



RAIDERS

CLEARED FOR TAKEOFF

2026–2029 STRATEGIC PLAN

**ROSE
STATE
COLLEGE**

PRESIDENT'S INTRODUCTION

At Rose State College, our mission has always been rooted in opportunity; we open doors, strengthen communities, and empower every student to succeed. As we look ahead, I am proud to introduce our 2026–2029 Strategic Plan, Cleared for Takeoff. This plan is more than a document; it is a living, evolving framework that will guide our work and shape our future over the next three years.

Cleared for Takeoff provides a clear and focused roadmap for how we will elevate Rose State College. It reflects our shared commitment to advancing the college, strengthening our connections with the communities we serve, and ensuring that every student who walks through our doors has the support and resources needed to thrive.

This strategic plan is built around four foundational pillars that define our direction and priorities: The Student Experience, Campus Infrastructure, Academics & Workforce Development, and Bridges Across Campus. Together, these pillars form a cohesive and forward-looking strategy that positions Rose State College for sustained growth, innovation, and long-term success.

To bring this vision to life, we will align our staffing, funding, communication systems, and cross-department collaboration through a comprehensive institutional effectiveness framework. This intentional alignment ensures that our efforts are not only strategic, but also measurable, adaptable, and impactful.

The work ahead will require dedication, creativity, and partnership across every area of our campus. I am confident that, together, we are prepared to meet this moment. With Cleared for Takeoff as our guide, Rose State College is poised to reach new heights in service to our students and our community.

Travis Hurst

President, Rose State College



MISSION

As an open-admission institution, Rose State College invests, supports, and leads to improve quality of life and foster lifelong learning.

Rose State College is a student and community-centered institution that guides our college's decisions and actions to help students realize that a college education is accessible, transformative, and beneficial for the community.

VISION

Supporting, serving and advancing the common good – sustaining and advancing a tradition of excellence.

To be a community college that supports, serves, and advances the common good while sustaining and advancing Rose State College's longstanding tradition of excellence.

CORE VALUES

GUIDING PRINCIPLES FOR ROSE STATE COLLEGE

Core values are unwavering principles that guide an organization's internal conduct as well as its relationship with the outside world. These values declare what is held sacred to Rose State College:



Learning Excellence

Rose State College is committed to fostering a culture of academic rigor, innovation, and continuous improvement. We prioritize high-quality teaching, meaningful learning experiences, and student achievement in every program and service we provide. Through evidence-based practices, collaborative engagement, and ongoing assessment, we empower learners to think critically, grow intellectually, and succeed in an evolving global society.



Integrity and Transparency

We uphold the highest standards of honesty, accountability, and ethical conduct in all that we do. Integrity guides our decisions, actions, and relationships, ensuring fairness and respect across our campus community. Through open communication and transparent processes, we build trust with students, employees, partners, and the public we serve.



Service and Support

Rose State College is dedicated to meeting students where they are and providing the resources, guidance, and encouragement they need to thrive. We cultivate a student-centered environment that values responsiveness, compassion, and collaboration. By supporting academic, personal, and professional growth, we strengthen not only individual success but also the well-being of our broader community.



Welcoming Community

We are committed to creating a respectful environment where every individual feels valued and empowered. Rose State College celebrates the various perspectives, backgrounds, and experiences of every student as essential to learning and innovation. Through mutual respect and belonging, we foster a community where all can engage fully and achieve their potential.

CLEARED FOR TAKEOFF

This strategic plan is a living document designed to guide Rose State College's work over the next three years. It is organized around four strategic pillars, each supported by priority actions that serve as overarching goals. To ensure successful execution of this strategic plan, Rose State College will align staffing, funding, communication systems, and cross-department coordination through an integrated institutional effectiveness framework. As a rolling plan, implementation will remain flexible. Progress will be reviewed regularly to assess outcomes, adjust timelines as needed, and sustain momentum throughout the three-year planning cycle.

The goals outlined in this document represent key institutional priorities but do not encompass all efforts that will advance the plan. Many additional

supporting initiatives, actions, and supporting plans carried out across departments, academic divisions and by individuals throughout the campus community will contribute meaningfully to the plan's success, even if not explicitly detailed here.

While the Owner section identifies areas of high-level oversight and accountability, successful implementation of this strategic plan is a shared responsibility. Achieving these goals will require collaboration, engagement, and commitment from all members of the campus community.

