



**Main Entrance RCC at One College Park**

*Richland Community College*

2011 Strategic Plan Priorities

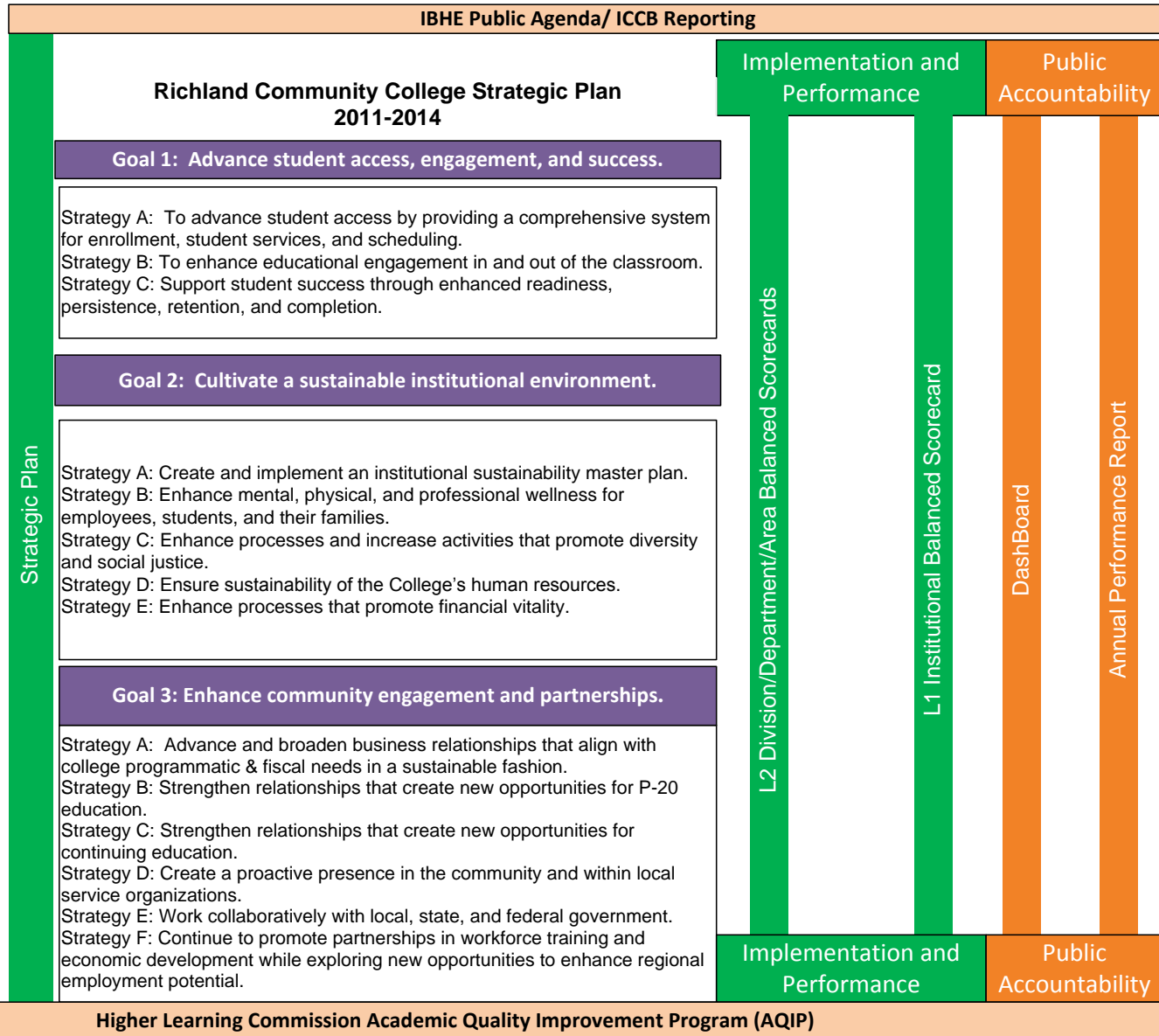
Results Report



**College Vision**  
To be the Premier Source for Education, Workforce Training, Partnerships and Economic Development.

**College Mission**  
The mission of Richland Community College is to provide innovative educational environments, opportunities, and experiences that enable individuals, communities, and the region to grow, thrive, and prosper.

