



# Richland Community College 2010 Strategic Plan Priorities Results Report

January 2011

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## Richland Community College Vision

To be the premier source for education, workforce training, partnerships, and economic development

## Mission

To provide innovative educational environments, opportunities, and experiences that enable individuals, communities, and the region to grow, thrive, and prosper.

The College's Mission is partially prescribed by the State of Illinois, and it responds to the purposes of a comprehensive community college. The College achieves its mission and purpose by offering the following programs and services:

- The first two years of a baccalaureate, transfer education;
- Occupational/Technical courses, certificates and degrees leading directly to work;
- Basic educational courses and programs designed to prepare students to engage in college study;
- Continuing and community education courses and programs to encourage lifelong learning;
- Student development programs to assist in developing educational and career goals;
- Academic support programs which are supplemental to teaching and learning;
- Community education activities which contribute to the growth and enrichment of the students in the community; and
- Community service programs that establish linkages with business, industry, and government for the purpose of promoting economic growth and well being in Central Illinois.

## Core Values

Commitment \* Respect \* Excellence \* Accountability \* Diversity

## **2008-2011 Strategic Plan Goals and Strategies at a Glance**

### **Goal 1: To enhance, strengthen, and advance TEACHING AND LEARNING.**

**Strategy A:** Improve the effectiveness of programs and services that support and/or enhance student success.

**Strategy B:** Improve the effectiveness of programs and services that support and/or enhance college preparedness.

**Strategy C:** Enhance and expand a global perspective within the curriculum.

**Strategy D:** Align curriculum with local, regional, and global stakeholders' needs.

**Strategy E:** Enhance alternative methods of curriculum delivery to meet student needs.

### **Goal 2: To enhance, strengthen, and advance COLLABORATIVE RELATIONSHIPS.**

**Strategy A:** Cultivate and enhance external partnerships that support teaching and learning and that promote a seamless transition to College.

**Strategy B:** Cultivate and enhance external partnerships for workforce training and economic development that promote employment opportunities.

**Strategy C:** Increase activities that build a positive sense of community for current students, alumni and friends, and the District.

### **GOAL 3: To enhance, strengthen, and advance COLLEGE OPERATIONS.**

**Strategy A:** Ensure sustainability of the College's human resources.

**Strategy B:** Enhance processes that promote financial sustainability.

**Strategy C:** Increase effectiveness of institutional infrastructure.

**Strategy D:** Promote awareness of RCC programs and services.

**Strategy E:** Enhance processes that measure the effectiveness of Richland Community College.

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## Goal 1: To enhance, strengthen, and advance TEACHING AND LEARNING.

**Strategy A: Improve the effectiveness of programs and services that support and/or enhance student success.**

### 2010 PRIORITIES

Action	Outcomes
a. Complete student outcomes training for faculty for cross-disciplinary outcomes; implement first level of assessment. Create artifact collection system for cross-disciplinary outcomes assessment. (Meets accreditation standards)	<b>In progress.</b> Revised master syllabus template to include cross-disciplinary outcomes. Expansion of assessment to include AACU outcomes and rubrics. Artifact system will be incorporated with the learning management system.
b. Identify and implement two new retention activities for targeted student groups identified in Retention Study.	<b>Completed.</b> Initiated additional pre-semester workshops for students enrolled in key beginning courses (ex., ENGL 101, BIOL 101). Initiated Accelerated “Fast-Forward” program to expedite degree completion and address scheduling issues for non-traditional students.
c. Implement recommendations of CIP Team 7-09, Student Services, focusing on an increase in use of College support services for student success.	<b>Completed.</b> Revised Master Syllabus information on support services. Increased classroom presentations utilizing PASSport workshop topics. Increased number of pre-semester workshops to introduce curriculum-specific study strategies to enrolled students.
d. Review and revise Board Policy Manual Section 4: Student Affairs.	<b>Completed.</b> Board approved Section 4 in August 2010.
e. Implement an orientation for distance (off-campus) learners on how to be successful in online and hybrid courses.	<b>Completed.</b> Orientation offered beginning Fall 2010.

