research and determine feasibility of developing an Organic Farming Program and Horticulture Program for the Continuing Education Department		2015-2016	Dean of Instruction and Student Success	Not met R-CCC has entered into an MOU with Roanoke-Chowan Community Health	2

					Center for partnership in the Resourceful Communities grant. Students in HC Public School and R-CCC will build raised bed gardens to grow and sale vegetables at pop-up markets.	
	Develop Campus-Wide Business Continuity Plan		2015 - 2016	Dean of Learning Support and Information Systems		1
	Develop Distance Learning Program through Quality Matters Rubric implementation and increased online course offerings		2016 - 2018	Dean of Learning Support and Information Systems; Distance Learning Director	10 were reviewed and revised in 2015-2016. CJC 111, HSE 210, CTS 250, PED 110, PSY 150, NUR 212, ENG 112, OST 136, OST 184; EDU 151 HD 1. The DL Committee selected CJC-111-IC1 IN 2016-2017.	1, 2
	Develop Disaster Mitigation Plan		2014-2016	Dean of Finance and Facilities	Met Fall 2017	6, 7
	Increase High School CCP enrollment from a baseline of 35 enrollees.		2015-2017	Recruiter	Met 184 CCP enrolled Spring 2017	2

	Implement 5-year strategic plan to improve NCLEX first-time passing rates for students.		2014 – 2019	Director of Nursing	Met Fall 2015	1, 2, 11
	Develop Career Pathways for Advanced Manufacturing for grades 9 – 14.		2014-2017	Division Director for Vocational Technologies; Career Pathways Specialist	Met Spring 2017	2, 11
	Establish block scheduling for the formation of at least one learning community.		2016-2017	Dean of Instruction and Student Success	IN-PROGRESS. Committee formed in August 2017. Expected to go live Fall 2018	2
	Obtain COAEMSP National accreditation for EMT program.	Equipment for accreditation compliance	2017-2018	Public Services Director; Dean of Instruction and Student Success	Not Met	2
	Implement the goals of the QEP over the time period stated in the plan.		2013-2019	QEP Director; Faculty	In Progress. Professional Dev. For all Faculty completed Oct. 13, 2013; Professional Dev. Completed Aug. 2014. As of Fall 2014, twenty-three courses have been revised to align with QEP.	2
	Obtain National Accreditation for the Nursing Program		2018-2019	Nursing Director, Dean of Instruction	Establishing a committee	2

				and Student Success	
#3 Enhance College Transfer program	Increase enrollment in the college transfer to meet or exceed 150 students by 2019. This number does not include Early College Students.		2019-2020	Dean of Student Services / Enrollment Management Team	In progress	1,2
	Develop and implement a Basic Law Enforcement Training Program	Regional Public Services Training Center (see Facilities)	2025	President; Dean of Instruction	Research has begun on this. Early results are showing that this might not be a viable option for our area; there are several nearby community colleges that have strong BLET programs. Our local needs seem more geared towards in-service training courses/programs.	2, 11

Category 2:   Personnel

The category, *Personnel,* includes a plan for new positions or hires determined to be essential to effective College operations for one of the following reasons: 1) the hire is a replacement for a vacated position; 2) a new position is needed for a new program; 3) a new position is needed for expanding programs, or to fill a need such as increased enrollment; 4) the position addresses the part-time to full-time ratio for instructors teaching in a curriculum program; 5) the position satisfies a demonstrated program need such meeting credentialing requirements for an accrediting body; 6) the position demonstrates an outstanding "value added" to Roanoke-Chowan Community College Choice of personnel in the *Strategic Plan* directly relates to the Institutional Goals 3.00 and 4.00 to "develop an innovative, cutting edge faculty who demonstrate a high degree of professionalism and who are well-trained…" and to "develop a staff committed to furthering the success of the College through an emphasis on customer service and positive attitude toward support toward the educational and instructional goals of the College."

Board Priorities (2012 Retreat)	Strategic Goals	Resources	Year	Key Staff	Results & Year accomplished	Institution al Goal
	Hire a full-time Librarian		2015-2016	Dean of Instructional Support and Information Systems	Goal Met September 2015	4
#2 Invest in Technology	Hire a Network Administrator (new position)		2015-2016	Dean of Instructional Support and Information Systems	SMP initiated 2014	4, 10
#3 Enhance College Transfer Program	Hire a full-time Recruiter/Retention Specialist		2014-2016	Dean of Student Services	Recruiter 2013 – added duties to Activities Dir. – Funding obtained to hire	1,4