**Core Values**  
Commitment  
Respect  
Excellence  
Accountability  
Diversity



[www.richland.edu/about/improvement](http://www.richland.edu/about/improvement)

## Goal 1: Advance Student Access, Engagement, and Success

To support students throughout the continuum of education,  
including enrollment, classroom learning, extracurricular activities, and graduation and beyond.

### Desired Outcome for Goal 1:

An increased percentage of entering students will earn certificates and degrees within three years of first enrollment.

Goal 1 Strategy	Desired Outcomes
<b>Strategy A:</b> To advance student access by providing a comprehensive system for enrollment, student services, and scheduling.	<b>Outcome A:</b> Students will express increased satisfaction each year with respect to designated items—such as ease of enrollment, financial aid application, and advising—as measured by an appropriate satisfaction survey. The number of advising errors will be reduced each year.
2011 Priorities	Outcomes
a. Implement academic advisor student caseload assignments.	<b>Completed.</b> Case load assignments implemented. Advisors have begun reviewing caseload and degree audits with students and completing program audits of student files.
b. Implement electronic financial aid award process.	<b>Completed.</b> Students may now access financial aid information through myRichland to reflect “real-time” status.
c. Investigate implementation of Academic Planner tool from Jenzabar to increase advising accuracy.	<b>Completed.</b> Presentation to stakeholders on new product conducted in fall. New version to be released in early 2012; discussion will continue to determine impact on budget.
d. Expand visibility and use of extension sites.	<b>Completed.</b> Hope Academy Center closed; computer lab moved to Project READ extension site and classes migrated to Clinton, Fairview, and main campus. Established Mathematics Enrichment Center at Fairview Park Plaza Center.
e. Provide greater student access through scholarships (endowed and expendable).	<b>Completed.</b> Marketing for scholarships expanded to include online application process. Director visited classes and worked with Deans to advertise scholarships in specific disciplines. In FY11 676 students received scholarships totaling \$468,253.

**Other:**

- +Instituted lottery system for Spring 2011 registration for HLTH 141 to provide more equitable process.
- +Moved Health Professions selective admission processes to myRichland, allowing students online access to pre-advisement plans and application for ADN, Bridge, PB, Radiography, and Surgical Technology programs.
- +Reorganized Enrollment Services to meet current student demands and traffic flow, with strong focus on one-stop services, strengthening Student Engagement and Career Development areas.
- +CIP Team 4-11 created to examine College communications to students to assure consistency in message.
- +CIP Team 1-11 created to investigate utilization of printed schedules versus online schedules.

Goal 1 Strategy	Desired Outcomes
<p><b>Strategy B:</b> To enhance educational engagement in and out of the classroom.</p>	<p><b>Outcome B:</b> The percentage of students who indicate that they have participated in engagement activities (such as service learning projects, student club participation, working collaboratively in class, or interacting with faculty outside of class) will increase as measured by an annual engagement survey.</p>
2011 Priorities	Outcomes
<p>a. Offer additional courses and support services through an alternative format, including online, hybrid, and accelerated.</p>	<p><b>Completed.</b> Increased communication with dual credit instructors and students to offer tutoring in those courses. Expanded tutoring and testing hours to meet increased demand. EMT 120 converted to hybrid. P SCI 110 class offered online. MATH 096 on campus reached maximum enrollment in FA 2011. FA 2011 online and hybrid midterm enrollment 84 sections, 823 students. Midnight welding courses offered; total enrollment 13 students (SP, SU, FA).</p>
<p>b. Increase opportunities for service learning through Campus Life and through clubs and organizations.</p>	<p><b>Completed.</b> Students offered variety of service learning options, including United Way Day of Action, Volunteer Fairs on campus, Relay for Life, Alzheimer’s Walk, service learning internships.</p>
<p>c. Develop new specialties and degree programs to meet emerging workforce needs.</p>	<p><b>Completed.</b> Sign language class developed. Renewable Energy ENGT Specialty degree submitted to ICCB. Health Information Technology degree and related certificate approved by IBHE. AAS Sequestration Technology specialty in Engineering Technology was established.</p>

