



Richland Community College

2007 Strategic Plan Priorities

Final Report

January 2008

Richland Community College Strategic Plan Priorities for 2007

Richland Community College Vision

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

Mission

To offer educational programs that enable students to achieve their potential by obtaining the abilities, attitudes, and skills needed for personal and professional growth.

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

Strategic Plan Goals

Goal 1: Enhance, Strengthen, and Advance Teaching and Learning through

- Improving the effectiveness of programs and service that support and/or enhance student success.
- Implementing activities that enhance the quality of teaching and services to students.
- Developing new programs to meet regional and global workforce needs.

Goal 2: Enhance, Strengthen, and Advance Collaborative Relationships through

- Cultivating and enhancing external partnerships that support teaching, learning, and workforce development and that promote a seamless transition to college.
- Cultivating and enhancing external resources that support the College's vision, mission, and goals.
- Creating and utilizing partnerships for workforce training and economic development that promote employment opportunities.

Goal 3: Enhance, Strengthen, and Advance Institutional Operations through

- Developing and implementing strategies that identify and recruit target markets and that increase enrollment.
- Creating and implementing strategies that promote professional development and training opportunities for all employees.
- Implementing strategies to increase effectiveness of College operations.

Priorities for 2007/2008 were developed from the following documents and planning sessions:

Strategic Plan Priorities 2006/2007

Academic Quality Improvement Program Appraisal of the Richland Community College Systems Portfolio (March 2005)

Vice President's Team (Student and Academic Services) Planning Session for Title III (November 2005)

Academic Quality Improvement Program Quality Checkup Report (March 2007)

Board of Trustees Spring Retreat (January 2007)

President's Cabinet Retreat (March 2007)

Goal 1: Enhance, Strengthen, and Advance Teaching and Learning.

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

Action	Final Report
a. Create and pilot a process for measuring institutional-level (cross-disciplinary) outcomes* for degree-seeking students.	Initial stage of process completed with development of rubric to identify cross-disciplinary outcomes for degree-seeking students. 3 faculty forums held in August; outcomes and definitions finalized. Reps from Outcomes Assessment Taskforce visited January 2008 Division meetings to explain outcomes and rubric. New AQIP Action Project being developed to move project to next phase.
b. Assess and analyze strengths and challenges of College programs through the program review process.	Program Review completed and submitted to ICCB; document revisions completed and program review schedule for 2008 distributed. Deans have started review process for 2008.
c. Strengthen "front door" service.*	Points of contact for new students were mapped; processes revised to increase effectiveness; SOAR was made mandatory; offered PASSport to Success Program to introduce RCC resources, including e-mail, research databases, WISE-1, to new students (Summer and Fall 2007). Offered four sections of CIS 101, Computer Literacy, in the fall to introduce computer skills for academic needs; three sections offered in January 2008. Pre-semester math, science, and English workshops offered; Certificates of Achievement workshops developed and implemented.
d. Improve degree audit* services.	Areas for improvement identified. Staff for spring training identified. New brochure developed to outline online degree audit process for students. Advisors are training students in degree audit process.

Additional Accomplishments:

- Implemented study of students repeating key courses to determine any patterns and to identify strategies to reduce need to repeat.
- Piloted project to identify at-risk students in key courses and to identify intervention strategies to promote student success, including classroom visits.
- Provided information to faculty at division meetings regarding student services available through the Learning Accommodation Services office.

Strategy B: Implement activities that enhance the quality of teaching and services to students.

Action	Final Report
a. Implement approved recommendations from Team 2-05*, Faculty Technology Training for Online/Distance Education.	Three workshops offered: creating a virtual class from a regular class, using WebCT software, and making online classes effective. Online Director hired; workshops for Spring being scheduled.
b. Recognize and sustain curricular innovation.	Criteria developed to award innovations grants through Schwandt-Albert funds; information will be disseminated in Spring 2008 for implementation in new budget year.
c. Support activities related to quality and innovation through CQIN.*	WIRED: Innovation Breakfast to involve community members in beta testing held on Dec. 7; three modules being tested. College staff participating in grant-writing project for program. Sustainability: College staff attended Conference in October 2007 to discuss partnerships in planning and implementation of sustainability projects. Joined Association for the Advancement of Sustainability in Higher Education (AASHE) and completed application to participate in 2008 sustainability survey.

Additional Accomplishments:

- Cross-trained associate advisors in Records and Financial Aid tasks to assist at peak times.
- Developed co-curricular transcript to highlight student activities outside the classroom.
- Revised SOAR (student orientation) curriculum to include Campus Life components.
- Broke ground for early childhood classroom - expanding learning opportunities for RCC students and for Pre-K children.
- Implemented faculty online submission of student midterm status and grades.
- Achieved 3-year national certification for Medical Transcription program.
- Implemented mandatory WebCT training for students enrolled in online courses.
- Administered Noel-Levitz Student Satisfaction Survey Fall 2007.
- Provided opportunities for faculty to attend conferences, including the National Association of Biology Teachers, the Modern Language Association Annual Conference, the National League of Nursing Conference, the American History Association Conference, and others.