CROSS-PILLAR STRATEGIES

These four strategies represent enterprise-wide approaches designed to support and advance the goals of the Rose State College Strategic Plan across all four pillars: student experience, campus infrastructure, academics and workforce development, and bridges across campus. Together, they provide a coordinated framework to align people, resources, technology, and evaluation practices in order to drive measurable progress and institutional effectiveness.



Staffing Strategy

Rose State employee planning tied to:

- Employee retention
- Enrollment
- Streamlining Programs
- Student Services



Data & Technology Strategy

Reduce fragmentation across:

- Advising
- CARE Framework
- Customer Relationship Management (CRM)
- Employee Relations
- Enterprise Resource Planning (ERP)
- Learning Management System (LMS)
- Project Management Systems



Funding & Resource Alignment Strategy

Link budget decisions directly to:

- Strategic Priorities
- Needs Assessment
- Funding Formula



Strategic Plan Evaluation Strategy

Track:

- KPIs across all pillars
- Resource allocation
- Plan Progress vs RSC Capabilities

STRATEGIC PILLAR 1:



THE STUDENT EXPERIENCE

Rose State College focuses on student success inside and outside the classroom, in a campus community that welcomes all. Rose State College is some people's first chance, some people's second chance, and some people's last chance.



STRATEGIC PILLAR 1

ACADEMIC YEAR 2026 (JULY 1, 2026–JUNE 30, 2027)

ACTION	KPI/METRIC	OWNER
1.1 Launch a Unified Student Success Process (Digital + In-Person) <ul style="list-style-type: none"> Create a centralized online and physical processes that streamlines advising, tutoring, financial aid help, career resources, mental health, and support services, measured by a 30% increase in student usage within the first semester. Complete org chart and formal workflow to assist with this process. 	30% increase in student usage; workflow completed	VP Student Affairs, VP Academic Affairs, VP MarCom
1.2 Require First-Time Student Advising & Orientation <ul style="list-style-type: none"> Implement a standardized orientation and advising protocol for all new and concurrent students ensuring 100% participation and reducing enrollment errors by at least 20%. 	100% participation; 20% reduction in errors	VP Student Affairs, VP Academic Affairs
1.3 Expand Tutoring Access and Delivery <ul style="list-style-type: none"> Increase tutoring availability by exploring faculty, peer, and virtual tutoring options and evaluate and report access and use monthly. Set benchmark of current use and set monthly tutoring goals and promotion of services 	25% increase in tutoring usage; monthly tracking	VP Student Affairs, VP Academic Affairs, VP MarCom
1.4 Introduce Quick-Response Student Support Teams <ul style="list-style-type: none"> Develop rapid-response teams in advising, financial aid, and registration to resolve student issues within 48 hours. 	90% resolved within 48 hours	VP Student Affairs, VP Academic Affairs
1.5 Campus Health Services <ul style="list-style-type: none"> Implement plan to open on-campus health services for students, faculty and staff Promotion of resource options and access. 	Service utilization baseline and growth	VP Student Affairs, Chief of Staff, VP Academic Affairs, VP MarCom
1.6 Transfer Webpage <ul style="list-style-type: none"> Complete a centralized webpage on rose.edu for transfer out and in information for current and prospective students Promotion of resource options and access. 	Page live; increased traffic	VP Student Affairs, VP Academic Affairs, VP MarCom, ITS
1.7 Parent/Family specific webpage and social media <ul style="list-style-type: none"> Complete a centralized webpage/parent portal on rose.edu and social networks for parents of prospective and current students. 	Engagement metrics established	VP Student Affairs, VP MarCom, ITS
Board Monitoring Report – The Student Experience (Oct 2026 / Apr 2027)	Report delivered with KPI dashboard	VP Student Affairs, VP MarCom, Board Secretary

ACADEMIC YEAR 2027 (THE STUDENT EXPERIENCE)

ACTION	KPI/METRIC	OWNER
1.8 Increase Flexible Scheduling Options <ul style="list-style-type: none"> Add at least 5 new evening, weekend, or hybrid classes in high demand programs based on top 100 critical occupations. 	+5 sections; enrollment growth	VP Academic Affairs
1.9 Create a Streamlined Admissions & Enrollment Pathway <ul style="list-style-type: none"> Reduce unnecessary process steps and implement a simplified admissions flow by May 2027, decreasing time-to-enroll by 20%. 	100% participation; 20% reduction in errors	VP Student Affairs, VP Academic Affairs
1.10 Expand Career Services + Internship <ul style="list-style-type: none"> Add 5 new internship pathways by Fall 2027, with a goal of placing 150 students annually. Loop Academic Division efforts for advisory boards and cross-functional internship pathways. 	150 placements annually	VP Student Affairs, VP Academic Affairs, VP MarCom
Board Monitoring Report – The Student Experience (Oct 2027 / Apr 2028)	Report delivered with KPI dashboard	VP Student Affairs, VP MarCom, Board Secretary