**Other:**

- +CIP Team 3-11 established to explore alternative scheduling process, focusing on late-start and interterm classes.
- +Conducted library book and video collection weeding and development activities with faculty.
- +Recommendation completed for purchase of “mobile” Human Patient Simulator.
- +Team of Richland Radiography students placed first in scientific display competition at the Illinois State Society of Radiologic Technologists conference; another student Radiography team placed third in the scholastic bowl tournament.
- +Opened Richland Coffee House under direction of Culinary Arts Institute.
- +Faculty-led trip to Spain occurred in May, including students, faculty, staff, and community members.
- +Expanded Student Farms learning opportunities, including addition of chickens, new crops, and emphasis on “small farm” development and sustainable agriculture.

Goal 1 Strategy	Desired Outcomes
<b>Strategy C:</b> Support student success through enhanced readiness, persistence, retention, and completion.	<b>Outcome C:</b> Student course retention, term-to-term persistence, and degree/certificate completion rates will increase each year.
2011 Priorities	Outcomes
a. Track strategies to increase number of completers to identify impact.	<b>Completed.</b> Completer Taskforce established as part of committee structure to recommend and implement retention and completer activities. Eliminated graduation fee effective July 1; increased number of applications. Eliminated transcript fee for students; will be able to track number of requests through <i>Docufied</i> (partner for transcripts). Application for graduation available online. Recognized record number of graduates in Spring 2011.
b. Integrate support services in Student Learning Center, Learning Accommodation Services, and Learning Resources Center to enhance student support.	<b>Completed.</b> Relocated Testing Center and Accommodations office to improve traffic flow through tutoring, testing, and library; hours adjusted. Testing Specialist employed to enhance student support for testing and to support test development and analysis. Joint tutor training implemented.

<p>c. Expand use of data driven decision-making using institutional research.</p>	<p><b>Completed.</b> Argos report writer installed and initial training conducted; reports for institutional data collection and reporting being built. Template for Balanced Scorecard and Dashboard created. Initial supervisor training for Balanced Scorecard conducted. CIP Teams 5-11 and 6-11 created to develop next steps for Balanced Scorecard. Student Records and Financial Aid working with database systems to integrate information from the National Student Clearinghouse and Gainful Employment directive.</p>
<p>d. Review and strengthen articulations with colleges, universities, and local industries.</p>	<p><b>Completed.</b> 6 faculty and 4 administrators participating in Illinois Articulation Initiative panels for review of transfer curriculum. Agreements were developed or updated with Eastern Illinois University (4 agreements), University of Illinois-Springfield (fine arts) and Urbana/Champaign, Franklin University, and Indiana Wesleyan University. Memorandum of Understanding developed with University of Illinois at Chicago for ADN graduates in online RN-BSN degree completion program.</p>

**Other:**

- +Finalizing Memorandum of Understanding with Benedictine University for ADN/RN degree completion program.
- +Completed memorandum of Understanding with Central Illinois Regional Commission for Law Enforcement (CIRCLE) to hold training sessions on campus.
- +Building Guaranteed Transfer Agreement with Illinois State University Criminal Justice Department.
- +Hosted Private Illinois Colleges and Universities (PICU) Fair on campus.
- +CIP Team 2-11 created to evaluate and recommend changes in services provided by the Child Development Center and the Adele P. Glenn Academy for Early Childhood Education.

## Goal 2: Cultivate a sustainable institutional environment.

Promote wellness, ecological health, social justice, financial vitality.

### Desired Outcomes for Goal 2:

College employees will receive increased support in their job functions and have a greater understanding of their role as it relates to the strategic direction. College finances will reflect sound fiscal management and efficient operations.