**Other:**  
 Podcast on conducting research for online and hybrid students created by LRC, Online Learning, and IT and posted to website.  
 Redesigned new student orientation to be piloted in January 2011.  
 Established Threat Assessment Team to address student issues and training conducted for supervisors.  
 Initiated the Student Leadership Advisory Council to involve representatives of campus clubs and organizations.  
 Increased student electronic access capabilities to information through myRichland, including financial aid, registration, and degree audit.  
 Initiated Midnight Welding course offerings for SP2011 to make RCC accessible during “off- hours.”  
 Held forums on “completers” with employees and students to strategize on ways to increase number of completers.

**Strategy B: Improve the effectiveness of programs and services that support and/or enhance college preparedness.**

**2010 PRIORITIES**

Action	Outcomes
a. Implement recommendations of Developmental Math Taskforce.	<b>Completed Phase 1.</b> Offered redesigned MATH 098 and MATH 091, incorporating MyMathLab skills practice software. Offered pre-semester workshops on MyMathLab and using graphing calculator.
b. Pilot Computer Skills testing as part of placement testing series to assess student computer skill levels.	<b>Completed.</b> Computer Skills testing piloted; number of referrals to CIS 101 tracked and measured. Students scoring low will be encouraged to take CIS 101 or PROD1180.
c. Implement recommendations from Team 3-09, Student Recruitment: Adult Education, regarding transitioning GED graduates to College enrollment.	<b>Completed.</b> GED students now able to dual enroll in college credit classes while completing GED. Career and college presentations made in GED classes.

**Other:**  
 Preparation underway for new Student Services Center, utilizing College focus groups to examine enrollment processes.  
 “Visioning New Learning Spaces Team” preparing final recommendations.

**Strategy C: Enhance and expand a global perspective within the curriculum.**

**2010 PRIORITIES**

Action	Outcomes
a. Identify and implement student international experience opportunities.	<b>Completed.</b> Culinary Arts student trip to China completed. Student trip to Kenya completed. Initiated SAS Global team to explore student options.
b. Develop and implement cross-cultural and international education programming.	<b>In progress.</b> Implemented academic partnership with Suzhou Industrial Park Institute of Vocational Technology. Enrolled CAI students going to China in SOCS280 to provide them with credit and cultural training. SAS Globalization team reviewing curriculum, surveying international studies processes. Planning international curriculum with global studies major and minor.
c. Develop template for incorporating globalization into the curriculum.	<b>In progress.</b> Globalization Team developing strategies for integration. CEHFA adjuncts implements globalization topics in classes, shares projects on CEHFA site with rubric.

**Other:**

International Student Club formed and active in Fall 2010.

Courses developed: Conversational French, Conversational German, Conversational Chinese.

*People and Cultures of the Islamic Middle East* taught for the first time – Fall 2010.

Collaboration with Millikin University and Decatur District 61 on *A Conversation on Race and Student Summit* in March 2010; 2011 program being planned.

**Strategy D: Align curriculum with local, regional, and global stakeholders' needs.**

**2010 PRIORITIES**

Action	Outcomes
a. Use program review model to assess curriculum in 25 programs to determine needs for curriculum changes, new programs, and/or program deletions.	<b>Completed.</b> Program review submitted. Review underway for programs for 2011.

b. Implement recommendations of CIP Team 6-09, Off-Site Learning, for appropriate curriculum offerings at off-site locations.	<b>Completed.</b> Each site scheduled with 5 courses from each Academic Division starting Fall 2010. Developmental education courses offered for the first time at Clinton site. Education courses offered at Hope Academy. Developing recommendations regarding creating a consistent “extension” presence across District. Community Survey conducted regarding Richland presence in Clinton. Marketing strategies implemented to increase community awareness of extension sites.
c. Collaborate with University of Illinois Extension for joint programming.	<b>Completed.</b> Joint coordination to develop Small Farm Food & Energy Expo, including education modules. Discussion of other training opportunities continues.
d. Participate in five-year review of Illinois Articulation Initiative (IAI) selected courses.	<b>In progress.</b> Schedule released by IAI in Fall 2010. Process for review to be implemented beginning with Spring 2001 submission cycle.

**Other:**

Participated in Education Coalition Team projects, including the College and Career Center at Decatur Public Library. Utilizing the Brigance Preschool Screen II tool as a component of the Academy screening and assessment protocol to coordinate with Decatur Public Schools’ use of this tool.