ACADEMIC YEAR 2028 (THE STUDENT EXPERIENCE)

ACTION	KPI/METRIC	OWNER
1.11 Create a Residential Life Master Plan <ul style="list-style-type: none"> Implement a multi-year modernization plan for The Village, including upgrades and housing improvements, by Fall 2028. 	Plan completed; occupancy increase	VP Student Affairs, EVP
1.12 Introduce a First-Year Experience (FYE) Course <ul style="list-style-type: none"> Develop and implement a mandatory FYE course focused on academic skills, belonging, and career pathways by AY 2028, with a target of increasing retention by 5%. 	5% retention increase	VP Student Affairs, VP Academic Affairs
Board Monitoring Report – The Student Experience (Oct 2028 / Apr 2029)	Report delivered with KPI dashboard	VP Student Affairs, VP MarCom, Board Secretary

STRATEGIC PILLAR 2:

CAMPUS INFRASTRUCTURE

Rose State College focuses on the space and facilities needed to support effective teaching and learning. While current infrastructure meets most existing classroom space requirements, a comprehensive evaluation of space utilization is essential to optimize how campus facilities are used. At the same time, growing STEM programs face significant limitations, underscoring the need for new, modern laboratory facilities that can support expanded instruction, hands-on learning, and emerging technologies.



STRATEGIC PILLAR 2

ACADEMIC YEAR 2026 (JULY 1, 2026–JUNE 30, 2027)

ACTION	KPI/METRIC	OWNER
2.1 Critical Maintenance Triage <ul style="list-style-type: none"> Complete deferred maintenance priority schedule. Address priority HVAC, leak, lighting, and safety issues by December 2026 	100% priority issues identified, Prioritized funding plan tracked	EVP, Sr. Director Operations
2.2 Improve Campus Wayfinding <ul style="list-style-type: none"> Install new digital signage, directional signage, campus maps, and building identifiers by Fall 2026. 	Installation completed	EVP, VP MarCom
2.3 Expand Safety Measures <ul style="list-style-type: none"> Increase emergency lighting, cameras, and officer visibility across campus by May 2027, reducing reported safety concerns. 	Reduction in safety concerns	EVP, Sr. Director Operations
2.4 Accessibility Improvements <ul style="list-style-type: none"> Complete ADA audit and update entrances, signage, and ramp access as needed by December 2026. 	ADA compliance achieved	EVP, Sr. Director Operations
2.5 Major Events and Volunteer Network <ul style="list-style-type: none"> Convene a major events group and framework along with a volunteer network for options for both employee and student volunteers for major events on campus and the community. 	Network established	EVP, Chief of Staff, VP Student Affairs, VP MarCom
2.6 Master Plan Draft <ul style="list-style-type: none"> Complete initial updated draft of RSC Master Plan of campus capital improvement needs including funding needs and timelines to completion for FY 28. 	Draft completed	EVP, Sr. Director Operations
2.7 Campus Print Services Plan <ul style="list-style-type: none"> Complete feasibility study and plan for a centralized cross-campus printing network including vendor bids and contract for updated printing services. 	Plan completed; cost savings identified	EVP, Sr. Director Event Services, VP ITS
2.8 Security & Access Control Modernization Feasibility Plan Draft <ul style="list-style-type: none"> Begin planning and review contracts for updating outdated access systems and cameras campus-wide by Fall 2028. 	System upgrade completed	EVP, President, AVP ITS
Board Monitoring Report – Campus Infrastructure (Dec 2026 / May 2027)	Report delivered with KPI dashboard	EVP, VP MarCom, Board Secretary

ACADEMIC YEAR 2027 (CAMPUS INFRASTRUCTURE)