Goal 2 Strategy	Desired Outcomes
<b>Strategy A:</b> Create and implement an institutional sustainability master plan.	<b>Outcome A:</b> By 2014, the College will earn Bronze Status in the Sustainability Tracking, Assessment & Rating System™ (STARS), developed by the Association for the Advancement of Sustainability in Higher Education.
2011 Priorities	Outcomes
a. Review and update Facilities Master Plan.	<b>Completed.</b> Focus groups conducted by architects for campus stakeholders to identify needs and interests for new facilities and remodeling of current facilities. Architects creating options for integration of Workforce Development Institute into campus footprint. Remodeling of south wing underway.
b. Increase online availability of information for employees, students, and the community.	<b>Completed.</b> Employee forms migrated from internal network to myRichland to increase easy access and reduce paper/printing costs. Implemented Richland Facebook page. College website updated to facilitate user access. Divisions reduced printing costs by increasing availability of student handbooks and other materials through myRichland and through Angel (learning management system). Increased community access to information on theatre productions and Gallery exhibits. Implemented electronic system for marketing requests.
c. Work with City of Decatur to promote activities and develop training that aligns with each entity's Sustainability Plans.	<b>Completed.</b> Sustainability Safari conducted in Summer 2011 as a joint effort with City. City of Decatur officials contacted to establish linkages for training opportunities associated with Illinois Green Economy Network (IGEN).

d. Implement activities that align with Sustainability Tracking and Rating System™ (STARS) criteria.	<b>Completed.</b> Bronze Status attained. Sustainability Coordinator hired to implement projects. Developed sustainability plan for capturing student information electronically in Student Records and Financial Aid.
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**Other:**

- +Scanning completed through Office of Student and Academic Services for access to ICCB academic program records by divisions.
- +Training kiosk for Center for Sustainability and Innovation unveiled.
- +Macon County Soil & Water Conservation District building purchased.

<b>Goal 2 Strategy</b>	<b>Desired Outcomes</b>
<b>Strategy B:</b> Enhance mental, physical, and professional wellness for employees, students, and their families.	<b>Outcome B:</b> The percentage of supervisors utilizing the career development and performance appraisal tools will increase. Employees will become more effective and efficient by utilizing on- and off-campus professional development activities. On-campus activities will address mental, physical, and professional wellness for employees, students, and their families.
<b>2011 Priorities</b>	<b>Outcomes</b>
a. Increase the frequency and variety of institutional opportunities for colleague training and professional development.	<b>Completed.</b> Professional and personal development offerings expanded to include supervisory and technical training and personal interest. Richland Faculty Academy offered 16 sessions in FA11, including curricular, technical, and professional development sessions. Staff and faculty participated in state and national conferences, including national financial aid conference (En. Serv.), Clinical Faculty Academy (HP), ICCCA Conference (12 admin.), developmental education regional conference (12 adj. faculty), Higher Learning Commission Annual Conference, and CQIN Summer Institute.
b. Increase the frequency and availability of benefits and wellness information and activities to promote healthy lifestyle choices.	<b>Completed.</b> Brown Bag Lunch training introduced in 2011. Trainings on Flexible Benefit Plan changes and SURS Retirement Planning also offered. Richland wellness program in development. Monthly information from Chestnut Health Partners sent to employees electronically.



c. Develop fitness center equipment replacement plan that aligns with the College Budget.	<b>Completed.</b> Replacement plan completed. Fitness equipment identified for purchase.
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<b>Goal 2 Strategy</b>	<b>Desired Outcomes</b>
<b>Strategy C:</b> Enhance processes and increase activities that promote diversity and social justice.	<b>Outcome C:</b> The number of activities and services that raise awareness of and competence in social justice, diversity, and globalization issues will increase. These include curricula; student, faculty and staff programming and training; and meeting stated outcome expectations for graduating students. Students will demonstrate an enhanced awareness and appreciation for social justice, diversity, and globalization issues as measured by an annual engagement survey.
<b>2011 Priorities</b>	<b>Outcomes</b>
a. Create and implement plan to increase minority enrollment in selective admissions programs in Health Professions.	<b>Completed.</b> ICCB Pathways to Results (PTR) grant funds will be used to implement plan to increase minority enrollment in ADN program. Phase 1 of PTR process completed; Phase 2 initiated in December 2011, including improved identification of applicant demographics.
b. Develop training and awareness programs for staff, faculty, and students that promote and enrich the campus environment through inclusion.	<b>Completed.</b> Diversity in Hiring presentation revised to include discussion on inclusion and globalization. RCC Diversity Conference emphasized globalization, inclusion, and multi-generational workforce. Veterans Day program developed with collaboration of Heartland Technical Academy, education and writing students; gallery exhibit and presentation coordinated by Employee Appreciation Taskforce. Second annual Art Bazaar conducted in November with community and student participation.

