

Cooperating Raleigh Colleges Strategic Plan Report—2012-13

This document starts with the strategic plan developed throughout the 2007-08 year and approved in April 2008. It highlights how we have responded to that plan to date and then suggests how we could go forward into the next five years.

This complete document was accepted at the 11-29-2012 Board of Directors meeting.

CRC Mission (Adopted after strategic planning in April 2004.)

The primary purpose of the association is to promote the broad educational and cultural objectives of member institutions by

- Encouraging and fostering cooperation and understanding among faculty, administration, staff, and students
- Increasing educational options for students in the member organizations
- Increasing the visibility of all institutions within the community
- Sharing the use of educational facilities at the institutions (this use may be constrained by institutional priorities and availability)
- Promoting the role of higher education in the region
- Providing opportunities for joint initiatives among member institutions

Guiding Principles (Adopted after strategic planning in April 2008.)

CRC emphasizes activities that

- Build on the strengths and opportunities derived from sharing the same community
- Build on the uniqueness and power of our particular combination of institutions
- Communicate the combined value of the member institutions to the community and positively connect the campuses and the community
- Stimulate problem-solving for shared challenges on and off the campuses
- Function as a clearinghouse for information and resource sharing and a convening for shared interests
- Work on behalf of students, faculty or staff members in two or more institutions with an emphasis on projects with specific goals and outcomes
- Do not duplicate already successful collaborations of member campuses

Accomplished to date	Suggestions for the next five years
<p data-bbox="92 220 926 256"><u>Strategic Emphasis 1--Connecting to the community</u></p> <p data-bbox="92 297 369 329">“One Voice” Projects</p> <ul data-bbox="142 370 995 513" style="list-style-type: none"> <li data-bbox="142 370 995 513">• Create ongoing relationships with government entities and individuals and non-governmental partners who are important for the mutual benefit of the CRC campuses and the community <p data-bbox="92 553 995 696">* Participated in a leadership role with The Raleigh Promise with connections with the City, County, Wake County Public Schools and a variety of nonprofits all focused on success for low-income Raleigh students from high school to college to the workforce.</p> <p data-bbox="92 737 995 951">* Created an ongoing relationship with the City’s Planning Department to help them develop appropriate development codes for college/university campuses. A CRC task force has been meeting with them regularly since the spring of 2009 and provided major input for the City’s new Development Code, reworking the zoning and codes that affect campus building and renovations.</p> <p data-bbox="92 992 995 1060">* The director now serves on the Chamber of Commerce Education Committee.</p> <p data-bbox="92 1141 995 1245">* Explored connections with the Downtown Raleigh Alliance and the NC Museum of Natural Science to involve people from the campuses in important downtown institutions.</p> <p data-bbox="92 1359 995 1463">* Continued to be the administrator and programmer of Raleigh Television Network (RTN)’s public access education television network.</p>	<p data-bbox="1022 220 1856 256"><u>Strategic Emphasis 1--Connecting to the community</u></p> <p data-bbox="1022 297 1302 329">“One Voice Projects”</p> <ul data-bbox="1022 370 1980 480" style="list-style-type: none"> <li data-bbox="1022 370 1980 480">• Create ongoing relationships with government entities and individuals and non-governmental partners who are important for the mutual benefit of the CRC campuses and the community <p data-bbox="1022 553 1980 735">* Continue the RCCC (The Raleigh Promise) collaboration focused on under-resourced Raleigh students or incorporate its goals into ongoing projects on the campuses but with a strong collaborative approach. One outgrowth could be more collaboration with the Wake County Public Schools.</p> <p data-bbox="1022 776 1980 844">* Continue the ongoing relationship with the City of Raleigh Planning Department.</p> <p data-bbox="1022 958 1980 1101">* Continue the relationship with the Greater Raleigh Chamber of Commerce Education Committee and expand into more collaborative projects especially for internships and employment through internships.com and other avenues.</p> <p data-bbox="1022 1141 1980 1245">* Continue the collaboration with the NC Museum of Natural Science and look for ways to connect with other city-based public organizations, such as the Art Museum and the Downtown Raleigh Alliance.</p> <p data-bbox="1022 1326 1980 1430">* Continue the contractual relationship with the City of Raleigh’s Raleigh Television Network (RTN) to be the administrator and programmer of the public access education channel through Time Warner Cable.</p>