					Career Coach/Recruiter Fall 2014. Coach/Recruiter hired Spring 2015.	
	Hire a full-time Purchasing Agent (FT)		2015-2016	Controller	Goal met Hired March 2017	4
#2 Invest in Technology	Hire a full-time Web Master		2015-2016	Dean of Instructional Support & Information Systems	Not Met-	4
	Hire a full-time Director of Occupational Extension/CIT (replacement position)		2015-2016	Dean of Instruction and Student Success	Hired October 2015.	1,4
	Hire a full-time Counselor		2015-2016	Dean of Student Services	Not Met	1,4
	Hire a full-time Nursing Instructor for Continuing Education (Contingent on budget, possibly PT position to move into FT position 2014-2015)		2015-2016	Nurse Aide Coordinator; Dean of Instruction and Student Success	Goal not Met	2, 3
#3 Enhance the college Transfer Program	Hire a First Year Program Coordinator (Replacement Position)		2016-2017	Dean of Instruction and Student Success	Goal not Met	1,2,3
#2 Invest in Technology	Hire a full-time PC Technologist		2016-2017	I.T. Director	Goal Met November 2016	4
	Hire a part-time assistant for Human Resources.		2015-2016	Director of Human Resources	Goal Not Met 2013, 2014 Work Study Student	4

	Hire a full-time Coordinator for Occupational Extension		2017-2018	Dean of Instruction and Student Success	Goal Met Full-time hired Oct 2015	4
	Hire a full-time instructor for the Office Administration and Medical Office Administration Departments (contingent on increased enrollment)		2017-2018	Division Director, Public Services & Professional Technologies	Goal met August 2017	3
	Hire a Vita Sim Lab/Tutor, contingent upon Facilities/Programs Planning		2018-2019	Nursing Director, Dean of Instruction and Student Success	Goal not met	1, 2, 3
#2 Invest in infra-structure, buildings/ Technology	Hire a full-time Grant Writer		2018-2019	President	Metasoft purchased/IE Dir.expansion of duties 2013-2014 (4 proposals and one LOI submitted; 2 in progress) As of Fall 2014, 4 grants awarded totaling $157, 500 to fund Energy Management System, AED project, Virtual Welding, and Career Pathways	4, 8

| | | | | | Project. FT Grant writer not yet hired. | |

Category 3: Facilities and Equipment

Facilities and Equipment as defined in the *Strategic Plan* include identified spaces and materials deemed important to improving the quality of the learning environment and providing "an attractive, flexible, and accessible educational facility that enhances the quality of life in the community (LRG 6.00)." The facilities needs expressed in the five-year plan may include renovating current facilities as well as new ones. Equipment needs include upgrading or replacing existing equipment and purchasing new equipment. The *Strategic Plan* may include ten-year vision statements in the area of facilities and equipment.

Board Priorities (2012 Retreat)	Strategic Goals	Resources	Year	Key Staff	Results & Year accomplished	Institutional Goal
#2 Invest in infrastructure	Update Campus Blueprints to display accurate floor plan.		2014-2015	Facilities Director	Space utilization and analysis In progress as of Fall 2014. Upon completion, Blue prints will be updated. In progress: August 2017	6

#2 Infrastructure	Implement the College Beautification Plan.		2013-2014	Safety and Beautification Committee, Facilities Director	In progress: As of Fall 2014 all campus buildings have been pressure washed, trees trimmed, flowers planted. Sidewalk project completed Sp 2015. Bathroom renovations have not yet begun. August 2017: Bathroom renovation is planned as part of the Connect NC Bond funds. Other projects are ongoing.	6
	Identify and remove surplus inventory from the campus For efficient space utilization.		2013-2015	Facilities Director	As of Fall 2014, phase one of the project is completed. 4 pallets of old desks have been removed to take to surplus or	6

					cannibalize. August 2017: Plan is ongoing.	
#2 Infrastructure	Update Vita Sim Nursing Lab with new floor, instructor Viewing area, paint, and reupholstered seating. *2013-14: Phase 1- remove chairs, prepare floor and paint walls* *2014-15 Phase 2- construction/completion of walls* *2015-2016 Phase 3- staff lab with a lab coordinator*		2013-2016	Nursing Director, Facilities Director	Phase 1 complete, 2013 August 2017: Phase 2 and Phase 3 have not been completed. There are design plan changes for the Nursing Lab as part of the Connect NC Bond funded projects.	6, 2
#2 Infrastructure	Create more efficient space utilization for Industrial Systems Technology area and expand PLC Lab.		2015-2016	IST Program Coordinator, Facilities Director	August 2017: Goal met	6, 2
#2 Infrastructure	Develop a campus-wide furniture plan for yearly implementation; include Jernigan 109 and 113 for updating.		2013-2016	President's Cabinet	Jernigan 109 and 113 updated August 2014. Plan complete and 29 classrooms have been updated as of Jan. 2015. Ongoing plan	6

| #2 Infrastructure | Install Energy Management System for the Student Services Building, Jernigan Building, and Freeland Building. | $319,000 | 2013-2016 | Facilities Director, IST Program Coordinator | In progress. Financing approved by BOT & County Commissioners. Grant proposal submitted. 2014. $100,000 awarded by Cannon Foundation Oct. 2014 to help fund the EMS system. Performance Contract development in process.