ACTION	KPI/METRIC	OWNER
2.9 Classroom Technology Modernization <ul style="list-style-type: none"> Upgrade 20 classrooms with new projectors, instructor stations, and software by August 2027, with a plan to continue annually. 	20 classrooms upgraded	VP Academic Affairs, EVP, VP ITS
2.10 Conduct Campus Space Utilization and Needs Study <ul style="list-style-type: none"> Complete a comprehensive evaluation of instructional, athletic, and student space by December 2027. 	Study completed; recommendations delivered	EVP, Sr. Director Operations, Exec Dir Athletics
2.11 Update Master Plan <ul style="list-style-type: none"> Complete updated Master Plan to include capital improvements not accomplished in AY 2026. 	Plan finalized	EVP, Sr. Director Operations
2.12 Launch Energy Cost Reduction Initiative <ul style="list-style-type: none"> Reduce costs by upgrading lighting and HVAC controls by December 2027. 	10% cost reduction	EVP
Board Monitoring Report – Campus Infrastructure (Dec 2027 / May 2028)	Report delivered with KPI dashboard	EVP, VP MarCom, Board Secretary

ACADEMIC YEAR 2028 (CAMPUS INFRASTRUCTURE)

ACTION	KPI/METRIC	OWNER
2.13 Begin Major Capital Expansion <ul style="list-style-type: none"> Break ground on one major facility project following the campus Master Plan by AY 2028. 	Groundbreaking completed; plan approved	EVP, President
2.14 Complete Security & Access Control Modernization <ul style="list-style-type: none"> Upgrade outdated access systems and cameras campus-wide by Fall 2028. 	System upgrade completed	EVP, President, AVP ITS
2.15 Expand Student Housing Capacity <ul style="list-style-type: none"> Complete planning for future residential expansion by AY 2028, including cost estimates and designs following the Master Plan. 	Expansion plan approved	EVP
Board Monitoring Report – Campus Infrastructure (Dec 2028 / May 2029)	Report delivered with KPI dashboard	EVP, VP MarCom, Board Secretary

STRATEGIC PILLAR 3:

ACADEMICS & WORKFORCE DEVELOPMENT

The Academics and Workforce Development pillar emphasizes the critical role Rose State College plays in preparing students for the evolving needs of the regional workforce. The College is committed to aligning academic programs with emerging industry demands while creating clear, supportive pathways that help students reach completion more efficiently.



STRATEGIC PILLAR 3

ACADEMIC YEAR 2026 (JULY 1, 2026–JUNE 30, 2027)

ACTION	KPI/METRIC	OWNER
3.1 Launch Workforce Micro-Credentials <ul style="list-style-type: none"> Introduce at least 6 new short-term micro-credentials by December 2026. 	6 programs launched	VP Academic Affairs
3.2 Build New Employer Partnership Agreements <ul style="list-style-type: none"> Secure 3 new employer partnerships by Fall 2026, each tied to internships or apprenticeships. 	3 partnerships secured	VP Academic Affairs, VP Student Affairs
3.3 Create an Academic Advisory Council <ul style="list-style-type: none"> Form a council of 12–15 employers by August 2026 to provide annual program feedback in designated program areas. 	Council established	VP Academic Affairs
3.4 Assessment for Student Learning <ul style="list-style-type: none"> Review academic programs by Dec. 2026 following HLC requirements and establish a culture of assessment using CARE model. 	100% programs reviewed	VP Academic Affairs
3.5 Review Underperforming Programs <ul style="list-style-type: none"> Develop and approve at least two new/revamped academic programs by Fall 2026. 	2 programs updated	VP Academic Affairs
Board Monitoring Report – Academics & Workforce Development (Jan / June 2027)	Report delivered with KPI dashboard	VP Academic Affairs, VP MarCom, Board Secretary

ACADEMIC YEAR 2027 (ACADEMICS & WORKFORCE DEVELOPMENT)

ACTION	KPI/METRIC	OWNER
3.6 Build Workforce Pathways <ul style="list-style-type: none"> Create 3 applied pathways that emphasize reskilling and upskilling by May 2028. 	3 pathways created	VP Academic Affairs, VP Student Affairs
3.7 Expand Dual-Credit and K–12 Partnerships <ul style="list-style-type: none"> Increase total number of participating high schools by December 2027. Set benchmark for increase based on 2026 participation. 	Increase in partner schools	VP Academic Affairs, VP Student Affairs
3.8 Create a Job Placement Guarantee in Select Programs <ul style="list-style-type: none"> Pilot a job-placement guarantee in at least one high demand program by AY 2027. 	1 pilot launched	VP Academic Affairs
Board Monitoring Report – Academics & Workforce Development (Jan / June 2028)	Report delivered with KPI dashboard	VP Academic Affairs, VP MarCom, Board Secretary