Strategy C: Develop new programs and courses to meet regional and global workforce needs.

Action	Final Report
a. Complete work to offer Culinary Arts Institute.	Construction plans and specifications developed; kitchen plans designed; advisory committee convened; needs assessment conducted; curriculum developed and approved by Board in December for submission to ICCB; equipment identified for purchase in Spring 2008; Institute scheduled to open Fall 2008.
b. Research and develop programs in renewable fuels, animal science, bio-diesel, and diesel technology.	Worked with consultants on program development; needs assessments for Equine Science, Veterinary Technician, and Biotechnology Technician programs concluded; curriculum mapping for programs underway. Draft of Energy Technology Certificate program completed; program to be reviewed by Academic Standards Committee in Spring 2008; submission to ICCB for approval Spring 2008.
c. Complete work to offer process technologies training.	Program development underway, including contact with potential employers. Statewide initiative collaboration continues. Curriculum development 75% completed.
d. Develop International Business-related credit and non-credit courses, seminars and training.	Curriculum planning continues; two foreign language courses developed and submitted to ICCB; identification and development of courses, seminars, and training underway; implementation of seminars and training scheduled for Fall 2008.

Additional Accomplishments:

- Investigated the feasibility of offering Medical Lab Technician (cooperative agreement with Kankakee Community College for online program).
- Initiated discussion for the development of a Human Services 2+2 articulation with Millikin University.
- Discussed development of an Associate in Arts in Teaching—specialties in special education and bilingual education.
- Renewed participation in the Illinois Consortium of International Studies and Programs (ICISP) to connect to study abroad and faculty/administrator exchange programs.
- Offered 27 new courses through the Continuing and Professional Education Division; off-site locations include Hope Academy Center, Clinton, Moweaqua, Cerro Gordo, Decatur Club, Mt. Zion.
- Currently collaborating with Lakeland and Parkland in the development of curriculum to support employment opportunities through FutureGen.

Goal 2: Enhance, Strengthen, and Advance Collaborative Relationships.

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

Action	Final Report
a. Develop programs and courses to increase enrollment of targeted students and that ensure their successful transition to the College.	Program development continues: Welding Technician Certificate and Pipefitting and Pipe Welding Certificate programs approved by ICCB and IBHE; Radio and TV Production courses offered. Workforce Readiness curriculum developed. Office Technology curriculum revised and sent to ICCB for approval; Banking Certificate and Culinary Arts Degree developed and approved by Board; submitted to ICCB.
b. Develop and offer courses/programs for senior population.	Information from REACH being used to develop and market courses and programs beginning Spring 2008.
c. Increase collaboration with high school teachers.	Projects to bring high school staff to campus include second meeting for high school math teachers/guidance counselors & RCC faculty and staff and initial meeting with high school English teachers/guidance counselors & RCC faculty and staff. Counselor Academy to focus on RCC programs and services to be offered in January at RCC; Spring Articulation Breakfast for counselors and principals scheduled for February 20.

Additional Accomplishments:

- Hosted Advisory Committees to continue dialogue regarding programs and courses.
- Signed articulation agreement in nursing with Eastern Illinois University.
- Designated as a participant in newly formed community-wide Education Coalition.
- Met with Millikin University staff to develop a 2+2 articulation agreement for Criminal Justice.
- Submitted new courses to ICCB for approval: Communications-ESL, Community Leadership, Chinese 202, Acting II, Rock and Roll, Literature and the Bible, Fantasy and Mythology, Basic Applied Mathematics (PROD).
- Met with Decatur Public School District #61 superintendent and staff to discuss RCC's long range plan and opportunities for collaboration and partnering.
- Scheduled meeting with superintendents on January 17 to discuss RCC's long range plans and implications for partnerships; REACH meeting for principals and superintendents scheduled in Spring 2008.
- Expanded dual credit partnerships to include Cerro Gordo High School and Meridian High School.

Strategy B: Cultivate and enhance external partnerships that support the College’s vision, mission, and goals.