August 2017: A system energy controls is being installed in 2017 to automate the system better with Cannon Foundation grant and funding from Hertford County. | 6 |

#2 Infrastructure	Modernize library with study carrels connected to the network, Updated bookshelves, new flooring, security panels for the doors, Lounge seating, table with chairs. ADA compliant.		2013-2017	Dean of Instruction Support and Information Systems, IT Director	August 2017: Ongoing.	6, 1, 10, 7
	Identify storage, office, and classroom space that is not being used efficiently and create a plan to Reorganize space for effective utilization		2013-2015	Dean of Finance & Facilities, Facilities Director	August 2017: Ongoing.	6, 2
#2 Infrastructure	Upgrade Jernigan Auditorium with updated seating, flooring, sound proof walls, and technology.		2013-2018	Facilities Director, IT Director	August 2017: Technology, only, updated 2013. There are planned upgrades to the Jernigan Auditorium as part of the Connect NC Bond funds in 2017.	6, 10
	Develop and Early Childhood Education student resource room in the Young Building		2015-2016	Director of Facilities; Dean of Instruction	August 2017: Completed in 2015.	1, 2, 6
#2 Infrastructure	Upgrade campus-wide HVAC and lighting systems	Performance Contract	2015 – 2016	Dean of Finance and Facilities;	August 2017: The performance	6

				Director of Facilities	contract was not approved as a contract. Lighting up grades would occur as part of county funded projects and are not in the current list of planned projects for county capital outlay funds.	
#2 Infrastructure	Reduce water and energy consumption through bathroom upgrades	Performance Contract	2015-2016	Dean of Finance and Facilities; Director of Facilities	August 2017: Bathroom upgrades are to occur as part of the Connect NC Bond funds in 2017.	6
#2 Infrastructure	Place outside directional and building signs to assist individuals to navigate the campus and office and lab signs throughout the inside of the buildings		2015-2016	Dean of Finance & Facilities, Facilities Director, Chief of Security	August 2017: This goal was completed in the 2016-2017 fiscal year.	6, 7, 9
#2 Infrastructure	Install backup power to the campus		2016-2017	Dean of Finance and Facilities; Director of Facilities	August 2017: In process.	6, 7

	Move Security Department to a larger space that can accommodate multiple security personnel, Electronic key system, camera system, and secure/fireproof evidence closet.		2017-2018	Dean of Finance & Facilities, Chief of Security, Facilities Director	August 2017: In process.	6, 7
#2 Infrastructure	Expand the Welding Lab by reorganizing space, adding to existing building and adding 12 new welding booths for increasing enrollment; Expand CCPP-CTE and utilize high school space		2020	Welding Program Coordinator, Facilities Director	Grant of $20,000 awarded October 2014 to begin virtual welding program. Strategic Goal is ongoing. August 2017: The welding shop installed 12 double booths for a total of 24 booths. The expansion for CCPP-CTE is an in progress goal.	6, 2
#2 Infrastructure	Art Studio Project: Close in Art Studio (Freeland Bldg.), create separate heating and air zone, Install drop ceiling.		2020	Dean of Finance & Facilities, Facilities Director	August 2017: There is a building of a Fine Arts Center as part	6

					of the Connect NC Bond funds to be completed in 2018.	
#2 Infrastructure	Install a mass Emergency Communications System throughout Campus.	$50,000	2016-2017	Facilities Dir., IT Director, Chief of Security	Spring 2015, Telephone System purchased. System has classroom and office intercom capability. August 2017: Subscription was purchased in 2016 from Regroup for emergency messaging.	6, 7, 10
#2 Infrastructure	Install campus-wide electronic lock system		2017 – 2019	Chief of Security, Facilities Director	Campus-wide bolt lock system approved Fall 2014. August 2017: This is an action in process with a goal of getting grant funding for this project.	6, 7, 10