**Other:**

- +Staff training in National Incident Management System (NIMS) was conducted.
- +Spring 2011 Professional Development Day sessions focused on safety and security.
- +Campus Threat Assessment Team was created and meets regularly.

Goal 2 Strategy	Desired Outcomes
<b>Strategy D:</b> Ensure sustainability of the College's human resources.	<b>Outcome D:</b> The College will attract and retain a quality workforce.
2011 Priorities	Outcomes
a. Review College health insurance plan and benefits packages for affordability and coverage.	<b>Completed.</b> Ad hoc Employee Benefits Committee comprised of faculty and staff launched in June to review current plans and recommend plan design options to address legislative changes and rising costs.
b. Enhance employee recruitment efforts to support an inclusive College culture.	<b>Completed.</b> Hired over 100 new placements in 2011, including faculty, directors, administrative, and adjunct faculty. Diversity in Hiring workshops conducted for all members of search committees. Developed and launched a new Applicant Tracking System to help identify Affirmative Action employment trends.
c. Enhance employee retention efforts to support an inclusive College culture.	<b>Completed.</b> Completed an audit of faculty and staff transcript records. Employee Recognition Awards program revised. Adjunct faculty training workshops throughout the year involved 78 new and returning adjuncts.
d. Update health insurance plan document to comply with mandatory revisions.	<b>Completed.</b> Revised insurance plan documents to align with 2011 Illinois Civil Union legislation. Insurance updates available to employees.

**Other:**

- +Developed training guide for faculty on using electronic resources and the Faculty tab on myRichland.
- +Reviewed and updated Human Resources Section 3 of the Board Policy Manual.

Goal 2 Strategy	Desired Outcomes
<b>Strategy E:</b> Enhance processes that promote financial vitality.	<b>Outcome E:</b> The College will enhance efficiency of operations as demonstrated by common financial indicators.
2011 Priorities	Outcomes
a. Apply for grants through local, state, and federal agencies totaling at least \$2M.	<p><b>Completed.</b>            Illinois Coal Competitiveness Program--\$185,000            Illinois Cooperative Work Study Grant—\$18,060            Child Care Resources Services Professional Development--\$715 (received)            Quality Counts Grant (Child Care Resource Services)--\$4000 (applied)            IL DCEO--\$80,000 (received)            IGEN--\$45,000 (received)            IGEN Starter--\$5,000 (received)            U.S. Dept. of Energy/NETL--\$3 M (construction)            U.S. Dept. of Energy/NREL--\$400,000            U. S. Dept. of Education--\$120,000            John Ullrich Trust--\$1M (\$200,000 received)            James Millikin Trust--\$200,000 (received)</p>
b. Maintain a rigorous financial planning process, which allows for strategic decision making.	<p><b>Completed.</b> Budget planning cycle reviewed annually to assure stakeholder involvement and timely adoption of budget. Status of State payments used monthly to determine possible budget adjustments.</p>
c. Identify, calculate, and analyze appropriate financial ratios as a measure of fiscal health.	<p><b>Completed.</b> Initial training completed in June and data for determining appropriate comparisons being collected. Data submitted to determine indirect costs for grant applications.</p>
d. Continue to review and renew existing facilities to meet current student needs and achieve energy efficiencies.	<p><b>Completed.</b> Space renovation for Academic Success Center, Testing Center, and Accommodations completed. Academic Technical Support office relocated. Revitalization of South wing underway. Renovation of Shilling Center completed. Replaced main campus heating and cooling plant, with preliminary reduction in costs by 2/3.</p>

e. Develop and refine a comprehensive fund-raising program that supports the needs of the institution.	<b>Completed.</b> Program implemented.
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**Other:**

- +Petition approved for Richland library inclusion in College and Research Libraries of Illinois (CARLI) consortium to increase academic resource access.
- +College awarded Certificate of Achievement for Excellence in Financial Reporting for 2010 Comprehensive Annual Financial Report.
- +Granted the Government Finance Officers Distinguished Budget Presentation Award for FY11 Budget.

