

# INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)



STATE OF WISCONSIN  
EDUCATIONAL APPROVAL PROGRAM  
P.O. Box 8366  
MADISON, WISCONSIN 53708-8366  
(608) 266-1996

The Educational Approval Program (EAP) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAP does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

## I. SCHOOL INFORMATION

Name of School:

Rockford Career College

## II. PLANNING ELEMENTS

**A. MISSION.** Describe your school's mission and vision, which identifies its purpose and its core values.

The mission of Rockford Career College (RCC) is to educate our students with a relevant, well-rounded occupational education, provide employers with well-prepared graduates, and serve our community partners.

**B. MARKET.** Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

RCC customers generally come from a 60-mile radius of Rockford, Illinois though we draw students from local areas like Belvedere, Freeport, Loves Park, and Machesney Park. Our customers are motivated to enroll in our programs because they want to pursue a career in our 25+ program offerings at the college.

We market RCC through all types of channels: news, television, radio, ads, and the Internet, but most times our biggest source is word of mouth from satisfied customers and employers.

RCC's competition exists from community colleges such as Rock Valley Community College, Blackhawk Technical College and proprietary schools such as Rasmussen.

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**C. MANAGEMENT.** Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

RCC leadership council is comprised of the College President, Dean of Academic and Student Affairs/Vice President, Director of Financial Aid, Director of Career Services, Dean of Admissions. We have lead instructors and program chairs for all programs that report to the Dean of Academic and Student Affairs.

Management decisions are made by the leadership team that meets daily. The leadership team monitors the school's attainment of business objectives and makes decisions that are executed within the departments. Each department runs a regular meeting to monitor its particular objectives and to communicate to/from the operations team. The leadership team also manages student outcomes, attendance, faculty development, staff development, and ensure that all students have an outstanding academic experience, while ensuring that we honor the mission of the college.

In addition, each program maintains a Program Advisory Committee that meets yearly, and is composed of industry experts not employed by the school. They examine all aspects of our programs.

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**D. SWOT ANALYSIS.** Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

#### Strengths

RCC has strong graduation and retention rates. All of our programs met or exceed graduation benchmarks in the current reporting year with ACCSC.

Average monthly attrition has been averaging less 5% monthly which has helped the college produce strong graduation rates and helped the college achieve fiscal goals related to revenue and EBIDA.

Student Support Services has never been better than what is currently at the college. RCC supports its students many ways including individual success plans when students are failing, tutoring workshops, weekly technology check-ins, online student support, survival job support, and much more.

Weaknesses:

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**D. SWOT ANALYSIS** *(continued)*

Online student retention, and academic progress has proven to be a challenge over the last 24 months, as we have seen rises in online population. We have since hired an experienced online student services advisor that is going to work with our online students exclusively.

**Opportunities:**

1. Faculty/Staff On-Boarding and Training: The campus has seen a surge in enrollment over the last 12 months, and we are growing. we need to work on staff professional development.
2. Career College Sector: Our sector of education continues to be under scrutiny and we are held to much higher standards than most non-profits, community colleges, and state universities. However, we don't look at this as a threat, we look at this as opportunity to continuously improve, and to continuously provide great experiences and great results.

**Threats**

1. Community Colleges. In Rockford, IL many times we go to head-to-head against the local Community College, so cost vs. benefit is a big issue.
2. Regulatory environment against for-profit colleges.

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**E. FUTURE VISION.** Describe your school 5 years from now. What will it look like and how will it be positioned in the marketplace.

In 5 years, we would like to see the school continuing to prosper, with enrollment over 1000 students plus, add in more trade programs, and build better community connections with high schools, employers, and local affiliates. We want to be the premier provider of career-focused education in the region.

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**III. SUBMISSION**

*I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.*

Signature of Authorized School Official:

Print or Type Name and Title of Authorized School Official:  
Brian Niedzwiecki, Director of Compliance

Date:  
08/31/2023

# INSTITUTIONAL SYSTEMS