	Build a greenhouse for future Organic Gardening and/or Horticulture Programs, plant sales, and Pottery sales.		2020	Facilities Director, Dean of Instruction and Student Success, Fine Arts Program Coordinator	August 2017: The installation of a greenhouse for organic farming was included in the Connect NC Bond funded projects. It is planned to be in place by 2018.	2, 6, 8
#5 Define R-CCC's investment in partners (Fire, Law, EMS training)	Build a regional Public Services (Fire, EMS, Law Enforcement) Training Center.	$ 8,000,000	2020	President's Cabinet	August 2017: The building of a new Public Services Training Center was not included in the Connect NC Bond projects for the campus. There is not anticipated to be funding by 2021 to complete the project based on funding through August 2017.	6, 2

#2 Infrastructure	Build a new Allied Health Building.	$10,000,000	2021	President's Cabinet	August 2017: The building of a new Allied Health Building was not included in the Connect NC Bond projects for the campus. There is not anticipated to be funding by 2021 to complete the project based on funding through August 2017.	6, 2
#2 Infrastructure	Relocate Job Link to another building on campus and demolish the Job Link Building.		2021	President's Cabinet	August 2017: Job Link has been relocated to the Jernigan Building. There is not a plan as of August 2017 to demolish the Davis Center.	6, 2

Category 4: Technology

Technology as defined in the *Strategic Plan of Operations* and by the R-CCC *Technology Plan* encompasses all aspects of computer software, library and information services, computer equipment, and infrastructure that impact Roanoke-Chowan Community College. The identification of these resources is driven by the College's *Technology Plan.* This three-year plan addresses Institutional Goal 9.00 to "enhance the achievement of the College's mission and vision through the use of integrated technology throughout the academic programs and fiscal operation."

Strategic Goals	Resources	Year	Key Staff	Results & Year accomplished	Institutional Goal
1. Improve the college technology infrastructure to support administrative and educational needs. (see strategic initiatives chart)		2013 - 2016	IT Department, President's Cabinet	JAN 2015: In progress Each building on the campus is capable of handling 1 GB of network traffic. Campus-wide web filter has been installed The purchase of a server and installation of SQL is on hold due to the System Office. System Office has not procured licensing for the Mobile Technology software. See Appendix A for completed initiatives	10
2. Improve the quality of distance education courses and services. (see strategic initiatives chart)		2013 - 2014	Director of Distance Learning, Dean of Instructional Support and Information Systems	See Appendix A for completed initiatives	10, 2

3. Expand the use of Web Advisor for administrative and educational needs. <mark>(see strategic initiatives chart)</mark>		2013 - 2016	IT Director / Dean of Instruction and Student Success	See Appendix A for completed initiatives	10, 1, 3, 4
4. Expand the availability and use of technology in curriculum and continuing education courses. <mark>(see strategic initiatives chart)</mark>		2013 - 2019	IT Director, Dean of Instruction and Student Success	See Appendix A for completed initiatives	10, 2

Strategic Initiatives for Technology

Technology Goal #1: Improve the college technology infrastructure to support administrative and educational needs.		
Key Staff	Year Planned / Year Completed	Initiatives
Dean of Information Systems, IT Director	2015	Set up Mobile App for Colleague
Dean of Information Systems, IT Director	2013-2015	Install additional edge switches giving 1 full GB to offices (desktops) and classrooms. JAN 2015: *4 Cisco POE (Power over Ethernet) switches have been purchased. 2 are in the CAI lab. 2 are awaiting deployment after phone system installation. The phone system installation will provide us with 10 AVAYA switches. These 12 switches will replace all old switches on campus allowing every switch the ability to provide POE. The full 1 GB is standard with the switches. Project will be completed when the new phone system is installed.*
IT Director & Staff	2014-2015	Purchase and install new campus-wide telephone system. JAN 2015: JAN 2015: In progress

		Network assessment was awarded to RONCO. RONCO is currently working on network assessment.
Dean of Information Systems, IT Director	2014-2019	Purchase server and install SQL, in line with the System Office migration Hardware requirements pending from System Office. JAN 2015: *Pending direction from System Office – Timeline unknown.*
Dean of Information Systems, IT Director	2013-2015	Create and configure virtual server instance on Moblie Technology software after System Office procures licensing. JAN 15: *The IT Department is currently working on this project. ETA – summer 2015.*
Dean of Information Systems, IT Director	2013 - 2015	Install Server and configure software to convert the College's current local interface to a Portal system that ties into Active Directory and Sharepoint. JAN 2015: *Pending direction from System Office – Timeline unknown.*
Dean of Information Systems, IT Director	2013 - 2019	Purchase, configure, and install two servers including web-app and application server software for My Academic Planner (MAP). JAN 2015: *Pending direction from System Office – Timeline unknown.*
Dean of Information Systems, IT Director	2013 - 2019	Purchase and install equipment and software to implement Literacy Basic Skills Web Based Attendance. JAN 2015: *Pending direction from System Office – Timeline unknown.*