ACADEMIC YEAR 2028 (ACADEMICS & WORKFORCE DEVELOPMENT)

ACTION	KPI/METRIC	OWNER
3.9 Establish the Workforce Innovation Center <ul style="list-style-type: none"> Open a cross-functional center for upskilling, apprenticeships, and workforce training by December 2028. 	Center operational	VP Academic Affairs, VP Student Affairs
3.10 Complete Assessment for Student Learning <ul style="list-style-type: none"> Finish updates for 100% of programs under Assessment for Student Learning by May 2028. 	100% completion	VP Academic Affairs
3.11 Expand Industry Co-Teaching & Guest Lecturer Program <ul style="list-style-type: none"> Ensure every academic division has at least 5 industry guest lecturers annually by AY 2028. 	5 per division	VP Academic Affairs, VP Student Affairs
Board Monitoring Report – Academics & Workforce Development (Jan 2028 / June 2029)	Report delivered with KPI dashboard	VP Academic Affairs, VP MarCom, Board Secretary

STRATEGIC PILLAR 4:

BRIDGES ACROSS CAMPUS

Rose State College understands the importance of building community—both inside and outside of the campus. We will collaborate with partners for effective communication internally and externally with the various publics we serve.



RAIDERS



STRATEGIC PILLAR 4

ACADEMIC YEAR 2026 (JULY 1, 2026–JUNE 30, 2027)

ACTION	KPI/METRIC	OWNER
4.1 Implement a Comprehensive Campus Marketing and Communication Plan <ul style="list-style-type: none"> Launch weekly updates, campus-wide communication, updated tags and logos, signature graphics, etc. 	Weekly cadence established	VP MarCom, Chief of Staff
4.2 Standardize Onboarding and Offboarding <ul style="list-style-type: none"> Create a unified cross-department onboarding and offboarding for employees playbook by August 2026. Complete cross-training plan for department coordination using surge needs model. Update Organizational Chart and job description alignment. 	Implemented	AVP ER, Chief of Staff
4.3 Pilot Cross-Functional Governance Model <ul style="list-style-type: none"> Establish two standing cross-functional teams (Ex. Student Experience & MarCom, Academics & Infrastructure) 	Pilot launched	Executive Council, AVP ER
4.4 Takeoff and Landing Employee Notification <ul style="list-style-type: none"> Create a campus-wide communication to be sent monthly on newly hired employees and those that leave RSC 	Communication Sent	VP MarCom, VP ITS
4.5 SOARS Above Shoutouts <ul style="list-style-type: none"> Accept quarterly nominations and name one "SOARS Above" award for staff and one faculty member per quarter, for a total of eight recipients annually. 	8 awards annually	President, Chief of Staff
4.6 Create an Employee Resource Concierge System <ul style="list-style-type: none"> Provide new employees with clear guidance, FAQs, and support contacts by Fall 2026. 	System launched	AVP ER, EVP
4.7 Campus-wide Communications <ul style="list-style-type: none"> Implement a recurring campus-wide communication tool expanding beyond weekly email updates. 	Tool implemented	President, Chief of Staff, VP MarCom
4.8 Address Immediate ER Transparency Goals <ul style="list-style-type: none"> Publish clear hiring, promotion, pay scale and evaluation guidelines by August 2026. 	Policies published	Executive Council, AVP ER

ACADEMIC YEAR 2026 (CONT.)

ACTION	KPI/METRIC	OWNER
4.9 Launch Pilot Professional Development Pathways <ul style="list-style-type: none"> Implement quarterly training in leadership, customer service, technology, and cross-training for a select group of employees. 	Quarterly trainings delivered	AVP ER, EVP, VPAA, Chief of Staff
4.10 Establish Cross-Department Cross-training <ul style="list-style-type: none"> Launch monthly interdepartmental cross-training forums by Spring 2027. 	Monthly sessions established	Executive Council, AVP ER
4.11 RSC Foundation Fundraising Plan <ul style="list-style-type: none"> Create and implement a 3-year rollout plan to set fundraising goals and activities for the RSC Foundation Complete phase 1 in FY 2027 	Phase 1 complete	ED Foundation, EVP
4.12 Alumni Association <ul style="list-style-type: none"> Create and implement a 3-year rollout plan for the reestablishment of the RSC Alumni Association Complete Phase 1 by June 30, 2027 	Phase 1 complete	ED Foundation
Board Monitoring Report – Academics & Workforce Development (Feb / Aug 2027)	Report delivered with KPI dashboard	Chief of Staff, VP MarCom, Board Secretary