Developed articulation agreement with University of Illinois-Springfield in Management, Marketing, IT, and Accounting. New agreements in development with Millikin University, Robert Morris, Lincoln College, and Eastern Illinois University to be completed in 2011.

Nursing Program received continued program accreditation for 8 years.

Expanded course/program offerings in renewable fuels; courses related to sustainable agriculture developed for ICCB approval.

**Strategy E: Enhance alternative methods of curriculum delivery to meet student needs.**

**2010 PRIORITIES**

Action	Outcomes
a. Link service learning opportunities to curriculum.	<b>Completed.</b> Service Learning course (SLRN 293) offered Fall 2010 and will continue on regular cycle. Leadership classes incorporated service learning requirements; students exceeded number of required hours.

b. Implement recommendations from Team 4-09, Alternative Delivery, related to course scheduling for target populations.	<b>Completed.</b> Fast Forward program implemented Fall 2010, offering accelerated programming for degree completion.
c. Complete implementation of recommendations from Team 3-08, Online Support Services, to enhance student access of College information and forms.	<b>Nearly Complete.</b> 3 of the 28 items remain to be complete: Online New Student Orientation, Online Service Follow-up Survey and electronic ACT/transcript process completion.
d. Offer redesigned MATH 091 and 098 courses utilizing Mathematics Enrichment Center.	<b>Completed.</b> MATH 091 and 098 redesigned and offered; Mathematics Enrichment Center opened.

**Other:**

Created remote access to LRC research database for students and faculty.

Redesigned CNA course to 16-week format along with 8-week format.

Online Learning Student Orientation featured in *National Institute for Staff and Organizational Development (NISOD) Innovations Abstracts*.



## Goal 2: To enhance, strengthen, and advance COLLABORATIVE RELATIONSHIPS

**Strategy A: Cultivate and enhance external partnerships that support teaching and learning and that promote a seamless transition to College.**

### 2010 PRIORITIES

Action	Outcomes
a. Implement recommendations of CIP Team 2-09, Student Recruitment, Dual Credit.	<b>Completed.</b> New dual credit offerings at Cerro Gordo, Maroa-Forsyth, Meridian, Warrensburg. Planned for Spring semester MacArthur H.S. collaborative discussions with English Department. Offered Dual Credit Night in Oct. 2010. Emphasis on dual credit at Annual Articulation Breakfast.
b. Implement recommendations of CIP Team 3-09, Student Recruitment, GED.	<b>Completed.</b> Integrating career program field trips into GED courses (e.g., Health program areas). Expanded opportunities for co-enrollment in GED and college courses.
c. Implement strategies with Decatur District 61 as defined in proposal to Millikin Trust.	<b>Completed.</b> Made scholarship assistance available for students in developmental courses. Mathematics Enrichment Center opened. CIS 101 courses (basic computer training) supported with Millikin Trust funds.
d. Explore programming strategies for Technical Academy on Richland's campus.	<b>Completed.</b> Analysis of space requirements for a new Technical Academy program and facility partnership with Heartland EFE underway. Meetings with Heartland Partnership continue. Courses identified to relocate at Richland in FA 2011.

**Other:**  
 Presented *Narnia: The Musical* to raise funds for Child Development Center.  
 Provided information regarding the Adele P. Glenn Academy for Early Childhood Education to parents currently on the DPS waitlist for Prekindergarten.  
 Utilized funds from WIS Youth Training grant for 5 students from the Adult Education Center to work in the Child Development Center while earning their GED. 3 students completed GED or high school; four GED students are scheduled for internships Spring 2011.  
 Dual Credit calculus course offered at Warrensburg-Latham High School—new offering.  
 Information Literacy classes at Clinton High School conducted by LRC staff.