Key Staff	Year Planned / Year Completed	Initiatives
Dean of Information Systems, IT Director	2013 - 2019	Purchase and install equipment and software to implement Literacy Automated Placement Modification. JAN 2015: *Pending direction from System Office – Timeline unknown.*
Dean of Information Systems, IT Director	2013 - 2019	Purchase required hardware to implement Reverse Transfer Credit. JAN 2015: *Pending direction from System Office – Timeline unknown.*
Dean of Information Systems, IT Director	2013 - 2019	Purchase and install required equipment and software to implement the System Office Data Initiative. JAN 2015: *Pending direction from System Office – Timeline unknown.*
Dean of Information Systems, IT Director	2014 - 2019	Implement reporting tools to interface with Informer. JAN 2015: *IT has done cleanup of our reports and user access and securities. SAS, a reporting tool, has been provided to the IE department.*
Dean of Information Systems, IT Director	2013 - 2019	Purchase required hardware and integrate resources and media types with other systems. Current hardware requirements unknown. JAN 2015: *Pending direction from System Office – Timeline unknown.*
Dean of Information Systems, IT Directo	2013-2019	Implement Sharepoint
Technology Goal #2: Improve the quality of distance education courses and services.		
Key Staff	Year Planned / Year Completed	Initiatives
Distance Learning Director	2014 - 2015	Upgrade Ellucian and Moodle to integrate Ellucian (Datatel) with Moodle.

		JAN 2015: *ETA April 2015*
Technology Goal #3: Expand the use of Web Advisor for administrative and educational needs.		
Key Staff	Year Planned / Year Completed	Initiatives
Dean of Finance and Facilities	2015	Implement e-commerce for student payments by credit card.
Dean of Continuing Education, IT Director	2016	Implement a workflow giving continuing education students access to WebAdvisor for online registration and instant course enrollment.
Dean of Continuing Education, IT Director	2013	Purchase a software system and scanning device to interface with WebAdvisor for scanning transcripts. JAN 2015: *Docescan is being used to archive documents including transcripts. Further implementation of the solution will be explored.*
Dean of Student Dev. Services, Financial Aid Director, IT	2015 - 2019	Implement the use of WebAdvisor to provide financial aid information regarding awards and verification documents.
Dean of IS, IT Director	2015 - 2019	Purchase and install required hardware to implement Self-Service Framework and migration from WebAdvisor JAN 2015: *Pending direction from System Office – Timeline unknown.*
Dean of IS, IT Director	2015 - 2019	Enhance Web Advisor functions to include web-attendance, priority web-registration, and self-registration.
Technology Goal #4: Expand the availability and use of technology in curriculum and continuing education courses.		
Key Staff	Year Planned / Year Completed	Initiatives
Dean of Curriculum, Medical Office Admin. Coordinator, IT Director.	2013 - 2015	Purchase and mount projector and screen for Medical Office Administration JAN 2015: *FRL 109 has a new TV. The technology plan includes the standardization of classroom technology, which will include all classrooms.*

Category 5: Development

The Role of Development as defined in the *Strategic Plan of Operations* is to market Roanoke-Chowan Community College in the service area and to grow financial resources through fundraising, private and public grants, and endowments. The R-CCC Foundation is responsible for investing and disbursing its financial resources to further the mission of the college. This portion of the three-year plan directly relates to Institutional Goal #7.00 to "enhance the effectiveness of the college through … resource development."

Board Priorities (2012 Retreat)	Strategic Goals	Year	Key Staff	Results & Year accomplished	Institutional Goal
#4 Develop relationships with partners	Create an Alumni Association.	2014 - 2015	Executive Director for the Foundation	Committee planning underway. 2014	8
	Secure Grant(s) for training equipment for fire, EMS, and Law Enforcement / Public Services that support national accreditation	2015-2016	Dean of Instruction and Student Success, Director of Public Services, Director of Institutional Advancement	Grant proposal to Wells Fargo for training ambulance in progress 2014. Fall 2014: Grant not awarded. Funding is currently being sought.	2, 8
#6 Tell our story	Develop a marketing plan that includes standardized branding of R-CCC.	2013-2016	Marketing Committee	Marketing Plan/Advertising Schedule/Market-ing Assessment completed Fall 2014. Marketing Plan in progress. Standards manual in progress	8

	Obtain a Title III Strengthening Institutions Grant to help fund College programs	2015 - 2016	Director of Institutional Advancement and Planning	2015 – Eligibility determined	2, 8
	Obtain grants for private foundations to help fund a fitness trail and revitalize the arboretum on campus.	2015 - 2016	Director of Institutional Advancement and Planning		2, 8