ACADEMIC YEAR 2027 (BRIDGES ACROSS CAMPUS)

ACTION	KPI/METRIC	OWNER
4.13 Digitize All High-Impact Administrative Processes <ul style="list-style-type: none"> Convert time sheets, travel forms, purchasing, and student forms, etc. to digital workflows by July 2027. 	100% digitized	President, Executive Council
4.14 President's Advisory Council (PAC) <ul style="list-style-type: none"> Establish a President's Advisory Council of non-administrative personnel and hold quarterly meetings 	Council active	President, Chief of Staff
4.15 RSC Foundation Fundraising Plan <ul style="list-style-type: none"> Phase two of the 3-year rollout plan to set fundraising goals and activities for the RSC Foundation 	Phase 2 complete	ED Foundation, EVP
4.16 Complete Comprehensive Professional Development Pathways <ul style="list-style-type: none"> Expand pilot program campus-wide and implement quarterly trainings in leadership, customer service, technology, and cross-training. 	Campus-wide participation	President, Executive Council

STRATEGIC PILLAR 4

ACADEMIC YEAR 2027 (CONT.)

ACTION	KPI/METRIC	OWNER
4.17 Alumni Association <ul style="list-style-type: none">Complete second year of the 3-year rollout plan of the RSC Alumni AssociationComplete Phase 2 by June 30, 2028	Phase 2 complete	ED Foundation
Board Monitoring Report – Campus Infrastructure (Feb / Aug 2028)	Report delivered with KPI dashboard	Chief of Staff, VP MarCom, Board Secretary

ACADEMIC YEAR 2028 (BRIDGES ACROSS CAMPUS)

ACTION	KPI/METRIC	OWNER
4.18 Complete CRM Modernization <ul style="list-style-type: none">Finalize all phases of CRM system rollout campus-wide by December 2028, improving processing times by 40%.	40% improvement	Executive Council
4.19 Implement an Employee Advancement Pathway System <ul style="list-style-type: none">Develop transparent pathways with PD-linked advancement options by AY 2028.	Pathways implemented	EVP, AVP ER
4.20 Create a Campus Identity & Culture Program <ul style="list-style-type: none">Establish new annual traditions and engagement programs by Fall 2028 to strengthen campus pride.	New programs launched	President
4.21 RSC Foundation Fundraising Plan <ul style="list-style-type: none">Complete third year of the 3-year rollout plan to set fundraising goals and activities for the RSC FoundationComplete Phase 3 by June 30, 2029	Phase 3 complete	ED Foundation, EVP
4.22 Alumni Association <ul style="list-style-type: none">Complete the plan for the RSC Alumni AssociationComplete Phase 3 by June 30, 2029	Phase 3 complete	ED Foundation
Board Monitoring Report – Campus Infrastructure (Feb / Aug 2029)	Report delivered with KPIs dashboard	Chief of Staff, VP MarCom, Board Secretary

CLEARED FOR TAKEOFF

RAIDERS

SUCCESS FACTORS

PILLAR	TOP BARRIERS	RISKS	SUCCESS FACTORS
STUDENT EXPERIENCE	STAFFING, COMMUNICATION, TECH GAPS	MISSED SERVICES, CONFUSION	CLEAR COMMUNICATION, STUDENT FIRST
CAMPUS INFRASTRUCTURE	FUNDING, AGING FACILITIES	DEFERRED MAINTENANCE	SUSTAINABLE FUNDING, PLANNING
ACADEMICS & WORKFORCE	WEAK PARTNERSHIPS	UNDERPREPARED GRADS	EMPLOYER ALIGNMENT
BRIDGES ACROSS CAMPUS	SILOS, UNCLEAR ROLES	DUPLICATION, BURNOUT	COLLABORATION, SHARED GOALS

SUCCESS FACTORS

Top System-Wide Barriers

- Funding
- Staffing
- Communication
- Fragmented Systems

Most Vulnerable Pillar

- Campus Infrastructure

Highest Impact Accelerator

- Campus-Wide Communication & Alignment

3-Year Success Conditions

- Student-Centered Decisions
- Workforce – Aligned Programs
- Strong Infrastructure
- Partnerships
- Clear Communication

BOTTOM LINE

Align people, resources, and systems
around a student-centered vision

**RAIDERS**

BACKGROUND

ROSE
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A Foundation for Growth

The strategic planning process for Rose State College began in October 2024 when President Jeanie Webb established a Strategic Planning Steering Committee. The committee was co-chaired by Cordell Jordan and Travis Hurst. The Steering Committee was intentionally structured to reflect broad institutional representation, including members of the Executive Council, faculty, staff, students, and the Board of Regents.