Accomplished to date	Suggestions for the next five years
<ul style="list-style-type: none"> • Carry out projects to communicate to the broader community the values, goals and impact of the CRC institutions and higher education in the community * Held a 40th anniversary celebration for CRC and invited key college and community leaders. * Undertook an economic impact study and implemented a plan for communicating its results. * Piloted a CRC TV program on Channel 18 to highlight community projects like The Raleigh Promise. * One of the key partnerships developed through the RCCC this year has been with the Capital Area Workforce Development (CAWD) group where scholarships for Raleigh Fellows have been created. Another RCCC partnership is with the Greater Raleigh Chamber of Commerce and their Interns.com plan. 	<ul style="list-style-type: none"> • Carry out projects to communicate to the broader community the values, goals and impact of the CRC institutions and higher education in the community * Create an annual event for the campus leaders to host and communicate with key community leaders (mayor, city council, county commissioners, business leaders). * Commission another economic impact study. * Explore ways to create more visibility in the community. Use community access channel and website more for that purpose. * Continue with projects like The Raleigh Promise by working on shared goals, such as promoting the pipeline of success of Raleigh students from public school to post-secondary education to the work force. Build on the collaboration with the CAWD and Chamber for helping students navigate the Raleigh area workforce. * Explore more shared opportunities for community service.
<p><u>Strategic Emphasis 2–Professional Development for Faculty, Administration and Staff</u></p> <ul style="list-style-type: none"> • Create shared resources for adjunct and part-time, non-tenure-track faculty. * A task force began exploring this in 2011-12 and is creating a survey this semester to assess interest among those faculty groups. • Create Library staff professional development workshops. * A summer workshop for all levels of library staffs has taken place for the past five years. The post-workshop evaluations have been very positive. 	<p><u>Strategic Emphasis 2–Professional Development for Faculty, Administration and Staff</u></p> <ul style="list-style-type: none"> • Create shared resources for adjunct and part-time, non-tenure-track faculty. * Continue the exploration outlined in 2011-12 and if there is enough interest, develop the project, including a possible CRC certificate in higher education teaching. Broaden the program to include full-time and tenure-track professors. * Continue with the annual workshops and explore smaller seminars for specific groups and topics within library staffs to take place during fall and spring semesters.

Accomplished to date	Suggestions for the next five years
<ul style="list-style-type: none"> • Academic and Student Affairs workshops * Regular meetings of these key groups have often been used for concentration on pertinent topics and have encouraged broad representation from the campus areas. Examples: Academic officers had a special session on tenure in the spring of 2012, student affairs officers hosted a workshop in October of 2010 and the academic officers hosted a workshop on first-year experience programs in spring 2010. • Involve graduate students in undergraduate education * Several meetings took place in the last couple of years with people interested in this topic. The programs at NC State that provide professional development for graduate students and post-doctoral fellows met with faculty at the institutions emphasizing undergraduate education to explore ways to provide the grad students and post docs with more teaching experience. 	<ul style="list-style-type: none"> • Academic and Student Affairs workshops * Continue the emphasis on including more people from the key areas (academics, student affairs and student services) in sessions concentrated on pressing topics as they arise. • Involve graduate students in undergraduate education * Continue the exploration by establishing programs to encourage this kind of collaboration. • Programs for transitioning from faculty to administration * New--This topic to be explored came from the chief academic officers. It has been suggested that we could create programming to help those who go from faculty appointments to administrative appointments make that transition successfully.
<p><u>Strategic Emphasis 3–Shared Academic Programming and Faculty Involvement</u></p> <ul style="list-style-type: none"> • Joint faculty appointments * For the past several years the Academic Officers explored this option and created some guidelines. The emphasis was on creating a couple of pilot projects as the interest arose, but the people most involved in the planning are no longer here and no pilot has come forward yet. 	<p><u>Strategic Emphasis 3–Shared Academic Programming and Faculty Involvement</u></p> <ul style="list-style-type: none"> • Joint faculty appointments * Bring the background planning to the attention of the new academic officers to see if interest persists. • Special design majors—New--Dr. Connie Allen, VP for Academic Affairs at Saint Augustine’s University, has presented this topic to the academic officers this year. It would expand on the possibilities of students using courses from several campuses to create a course of study. The group is studying it for further discussion. • Visiting faculty-faculty exchange programs—New—This kind of program allows a faculty member from one campus to spend a semester (or year) on another campus in the consortium. Several other consortia have experience with these programs.

Accomplished to date	Suggestions for the next five years
<p><u>Strategic Emphasis 4–More interaction among students</u></p> <ul style="list-style-type: none"> • The Fellows Program <ul style="list-style-type: none"> * The Fellows program of The Raleigh Promise (the Gates Foundation grant that CRC has taken a leadership role in from summer 2011 through spring 2013) has provided important insights into concentrating on similar student needs among all five institutions and Wake Technical Community College. The focus on low-income students from Raleigh has shown how intense collaboration on a specific program can work to create synergy. It has also shown how we need to make more transportation options in the city available to students <p style="padding-left: 40px;">--Student success and retention-- The major goals of the RCCC’s Raleigh Promise Fellows program are about student success and retention for students based in Raleigh who have been under-resourced. See details of that extensive program in other materials. That program ends officially in June 2013.</p> <ul style="list-style-type: none"> • Transportation-- In the fall 2012 a CRC task force has been created to find new ways to make transportation options available for cross-registration and other purposes. 	<p><u>Strategic Emphasis 4–More interaction among students</u></p> <ul style="list-style-type: none"> • The Fellows Program <ul style="list-style-type: none"> * Work with the RCCC partners to continue The Raleigh Promise, and explore more ways to serve students in cross-campus ways <p style="padding-left: 40px;">--Student success and retention-- Do all we can to keep this program alive and successful by working to add value to programs already underway for retention and increase resources through collaboration and what we have gained from the RCCC program.</p> <ul style="list-style-type: none"> • Transportation--Continue developing transportation and other approaches to making it easier for students to spend time on campuses other than their own.