Appendix A

Completed and Deferred Strategic Goals

Category 1: Programs

Board Priorities (2012 Retreat)	Strategic Goals	Resources	Year	Key Staff	Results & Year accomplished	Institutional Goal
	Offer Pharmacy Tech as new learning opportunity through Continuing Education.		Summer 2013	Coordinator for Allied Health, Senior Dean of Continuing Education & Workforce Development	Completed, 2013	2, 9
#4 Develop partner-ships/ relation-ships	Obtain OPI certification for Manicuring program to provide credentialing for students.		2013-2014	Cosmetology Program Coordinator; Division Director, Vocational Programs	Completed 2014	2
	Obtain NCBON reaccreditation for the Nursing Program.		2013-2014	Nursing Program Coordinator; Director of Nursing	Completed, 2013	2
#2 Invest in technology	Obtain online course accreditation through the Quality Matters, a distance	Quality Matters Online	2013-2014	Distance Learning Director;	Completed, 2014	2

	learning education training program (move to programs) --- 2013-14.	Training Systems		Dean of Information Systems and Learning Resources		
#4 Develop relationships with Partners	Update articulation agreement for 2+2 program with East Carolina University. Program to be determined. (Tentative Elementary Education)		2014-2015	Dean of Curriculum; Program Coordinator of applicable program	Agreements updated 2013-2014	2
#4 Develop relationships with Partners	Update articulation agreement for 2+2 program with Elizabeth City State University.		2014-2015	Dean of Curriculum	Completed 2014	2
#4 Develop relationships with Partners	Develop articulation agreement for 2+2 program with Chowan University.		2014-2015	Dean of Curriculum; Program Coordinator of applicable program	Completed 2014. Articulation Agreements: Business Administration; Comprehensive Science; Criminal Justice; Elementary Education; English Education; Health & Physical Education; Mathematics Education; Music Education; Social Science Education; Studio Art Pre-Art Therapy, with a concentration in	2

					painting, printmaking or ceramics	
#3 Enhance college transfer program	Implement a Student Academic Resource Center (ARC).	R25 needed for scheduling/ space identification	2014-2015	Dean of Student Development Services; Dean of Curriculum	Completed Fall, 2014	1,6,10
#2 Invest in Technology #3 Enhance College Transfer Program	Expand counseling services for distance learning students using appropriate technology.	Adobe Connect Software	2014-2015	Dir. of Distance Learning; Dean of Learning Resources and I. Systems	Adobe Connect Software has been purchased; training has been implemented; 2014. Counseling is available through adobe connect for DL students. Implementation of Counseling is being tracked through the DL Institutional Effectiveness Plan.	1,10
Completed	Establish an additional clinical site for Nursing to meet training requirements by expanding Nursing Lab to include additional simulation manikin.		2013-2014	Nursing Coordinator; Nurse Aide Coordinator	2014 Projector, Vita Sim Manikin, Smart board purchased; removed chairs and wall; Renewed association with Bertie Memorial for additional physical clinical site	2, 10

#3 Enhance College Transfer program	Implement a plan to increase enrollment in the college transfer to 75 students by 2019. This number does not include Early College Students. (Develop plan 2013-2014)		2014-2015	Division Director for College Transfer and General Education; Enrollment Management Committee	Completed as of 1/2015. Enrollment Management plan includes College Transfer Target. – Several CT recruiting strategies have implemented: high school college fairs, College campus Visits, New Articulation Agreement ECSU and Chowan University, ECU & ECSU visits RCCC every semester; County-wide college published; AA online degree; Male Mentoring & Women of Standards groups target CT/College visits; ACA 122 offered to help students navigate CT issues; HCHS 10th graders enrolled in ACA 122; Enrollment is 75 CT students beyond Early College. Total # 205. The plan will continue to be expanded, implemented, and enrollment to be increased.	1,2

Board Priorities (2012 Retreat)	Strategic Goals	Resources	Year	Key Staff	Results & Year accomplished	Institutional Goal
#1 Readiness Programs; #3 Enhance College Transfer Program	Establish a Reading, English, and Writing Skills Lab.	R25 needed for scheduling and space identification	2014-2015	English Dept. Head; Division Director, CT; I.T. Director	2014 – Lab space has been identified. Implementation of R25 is in process to assist with room/lab scheduling. Academic Resource Center opened Nov. 2014.	1,2,6,10
#4 Develop relationships with Partners	Develop articulation agreement for 2+2 program with North Carolina Central University.		2014-2015	Dean of Curriculum	The State articulation agreement between NCCCS and UNC System has been updated and improved. 2014.	2