### Goal 3: Enhance community engagement and partnerships.

Enhance existing and cultivate new RCC relationships throughout the district and regional communities including business, academic, social service agency, governmental, and workforce and economic development partnerships.

#### Desired Outcome for Goal 3:

The College will increase the number of partnering activities and the number of people served.

Goal 3 Strategy	Desired Outcomes
<b>Strategy A:</b> Advance and broaden business relationships that align with college programmatic & fiscal needs in a sustainable fashion.	<b>Outcome A:</b> The number and value of scholarships, internship opportunities, and business sponsorships will increase each year.
2011 Priorities	Outcomes
a. Enhance offerings through Career Services to increase student preparation for internship placement.	<b>Completed.</b> Illinois Cooperative Work Study Grant (\$18,060 FY12). 5 students participated in FA2011. Increased contact with new and/or small businesses to enhance placement opportunities for students.
b. Increase collaboration between academic programs and CPED offerings.	<b>Completed.</b> Dean reviewing current processes for creating and offering noncredit and credit programming opportunities. Provided contract courses in Welding, Spanish, Maintenance Worker Program, and Electrician Training Program.
c. Promote more active advisory committee participation in academic program maintenance.	<b>Completed.</b> Advisory Committees met for all Career and Technical Education programs. Program revisions generated by committees included Information Technology and Surgical Technology. Advisory committees established for Health Information Technology and Renewable Energy. Campus Advisory Team for Academic Success Center created.
d. Increase contract training activity with industry and K-12.	<b>Completed.</b> Training for Caterpillar, Tate and Lyle, ADM, PPG, and Ameren delivered. Open enrollment and contract courses with the National Safety Education Center offered. Caterpillar Six Sigma training completed on campus. New contract with Heartland Partnership for Technical Academy signed. Summer camp conducted in partnership with

	District 61 and the Education Coalition. Planning ongoing with new CPED Dean.
e. Implement entrepreneurship activities in CSI and main campus laboratories.	<b>Completed.</b> Art Bazaar included student booths for art sales; training on marketing and presentation done in classes to prepare students. Business plan developed and implemented for Richland Coffee House. Coffee House opened in September.

**Other:**

- +Health Professions and Marketing collaborated with Donate Life Illinois to promote “Life Goes On” campaign, successfully registering 130 potential new donors; Secretary of State visited campus to recognize College efforts and contributions.
- +Operations contract with Farm Progress Companies signed.
- +Extension of land lease from ADM for 10 years completed.
- +Hosted 2011 Farm Progress Show; 5 buildings are now available for off-year use.
- +Issued \$16.1 million in funding bonds for the Workforce Development Institute, with Standard and Poor’s AA rating.
- +Monsanto utilized Shilling Center for Farm Progress Show, with over 1300 people served.

Goal 3 Strategy	Desired Outcomes
<b>Strategy B:</b> Strengthen relationships that create new opportunities for P-20 education.	<b>Outcome B:</b> The College will increase the number of collaborations leading to increased student outreach and retention.
2011 Priorities	Outcomes
a. Transition additional Technical Academy dual credit classes to Richland’s campus.	<b>Completed.</b> 7 programs moved to campus in August 2011, with office space for staff and faculty.
b. Increase number of K-12 students in campus activities.	<b>Completed.</b> Hosted College 101 in spring (200 participants) and Dual Credit Night in fall. Summer Excursion program involved 500 grade school students. Richland Discover Theater presented <i>James and the Giant Peach</i> , with 12 student actors. Youth Leadership Institute included 33 students (from 13 high schools). 8 <sup>th</sup> Grade Career Fair conducted (1600 students on campus). Total of 11 events brought K-12 students to campus.