INITIAL STRATEGIC PLANNING STEERING COMMITTEE – 10/24



**Travis
Hurst**
Co-Chair



**Cordell
Jordan**
Co-Chair



**Greg
Smith**
BOR REP

Guiding Principles:

- Students at the center of decision making
- All voices welcome
- Process will result in a living document with ongoing review processes informed by data

INITIAL STRATEGIC PLANNING STEERING COMMITTEE – 10/24



**Ann
Smith**
Faculty Rep



**Kaitlyn
Weldon**
Staff Rep



**Elizabeth
Boger**
Faculty Rep



**Joedon
Hughes**
Faculty Rep



**Kent
Lashley**
Admin Rep



**Elizabeth
Maxwell**
Student Rep



**Matin
Mazroee**
Student Rep



**Lance
Newbold**
Admin Rep

The Steering Committee presented a proposed planning timeline to the Board of Regents, with the goal of submitting the completed Strategic Plan for approval and implementation in April 2026.

100%



In 2024, the committee surveyed staff, faculty, and students to assess the mission, vision, and strategic plan ending in 2026.

INITIAL ASSESSMENT



VISION

Continues to reflect the long-term aspirations of the College and would remain intact.



MISSION

The Mission Statement requires revision.



STRATEGY

The next Strategic Plan would transition to a three-year rolling model, emphasizing measurable action items and data-driven decision-making.

EXPANDED STAKEHOLDER ENGAGEMENT

ENSURING ALL VOICES INFORM OUR PATH

Survey Respondents

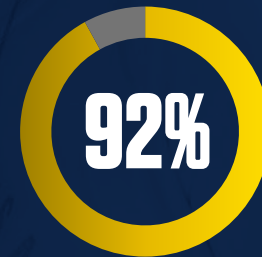
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Relationship to Rose State

+66

NPS Score

Recommendation



Faculty/Staff: 112 | Current Students: 97 | Alumni: 76 |
Community Members (never attended): 10

Reputation is strongly tied to affordability, flexible scheduling, and accessible programs, with quality and location rounding out the story.

Average Rating

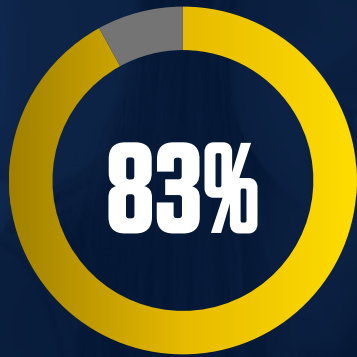
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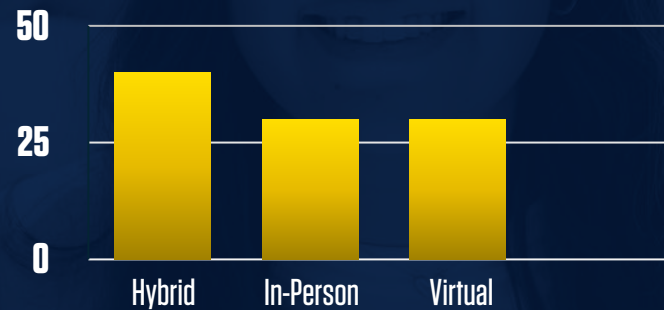
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EXPANDED STAKEHOLDER ENGAGEMENT