**Strategy B: Cultivate and enhance external partnerships for workforce training and economic development that promote employment opportunities.**

**2010 PRIORITIES**

Action	Outcomes
a. Offer workforce readiness activities in conjunction with career development opportunities.	<b>Completed.</b> Held RCC Arts Celebration /Art Bazaar enhancing portfolio building for graphics students. Special Topics 199 Course on “Art Marketing and Entrepreneurship” developed. ADM and Tate & Lyle training collaboration includes workforce readiness components addressing math and science. Job Fairs held in April (general) and October (Health Professions).
b. Conduct customized training for 5 new partners.	<b>Completed.</b> Training completed with Action Technology, Heartland Community College, Midwest Geological Sequestration Consortium, Ameren, Building & Trades Council, URS Group, and Best Builders. Developed targeted outreach plan to new companies.
c. Advance AATP activity with Developer and tenants.	<b>Completed.</b> Acquired National Sequestration Education Center as next AATP facility. Construction to start July 2011. Launched AATP Developer RFP in Spring 2010. Developer partnership discussions ongoing with next formal presentation 1/11. Signed alliance agreement between Richland and Richland Foundation.

**Other:**

Received ICCTA 2010 Business/Industry Partnership Award for partnership with IBEW.

Monthly CPED electronic newsletter initiated.

Exploration underway for offering Continuing Education Units (CEUs) for Health Professions, Real Estate, and Education.

Hosted Entrepreneurship Fair in January 2010.

Culinary Arts Institute preparing self-study required for national accreditation.

**Strategy C: Increase activities that build a positive sense of community for current students, alumni and friends, and the District.**

**2010 PRIORITIES**

Action	Outcomes
a. Develop a new public engagement process.	<b>In progress.</b> Events planned in coordination with the 40 <sup>th</sup> anniversary that will afford citizens several on- campus opportunities.
b. Implement recommendations of CIP Team 6-09, Off-Site Learning, to meet community and student needs.	<b>Completed.</b> Recommendations implemented, including staffing at Fairview Park Plaza Center, increased course offerings, and increased marketing. Analysis of Extension Sites to be presented at Winter Board Retreat.
c. Create additional student recognition opportunities.	<b>Completed.</b> Created Mentor Ambassador campaign, photos & programs for Culinary Arts promotion, student awards banquet materials and photographs. Increased visibility for student art through Downtown Gallery Walks and shows in Erlanson Gallery.
d. Implement strategies to increase public media presence.	<b>Completed.</b> Improved utilization of available media outlets and more one-on-one media calls. Branding strategies expanded College-wide.
e. Plan recognition of Richland’s 40 <sup>th</sup> Anniversary.	<b>In Progress.</b> Activities beginning in 8/11 and running through 8/12 are being planned. Theme will be “40 Years of Success.”

**Other:**

- Held ribbon-cutting ceremony for Center for Sustainability and Innovation
- Held ribbon-cutting ceremony for Richland Wind Turbine.
- Participated in WSOY Community Food Drive.
- Family Fun Nights hosted by Adele P. Glenn Academy for Early Childhood Education.
- Campus Life hosted Free Family Movie Nights and Creepy Campus events, open to community.
- Held Open House for relocation and 25<sup>th</sup> Anniversary of Project Read.
- Initiated Saturday Produce Market through Horticulture Student Farms; open to community producers.
- 6 Alumni events hosted by the Foundation.

## GOAL 3: To enhance, strengthen, and advance COLLEGE OPERATIONS

### Strategy A: Ensure sustainability of the College's human resources.

#### 2010 PRIORITIES

Action	Outcomes
a. Offer cross-functional training in critical systems to assure quality and efficiency.	<b>In progress.</b> Training in myRichland held to facilitate transition in access to student information. Held joint training for tutors in processes and student support strategies.
b. Provide training for faculty in technology and classroom techniques.	<b>Completed.</b> Training sessions held on Professional Development Day and throughout year. Workshops held for adjunct faculty throughout year. Online Learning conducted 14 technology workshops.
c. Complete collective bargaining on Richland Federation of Teachers—Adjunct Agreement.	<b>Completed.</b> Agreement ratified December 2010.
d. Review institutional plans related to human resources and communicate changes to college employees.	<b>Completed.</b> Increased communications to employees regarding benefits, job openings, and other employment opportunities. Implemented Ethics training online.

**Other:**

Held Adjunct Faculty Information Session to attract new adjunct faculty.

Held Fourth Friday Supervisors Training throughout year; topics included employee appraisal, Threat Assessment, interviewing, and harassment.

Enhanced electronic access by employees to commonly used forms to reduce paper costs and expedite employee services and Student Records processes.