Category 2: Personnel

Board Priorities (2012 Retreat)	Strategic Goals	Resources	Year	Key Staff	Results & Year accomplished	Institutional Goal
	Hire two full-time instructors for Math (replacement & new position- new module system)		2013-2014	Division Director for College Transfer and General Education	Completed, August 2013	3, 2
	Hire a full-time Welding Instructor (new position- expansion, growing FTE)		2013-2014	Division Director for Vocational Technologies, Dean of Curriculum	Completed, August 2013	3, 2

	Hire a full-time Basic Skills Assessment & Retention Specialist	Basic Skills Funds	2013-2014	Dean of Basic Skills	Completed August, 2014	1, 4
	Hire a full-time Dept. Head for Criminal Justice (replacement position)		2014-2015	Division Director, Public Services & Professional Technologies	Completed, Fall 2014	3, 2
	Hire a full-time Cosmetology Instructor (replacement position)		2014-2015	Program Coord. Cosmetology, Dean of Curriculum	Completed, Fall 2014	3, 2
	Hire a full-time instructor for Business Administration (replacement position)		2014-2015	Division Director, Public Services & Professional Technologies	Completed, January 2014	3
	Hire a full-time Administrative Assistant for Dean of Instruction and Student Success		2014-2015	Senior Dean of Instruction and Student Success	Hired Spring 2015	4
#1 Readiness Programs	Hire a Math Lab Tutor (Begin with faculty tutor schedule and peer tutors)	R25 needed to establish lab schedule	2018-2019	Division Director for College Transfer and General Education, Dean of Curriculum	ARC implemented. Deferred to ARC planning and implementation.	1,2,3
#1 Readiness Programs	Hire a Writing Lab Tutor (Begin with faculty tutor schedule and peer tutors 2013).	R25 needed to establish lab schedule	2018-2019	Division Director for College Transfer and General Education, Dean of Curriculum	ARC implemented. Deferred to ARC planning and implementation.	1,2,3
#6 Tell our story	Hire a full-time Public Information Officer		2015-2016	President	The Director of Institutional Advancement	4, 8

					and Marketing Committee handles PIO duties as of Fall 2014.	
	Hire a full-time English Instructor (new position-new module system)		2014-2015	Division Director for College Transfer; Dean of Instruction and Student Success	DREs (module system) were implemented Fall 2014. Have deferred decision to add faculty member until impact of DREs and success rates have been evaluated.	3, 2

Category 3: Facilities and Equipment

Board Priorities (2012 Retreat)	Strategic Goals	Resources	Year	Key Staff	Results & Year accomplished	Institution al Goal
	Purchase Hampden H-ACCS Air Conditioning Control System for HVAC Program.	$17,000	2014-2015	HVAC program Coordinator, Dean of Finance & Facilities	Completed 2014	6, 2
#2 Invest in infrastructure	Update Datatel to reflect accurate blueprints and floor plan.		2014-2015	Dean of Finance and Facilities	Completed Spring 2015.	6

					Datatel & DAVE has been updated to reflect accurate floor plan and space utilization.	

Category 4: Technology

Board Priorities (2012 Retreat)	Strategic Goals	Resources	Year	Key Staff	Results & Year accomplished	Institution al Goal
#2 Invest in Technology	Expand and Upgrade GED Testing Center to meet requirements of Pearson-Vue.		2013-2014	Dean of Basic Skills/IT Department	Completed 2014	2, 10
#2 Invest in Technology	Purchase and utilize Compactlogix PLC Trainers and accompanying equipment and software necessary to accommodate the growth of enrollment in the Industrial Systems Technology Program.		2013-2015	Program Coordinator Industrial Systems Technology	Completed, 2014 Purchased six laptops On schedule to install memory and configure laptops	10, 1, 2
#2 Invest in Technology	Install computers for Student Services Testing Computer lab expansion (Use computers from cascading plan).		2013-2015	Dean of Student Services/ Testing Coordinator	Completed, 2014	10
#2 Invest in Technology	Expand Web Technologies Lab to support educational goals of Web Technologies,		2013-2014	Web Technologies	Web Tech. Lab (FRL 104) – PC	2, 10

				Program Coordinator /IT Director	Fall 2014, In progress memory/storage upgraded -Adobe Creative Suite Master Collections installed on 22 PCs in identified labs. -Upgraded MAC version of Adobe Created Suite Master Collection on 9 Apple Computers	
	Computer Information Systems, and Fine Arts through effective utilization of existing labs and software upgrade.					
	Implement R25 software to support strategic goals for classroom and computer lab scheduling		2013-2015	IT Director/IT Staff/Administration	January 2015: R25 is now being implemented for scheduling.	10, 6, 2

Completed Technology Initiatives

Expand Web Technologies Lab to support educational goals of Web Technologies, Computer Information Systems, and Fine Arts through effective utilization of existing labs and software upgrade.		
Key Staff	Year Planned / Year Completed	Initiatives
Web Tech. Coordinator Prof. Tech. Div. Director IT Director	2013-2014 / 2013-2014 *The technology plan includes the standardization of*	Upgrade the projection system in FRL 104 computer lab.