Accomplished to date	Suggestions for the next five years
<p><u>Strategic Emphasis 5–Communications about and within the consortium</u></p> <ul style="list-style-type: none"> • Marketing and communications <ul style="list-style-type: none"> * Create a CRC web site and other proactive programs to educate and interact with students, faculty, staff and the public about CRC projects and goals (<i>e.g., a personnel and resource directory to update yearly or more often, guides for specific programs across campuses</i>) <ul style="list-style-type: none"> --The first CRC website was created in the spring of 2010 and e-newsletters have been established in the last two years. In essence, the resource directories are on the website. <p>Invigorate and expand the use of the CRC Education Channel.</p> <ul style="list-style-type: none"> * Create an Advisory Board for the Channel to make a clear line of responsibility on each campus for direction and programming. <ul style="list-style-type: none"> --This has been done informally but not so that the group meets regularly. * Explore ways to involve students in more ways in Channel operations and programming <ul style="list-style-type: none"> --More student-created programming has been used on the Channel through groups such as the mass communications students at Shaw, film and journalism students at Saint Augustine’s, the art students at Meredith and NCSU students taking part in a national short video competition. 	<p><u>Strategic Emphasis 5–Communications about and within the consortium</u></p> <ul style="list-style-type: none"> • Marketing and communications <ul style="list-style-type: none"> * Add to the content and promotion of the website and add more e-newsletters and social media by expanding to more subgroups such as advising staff and student groups. <ul style="list-style-type: none"> * Work closely with marketing and public affairs staffs of each institution to share and distribute CRC information on a regular basis * Explore more ways of informing faculty and students about cross-registration. <p>Invigorate and expand the use of the CRC Education Channel.</p> <ul style="list-style-type: none"> * Formalize the Channel group and set up regular meetings. <ul style="list-style-type: none"> * Continue encouragement of student-produced programming and involve students in planning and decision-making for the Channel. <p>* New--Explore new sources of programming to fill the gap to be left in January 2013 when the NC State distance education courses will no longer be aired.</p>

Accomplished to date	Suggestions for the next five years
<p><u>Strategic Emphasis 6– Enhancement of traditional programs</u></p> <ul style="list-style-type: none"> • Reexamine the need for cross-registration fees <p>* In April 2008 the CRC Board voted to discontinue any fees CRC colleges or universities pay each other for cross-registration. Here’s that decision from Board minutes: “Discontinue inter-institutional fees for regular cross-registration of students across all campuses, effective in the 2008-2009 academic year. Special arrangements can still be made for special degree programs, and the ruling does not apply to summer school sessions.</p> <ul style="list-style-type: none"> • Emphasize ways to communicate to students, faculty and staff the availability and advantages of the current traditional programs such as cross-registration and shared library resources. <p>* The website, e-newsletter and visits to faculty/staff meetings have been used for the outlined purposes</p>	<p><u>Strategic Emphasis 6– Enhancement of traditional programs</u></p> <p>* The biggest challenge has been to get the wide range of faculty and staff doing advising on a regular basis to know about these programs in a consistent way. We need to reconvene a task force of people involved in advising (including regular faculty) to create an enhanced version of a communications plan.</p>
<p><u>Recommendations on CRC structures: All of these still have merit.</u></p> <ul style="list-style-type: none"> ▪ Continue the Advisory Committee (now called Operations Committee) as a major organizing unit and liaison group between the CRC Board and CRC office ▪ Emphasize project-oriented task forces per interest area. When larger groups meet, they should set priorities and hear about progress on the tasks to carry out the strategic goals ▪ Consider continuing standing committee membership for two to three years ▪ Add groups to the regular meeting schedule (<i>e.g., marketing, finance, institutional advancement, international programs, facilities, security?</i>) 	<p><u>NEW-Strategic Emphasis 7–Integration of Wake Technical Community College</u></p> <p>If the CRC Board votes to invite Wake Tech to membership and they accept, the consortium would create a task force to make the transition go smoothly and identify any areas that may need adjusting to their special circumstances.</p>