Designed and implemented professional development program for faculty that offers opportunity for pedagogy and educational discussion.

**Strategy B: Enhance processes that promote financial sustainability.**

**2010 PRIORITIES**

Action	Outcomes
a. Implement recommendations from Teams 1-09, 2-09, and 3-09, Student Recruitment: Bio-fuels, Adult Education, Dual Credit, to recruit and enroll target populations.	<b>Completed.</b> Implemented marketing and recruitment strategies; increased enrollment in programs.
b. Complete public phase of Major Gifts Campaign.	<b>Completed.</b> June 24 Celebration held.
c. Seek additional local, state, and federal appropriations and grants totaling at least \$1M.	<b>Completed.</b> Bioenergy/Renewable Energy Program Development and Implementation--\$200,000 (appropriation) Bioenergy program--\$500,000 (appropriation) Dept. of Labor Community-Based Job Training Grant--\$2.2M--not funded. Student Support Services/TRiO—awarded for 5 years (\$240,000/year) Dept. of Energy—CO <sub>2</sub> Sequestration Phase 2 with ADM: \$4,926,794—funded. Funding of two human patient simulators contained in the federal omnibus budget proposed by the Senate. Quality Counts Training Grant for Child Development Center and Adele P. Glenn Academy—submitted (pending 1/11) IBHE Nursing Improvement Grant—\$40,043—submitted (pending 1/11)
d. Create long-term energy plan.	<b>Completed.</b> HVACR plan in the design phase; bonds sold to fund energy system replacement
e. Plan and institute a comprehensive annual giving program.	<b>In progress.</b> Review of current strategies underway. Planning for 2011 underway.

**Other:**

Completed training for federal grant indirect cost calculations.

**Strategy C: Increase effectiveness of institutional infrastructure.**

**2010 PRIORITIES**

Action	Outcomes
a. Implement recommendations from Sustainability Committee and CIP Team 6-08 for “green” initiatives.	<b>In progress.</b> Sustainability committee reported out 9/10. Program recommendations presented; STARS documentation collection 75 % complete. Increased access to electronic forms.
b. Identify additional facilities needs regarding possible relocation of DATA to Richland campus.	<b>In progress.</b> Discussions ongoing with Heartland EFE. Existing facilities evaluated and new program space needs are under evaluation to expand on-campus dual credit offerings.
c. Develop interactive learning display that demonstrates “green” construction and operation of Center for Sustainability and Innovation.	<b>Completed.</b> Kiosk will be completed in January 2011.
d. Evaluate operations of Progress City USA.	<b>Completed.</b> Changes made to decentralize operations. Position redesigned for Director of Outdoor Exposition Center and Special Events. New contracts with Farm Progress Co and ADM 95% completed.
e. Implement beverage management laboratory for Culinary Arts Institute accreditation.	<b>In progress.</b> Initiated planning to establish a culinary beverage café in conjunction with accreditation activities. Space remodeling underway. Funding identified.

**Other:**

Renovation of Shilling Community Education Center underway.

Purchased Macon County Soil and Water Conservation building as part of the vision for the Global Agribusiness Bioenergy Corridor.

**Strategy D: Promote awareness of RCC programs and services.**

**2010 PRIORITIES**

Action	Outcomes
a. Implement recommendations of CIP Team 5-09, College Ambassador Program.	<b>In progress.</b> Planning underway.
b. Identify and train community advocates; implement Community Advocate Program.	<b>In progress.</b> Community Advocate Program being developed.
c. Create social media strategies for College promotion.	<b>Completed.</b> Access to College through Facebook, YouTube, and Twitter promotion being developed, with links on College website. Redesign of College website unveiled 1/11.

**Other:**  
 Promoted College programs at Saturday Produce Market.  
 Conducted presentations by College personnel at various locations throughout District, including presentations scheduled through Speakers Bureau.  
 Held Small Farms and Energy Expo in September.