Key Staff	Year Planned / Year Completed	Initiatives
	classroom technology. Therefore, a projector is currently in place.	
Web Tech. Coordinator Prof. Tech. Div. Director IT Director	2013-2014 / 2013 *A memory upgrade and new SSD drives have been installed in all 24 computers.*	Upgrade PC memory, storage and network in FRL 104
Web Tech. Coordinator Prof. Tech. Div. Director IT Director	2013-2014 / 2015	Add 6 new PCs to Mac Lab *JAN 2015: FRL 100 – All Mac computers are being replaced with PCs. A purchase order for 18 computers is currently in process in the Business Office. Additionally, 8 data lines will need to be installed in FRL 100 to accommodate the growth.*
Web Tech. Coordinator Prof. Tech. Div. Director IT Director	2013-2014 / 2014 *Strategy Revised: the instructor will have access to the Creative Cloud. The Suite is no longer an option. Students will provide their copy/login as part of their text bundle.*	Purchase and install PC version of Adobe Creative Suite Master Collection on 22 PCs in FRL 104 and 6 PCs in FRL 100
Web Tech. Coordinator Prof. Tech. Div. Director IT Director	2013-2014 / 2014 *Strategy Revised: the instructor will have access to the Creative Cloud. The Suite is no longer an option. Students will provide their copy/login as part of their text bundle.*	Upgrade MAC version of Adobe Creative Suite Master Collection on 9 Apple Computers in FRL 100
Technology Goal: Improve the college technology infrastructure to support administrative and educational needs. (IT Dept.)		
Key Staff	Year Planned / Year Completed	Initiatives

Dean of Information Systems, IT Director	2013-2014 / 2014	Purchase and install campus-wide web filter.
Technology Goal: Improve the quality of distance education courses and services.		
Key Staff	Year Planned / Year Completed	Initiatives
Distance Learning Director	2013 – 2014 / 2014	Purchase and provide identified personnel training and access to Adobe Connect for online training and tutoring.
Technology Goal: Develop and implement a plan to expand the availability and use of technology in curriculum and continuing education courses. (SLT)		
Key Staff	Year Planned / Year Completed	Initiatives
Dean of Basic Skills, IT Director	2013-2014 / 2014	Purchase 3 Wall-Mounted 50" TV Screens with wall mount hardware and 3 computers for Basic Skills Program, Young 125, A,B,C.
Dean of Information Services, IT Director, Division Chair College Transfer and General Education.	2013-2014 / 2015 *6 iPads were purchased and distributed.*	Purchase 5 iPads & Samsung Galaxy tablets for pilot project for faculty use in classroom. Develop plan for checkout/assessment to be implemented in the library.
Technology Goal: Develop a "roll-out" plan and expand technology in Vita Sim Lab in Nursing Department (Nursing Coordinator, Dean of Curriculum)		
Key Staff	Year Planned / Year Completed	Initiatives
Nursing Coordinator, IT Director	2013-2014 / 2014	Purchase two Keri Complete Nurse skills manikins
Nursing Coordinator, IT Director	2013-2014 / 2014	Purchase and implement the use of Nursing Anne (SimPad Capable) and other required equipment for the Nursing

Category 5: Development

Board Priorities (2012 Retreat)	Strategic Goals	Resources	Year	Key Staff	Results & Year accomplished	Institutional Goal

	Develop a Department for Institutional Advancement.		2013-2014	President		Completed Fall 2014. Department of Institutional Advancement includes Grants, IE, Public Information, Marketing/ Printshop/ Shipping & Receiving.	8
	Implement an 'Emergency Grant' fund for students with Exigent circumstances.	2013-2014		Executive Director for the Foundation		Completed 2014 Line item created in Foundation Budget for emergency grant -	1,8
#4 Develop relationships with partners	Develop and implement a plan and fundraising goals for the College's Foundation.	2013-2014		President, Foundation, Executive Director for the Foundation		Completed 2013	1,8
	Trademark, create, and sell "Wiccacon Red" pottery to raise money for the Foundation	2014-2015		Art Dept. Chair, Executive Director of the Foundation, President	Committee completed research. This Goal has been deferred.	This goal has been deferred	8