c. Commit to moving all appropriate Technical Academy programs to Richland's campus.	<b>Completed.</b> Facility planning underway, including main campus renovation and Workforce Development Institute design. Committed to construction of 60,000 sq.-ft. campus expansion.
d. Determine feasibility of Early College Charter School on campus.	<b>Completed.</b> Team completed research and presented recommendations to the Quality Council and to the Board of Trustees.
<b>Goal 3 Strategy</b>	<b>Desired Outcomes</b>
<b>Strategy C:</b> Strengthen relationships that create new opportunities for continuing education.	<b>Outcome C:</b> An increased number of community organizations will receive personal contact about non-credit courses and programs, leading to higher enrollment figures and increased revenue.
<b>2011 Priorities</b>	<b>Outcomes</b>
a. Expand opportunities for community education offerings at extension sites.	<b>Completed.</b> Potential Clinton Extension sites being investigated. New strategies for community offerings being developed by CPED staff.
b. Expand collaborative community partnerships to Richland's campus.	<b>Completed.</b> Theatre 7 moved to Shilling Community Education Center. Outdoor Exposition Center recruiting new activities.

<b>Goal 3 Strategy</b>	<b>Desired Outcomes</b>
<b>Strategy D:</b> Create a proactive presence in the community and within local service organizations.	<b>Outcome D:</b> An increased number of College staff and students will participate in or provide information to area organization boards, service organizations, and community activities.
<b>2011 Priorities</b>	<b>Outcomes</b>
a. Celebrate College 40 <sup>th</sup> anniversary.	<b>Completed.</b> Celebration opened at Fall Convocation. Employee Picnic held in October. Unveiled <i>40 Years, 40 Stories</i> commercials. Implemented <i>365 Days of Richland</i> question of the day on the website. Alumni Recruitment Campaign through Foundation initiated. 2012 Articulation Breakfast planned with 40 <sup>th</sup> Anniversary theme.

b. Increase presentations through Speakers Bureau.	<b>Completed.</b> Redesigned booklet to be more attractive to community interests. 26 presentations completed to service and community groups.
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**Other:**

- +Held Eichenauer Dinner to raise funds for Culinary Arts Institute.
- +Held Foundation Golf Outing to raise funds for the Richland Coffee House.
- +Received \$1 million donation from the John Ullrich Foundation to support the expansion of the Heartland Technical Academy on Richland’s campus.
- +Received new donations for the Foundation from the Jane Mueller Estate and the Nims Foundation, in addition to donations from established donors.

Goal 3 Strategy	Desired Outcomes
<b>Strategy E:</b> Work collaboratively with local, state, and federal government.	<b>Outcome E:</b> The number of venues to sustain and expand governments’ knowledge of Richland’s role in the community will increase.
2011 Priorities	Outcomes
a. Involve College stakeholders in key governmental activities (i.e. President’s Council, ICCCA, AACC, ICCTA)	<b>Completed.</b> President serving as President of Community College Presidents Council. Director of Career Services served as ICCCA President Elect and planned 2011 ICCCA conference. Faculty are serving as delegates to Association of Surgical Technology National Conference in May 2012.
b. Support student participation in designated government engagement opportunities (Student Lobby Day, ISAC).	<b>Completed.</b> Student Trustee serving on Legislative Committee for Student Trustees organization. Student Senate and other organizations participated in Student Lobby Day.

**Other:**

- +Completed review by the Illinois Community College Board, with recognition renewal for 5 years.



Goal 3 Strategy	Desired Outcomes
<b>Strategy F:</b> Continue to promote partnerships in workforce training and economic development while exploring new opportunities to enhance regional employment potential.	<b>Outcome F:</b> The College will facilitate opportunities for RCC student and community member employments with RCC business/ industry partners.
2011 Priorities	Outcomes
a. Facilitate partnerships that expand worker training opportunities with local business and industry.	<b>Completed.</b> Language courses (German, Chinese, Spanish) scheduled at Caterpillar for SP 2012. Additional planning occurring to continue training for Caterpillar.
b. Increase the number of “institutional events” leveraging Progress City and College assets.	<b>Completed.</b> Outdoor Exposition Center & Special Events included 56 events in 2011.
c. Re-engineer AATP strategic direction to leverage carbon capture and storage activity.	<b>Completed.</b> Worked with Strategic Real Estate Planning, LLC, to expand the AATP vision to include an “applied technology cluster,” emphasizing Carbon Capture/ Utilization/Sequestration and sustainability.
d. Initiate construction of NSEC and Renewable Energy Laboratory.	<b>Completed.</b> NSEC and Renewable Energy Laboratory construction in progress, with target opening in Summer 2012. Developing NSEC as a regional and national destination site and holistic visitor center, with STELA, US DOE carbon capture/storage overview, geological artifacts, and sustainability nature walk. Curriculum developed for new energy-related careers.