**Strategy E: Enhance processes that measure the effectiveness of Richland Community College.**

**2010 PRIORITIES**

Action	Outcomes
a. Complete accreditation activities.	<b>Completed.</b> Participated in AQIP Strategy Forum in February. Completed ICCB Recognition process and received 5-year recognition from ICCB.
b. Initiate 2011-2013 Strategic Plan process.	<b>Completed.</b> Strategic Plan Team established and developing plan. Environmental Scan completed.
c. Identify three new Continuous Improvement Process Teams.	<b>Completed.</b> Four teams created to develop Balanced Scorecard and Dashboard. Phase 1 completed.

**Other:**  
 Marketing Dept. Received National Council for Marketing and Public Relations Paragon Award and the Decatur Ad Club Decagon Award for the Adele P. Glenn Academy booklet, along with additional merit awards from the Decatur Ad Club.  
 Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for Fiscal Year 2010.

## Operational Definitions

**Alternative scheduling**, sometimes referred to as alternative delivery, is non-traditional offering of courses and programs utilizing a variety of flexible delivery methods, scheduling parameters, and locations.

The **Applied Agribusiness Technology Park (AATP)** is an initiative designed to provide enabling infrastructure to house applied research and development activities of high-tech agribusiness and manufacturing companies

A **Balanced Scorecard** is a visual representation of specific **Key Performance Indicators**, or common institutional effectiveness/performance measures, to show how Richland or specific divisions are performing and to identify areas for improvement. Some areas included could be enrollment, retention, student satisfaction, or fiscal health. A snapshot of the results can be displayed on a **dashboard**.

As a part of the quality process, a **CIP Team** is created to examine a specific topic, process, or challenge that is identified through input from the Institutional Effectiveness Group, Quality Council, and College administrators. Team recommendations are reviewed by Quality Council and implemented by appropriate offices.

**College preparedness**—Development of adequate academic and social skills for college entry and persistence.

**Cross-disciplinary outcomes** are transferable skills, attitudes, and abilities to be mastered by all learners completing a degree or certificate at Richland. Cross-disciplinary outcomes go beyond a specific program, major, or discipline thread, are integrated through the learning experience, and are often set as learning goals (definition created by Outcomes Assessment Taskforce, 11/04). *Cross-disciplinary Outcomes*: Communications, Critical and Creative Thinking, Professional Skills, Technological/Information Literacy.

The **Dual Credit** program allows high school students to enroll in classes offered by Richland to earn both high school and college credit. Classes are offered at either the high school or Richland and are taught by Richland faculty.

**Economic development**—Advancing economic prosperity and quality of life through education, training, employment, and creation of public and private partnerships.

**Enrollment management**—Strategies/system used to identify, attract, retain, support, and guide stakeholders through the educational process to complete their goals.

**Online delivery**—Synchronous or asynchronous delivery of programs, courses, workshops, or information; course delivery may be online or hybrid.



In an **Online Class** all of the instruction is provided online and no face-to-face classroom instruction is required. Students may be required to attend an orientation or take proctored exams on campus or at an approved location near the student.

A **Hybrid Class** is a combination of face-to-face classroom instruction and online instruction. A portion of the instruction is provided online, but some regular face-to-face instruction is still required. Face-to-face time requirements will vary between hybrid courses and sections.

**Professional development**—Continuous improvement opportunities for faculty and staff relating to job or field to improve effectiveness through a process of innovation, piloting, and integration.

**Program development**—Staying current, relevant, and innovative in curriculum, facilities, delivery, service to meet and anticipate workforce demands and personal enrichment needs.

**Program Review** is a systematic analysis of enrollment, courses, and other components of a program, required by the Illinois Community College Board on a five-year cycle. CIP Team 18 developed the current Program Review model that integrates requirements of the ICCB Program Review.

The Richland Educational Advisory Committee on Higher Education (**REACH**) was developed to promote outreach activities to District communities. A series of community meetings led to recommendations on areas such as job training, baccalaureate/transfer programming, lifelong learning, marketing, and community connections. REACH activities have been conducted prior to Board of Trustees meetings at off-campus locations.

**Retention**—Measure of student enrollment, generally applied to the number or percent of students who complete a course in any given semester. A companion concept is **Persistence**, the measure of student enrollment, generally applied to the number or percent of students who enroll in a subsequent semester.

**Sustainability**—Integration of economic, societal and environmental aspects of education to support long-term development and responsible citizenship.

**Workforce development and training**—Preparing people for an ever-changing labor market.

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