Quality of Education



Course Preference

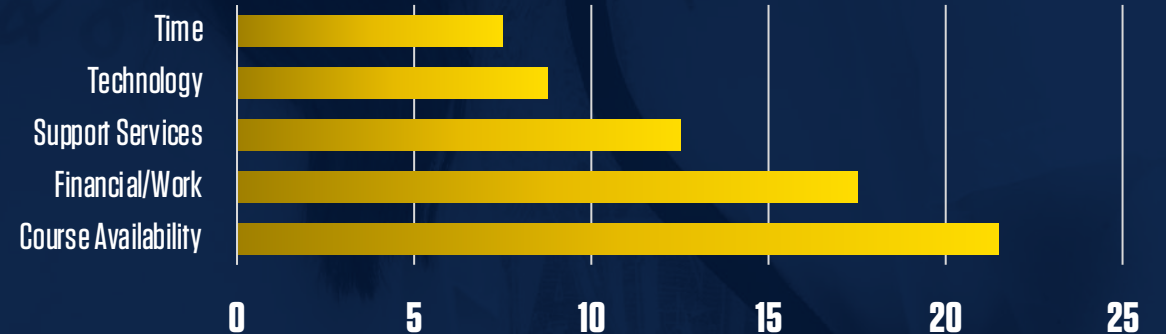


1. Affordability
2. Flexibility
3. Degree Options
4. Location
5. Quality of Faculty
6. Campus
7. Extracurriculars

Improvement Priorities

Academic program expansion: **170**
Campus facilities and resources: **154**
Student support services: **119**
Workforce training initiatives: **113**
Community partnerships: **78**

Barriers



STRATEGIC DIRECTIONS DISCOVERY WORKSHOPS

ENGAGING THE COMMUNITY IN SHAPING OUR FUTURE



Purpose of the Workshops

Beginning in May 2025, the Steering Committee Co-Chairs facilitated a series of Discovery Workshops designed to:

- Conduct a deeper analysis of the previous Strategic Plan
- Develop a revised Mission Statement
- Establish preliminary goals for the new Strategic Plan.



Workshops Dates and Attendees

Discovery Workshops were held on the following dates:

May 16, 2025 – Executive Council

June 3, 2025 – Board of Regents

August 8, 2025 – Rose State College Staff

August 26, 2025 – Rose State College Students

LEADERSHIP TRANSITION AND COMMITTEE REORGANIZATION – SUMMER 2025



Whitney Alvis
Co-Chair



Melissa Hayt
Admin Rep



Kirby Harzman
Admin Rep



Marcus Mallard
Faculty Rep



Casey Williams
Student Rep

In July 2025, Travis Hurst was named President of Rose State College. Following this leadership transition and a broader institutional reorganization, the Strategic Planning Steering Committee was reconstituted to ensure continued campus-wide representation.

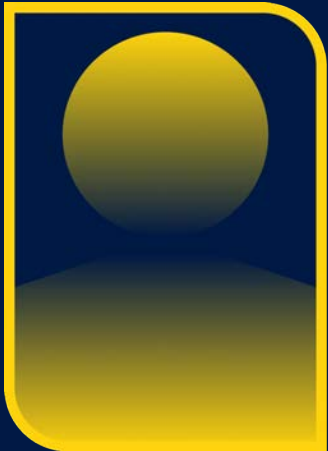
PRESIDENTIAL LISTENING TOUR

AUGUST 2025

CAMPUS LISTENING TOUR

Beginning in August 2025, President Hurst conducted a Campus Listening Tour, meeting with stakeholder groups across campus to gather direct input regarding the most pressing issues and opportunities facing the College. These sessions further informed the strategic planning process and reinforced the institution's commitment to inclusive, transparent decision-making.

DRAFT DEVELOPMENT AND WORKING GROUP REVIEW – DEC 2025 & JAN 2026



Staff Working Group

Kaitlyn Weldon
Joedon Hughes
Ricardo Vega
Kristina Rogers
Kaytlyn Dean
Steven Daffer
Krista Norton



Faculty Working Group

Ann Smith
Marcus Mallard
Amy Hurst
Tiffany Lowery
Lacey Veazy-Daniel
Emily Stacey
James Davenport
Disa Beaty
Arlene Haynes
Tracey Gregg-Boothby
Chuck Louviere



Student Working Group

Drake Dotson
Casey Williams
Matin Mazroee
Asa Watham
Ean Watham
Kendyl Girard
Brooklyn White

Working groups provided broad ownership and alignment on the draft plan's structure, clarity, and action planning.

FINAL REVIEW AND CAMPUS FORUMS – SPRING 2026

Based on feedback from the working groups, an updated draft of the Strategic Plan was prepared and presented to the campus and broader community through three open forums on February 24–25, 2026. Feedback gathered during these forums informed the development of the final draft presented to the Board of Regents in April 2026.



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