Connecting the Richland Community College  
2011-2014 Strategic Plan to  
The Academic Quality Improvement Program Categories

Academic Quality Improvement Program Categories	Strategic Plan Goal 1 Advance student access, engagement, and success.			Strategic Plan Goal 2 Cultivate a sustainable institutional environment.					Strategic Plan Goal 3 Enhance community engagement and partnerships.					
	A	B	C	A	B	C	D	E	A	B	C	D	E	F
Helping Students Learn	√	√	√		√				√	√	√		√	
Accomplishing Other Distinctive Objectives		√				√	√		√		√	√		√
Understanding Students' and Other Stakeholders' Needs	√	√	√	√	√	√			√	√	√	√	√	√
Valuing People	√	√	√		√	√	√	√				√	√	√
Leading and Communicating	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Supporting Institutional Operations	√			√	√	√	√	√	√		√		√	√
Measuring Effectiveness	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Planning Continuous Improvement	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Building Collaborative Relationships	√	√	√		√	√	√	√	√	√	√	√	√	√

## Operational Definitions

**Adult Education**—Educational opportunities provided to students who have not earned a high school diploma/GED or who may need instruction in English as a Second Language or literacy.

**Alternative Scheduling**—Non-traditional offering of courses and programs utilizing a variety of flexible delivery methods, scheduling parameters, and locations.

**Agribusiness Applied Technology Park (AATP)**—Area designated to promote economic development through high-tech agribusiness and manufacturing companies.

**Co-curricular**—Intentional, meaningful activities outside the classroom that provide opportunities for learning that may not be possible in traditional classroom settings. Co-curricular experiences bridge in- and out-of-classroom learning, frame holistic learning, and illustrate value for students.

**Community**—Groups of people who live in the same geographic area or who have common interests, common goals, or common visions.

**Diversity**—Using similarities and differences as opportunities for establishing a common bond and strengthening the College (Core Value).

**Dual Credit**—College-level courses offered by Richland taken for both high school and college credit.

**Front Door Services**—Services offered to students or visitors at any entry point, whether physical or virtual.

**P-20**—Preparing and supporting student success in school and the workplace beginning as early as birth, continuing through graduate and professional school, and on through adult education.

**Persistence**—A measure of student enrollment generally applied to the number or percent of students who enroll in a subsequent semester.

**Professional development**—Enhancement of personal capacity and growth through formal or informal learning. Professional development enhances job satisfaction and extends capabilities for performance. Training, a subset of professional development, links learning and continuous improvement directly to job performance.

**Retention**—A measure of student enrollment generally applied to the number or percent of students who complete a course in any given semester or term.

**Service Learning**—Opportunities to demonstrate acquired skills and knowledge by integrating instruction and reflection with meaningful community service to enrich the learning experience and promote lifelong civic engagement. Service learning increases overall satisfaction of academic experience, clarifies personal values and understanding of others' values, and increases understanding of community needs and how personal action can mitigate those needs.

**Social Justice**—The recognition of equality and dignity of all persons regardless of status and the commitment to fair and equitable treatment of those persons.

**Sustainability**—The effort to meet the needs of the present without compromising the needs of future generations, taking into consideration the financial, social, and environmental effects (Triple Bottom Line) when creating policies and taking actions.

**Sustainability Tracking and Rating System™ (STARS)**—A transparent, self-reporting framework for colleges and universities to gauge relative progress toward sustainability (from AASHE, the Association for the Advancement of Sustainability in Higher Education).

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