Action	Final Report
a. Construct major gifts campaign to promote sustainable future funding.	Campaign planning complete, including identification of capital needs in Master Plan. Consultant engaged. Steering Committee completed work; training for Boards and College staff completed. Campaign chairs identified. Case for Support being refined. Donations tracking and accounting processes being refined in Business Services.
b. Increase opportunities for external groups to visit campus.	New and repeat visitors to campus: ROMEOS, ADM, Monsanto, Syngenta, Attorney General’s Agriculture Advisory Committee, State University Annuitant Association (RCC retirees), Cat, REACH Reunion, DLI, Mueller, EIU; dedication of Agribusiness & Occupational Technology Center. Hosted Community Environment Coalition in December. Will host regional police training through the Illinois Standards and Training Board in January.
c. Identify external opportunities for expansion of facilities on campus.	Two businesses identified as result of Farm Progress Show; conversations underway. Plans for the construction of a “green” building to be shared with the University of Illinois Extension underway. Farm Credit lease in negotiations. In Progress City, streets paved in Progress City, new grain bins constructed, and a new building constructed on 11 th Street.
d. Research and apply for five new grants with total potential revenue of at least \$500,000.	Total submissions: \$1,313,026. Grants under development or submitted: U.S. Dept. of Labor Community-Based Job Training Grant (\$1.2M); ICCB Manufacturing Innovation Grant awarded --\$50,000; HECA Innovation Grant awarded --\$58,726 (partnership with Millikin University); Child Development Grant awarded --\$4,300; bio-fuels program grant awarded --\$310,000.

Additional Accomplishments:

- Presented “Invitation to the Future,” including RCC Master Plan, to 42 businesses and groups, including ADM, Caterpillar, Tate and Lyle, Farm Progress, City Manager, DMH, St. Mary’s, all media outlets, Director of the Economic Development Corporation, legislators, and others.
- Increased use of Progress City USA by outside groups, including the Farm Progress Companies, Decatur Automotive Trades Association, and the Macon County Health Department/County Emergency Preparedness (pandemic simulation).
- Received completed report of state-wide Economic Impact Study of Community Colleges and received a special report related to Richland, both showing the positive impact on the District and the state.

- Became fiscal agent for Decatur Community Partnership; housed DCP at RCC's Hope Academy Center.
- Redesigned curriculum for the Decatur Leadership Institute for the Greater Decatur Chamber of Commerce; 24 credit hours generated.
- Received pledges/funding for three major gifts (\$157,500) and pledges/funding for three capital gifts (\$1.2 million).
- Established contacts with Monsanto to introduce RCC to company.
- Received The History of Richland Community College completed by Robert W. Kopetz.
- Hosted Farm Progress Show, with 475 vendors

Strategy C: Create and utilize partnerships for workforce training and economic development that promote employment opportunities.

Action	Final Report
a. Identify three prospective partners for new workforce training opportunities.	Partners identified and projects underway: Heartland CDL agreement signed. Welding training with Trinity in Clinton conducted. Conversations with ADM underway on five training opportunities; workplace training with Neighborhood Housing Development Corp. implemented November 2007.
b. Increase number of employers utilizing RCC interns.	Increased the number of employers utilizing RCC interns by 8; students enrolled in internship courses: 05/06—106; 06/07—88; FA 07—32; enrollment in internships underway for Spring 2008.

Additional Accomplishments:

- Established a pilot bridge program with DMH to train incumbent LPN’s as RN’s; program to begin Spring 2008 or Fall 2008.
- Developed Workplace Readiness Program to train prospective workers in soft skills; ADM workplace readiness program scheduled to begin February 2008.

Goal 3: Enhance, Strengthen and Advance Institutional Operations.

Strategy A: Develop and implement strategies that identify and recruit target markets and that increase enrollment.

Action	Final Report
a. Implement the student recruitment plan recommended by Team 1-06, Student Recruitment.*	Team 1-06 strategies to be implemented beginning with Spring 2008 recruitment/registration. Timeline for recommendations includes developing Recruitment Master Calendar and holding student focus groups in Spring 2008.
b. Implement strategies for alternative delivery of courses, including recommendations from Team 1-05, Alternative Scheduling.*	Recommendations implemented, including increase in number of Saturday courses offered and transition of 4 courses to online delivery methods. Marketing of course alternative delivery being developed. Dir. of Online Learning and Deans will plan for Fall 2008.
c. Increase dual credit* offerings for local high schools.	Enrollment and number of courses increased, along with new locations: CIS 110, IT 173, SPCH 120, JOURN 110, FIRE 250, FIRE 297, FIRE 260, FIRE 200; Hort 100 (first time at Cerro Gordo); ACCT 100 (first time at Mt. Zion); CIS 110 (first time at Meridian); ENGL101 (First time at St. Teresa). Course and program planning for Fall 2008 underway.
d. Implement a staff and student Ambassador program that connects to the schools, businesses and industries, and District communities.	25 employees identified; training to begin Spring 2008; Trustees Scholars identified as student ambassadors; training began Fall 2007.

Additional Accomplishments:

- Targeted recruitment mailings sent in summer to students not registered for at least two semesters, students currently enrolled who had not registered for next semester, and high school juniors/seniors for dual credit opportunities.
- Hosted on-campus visits of 61 high school students and parents in Fall 2007.
- Held Mega Registration on January 3; Student Services open 3 Saturdays in January 2008 for registration.
- Hosted Eighth Grade Career Fair in January; 1800 students and representatives of business and industry on campus over 4 days.
- Hosted January Term for Decatur Christian School; 40 students participated in classes taught by RCC faculty.

Strategy B: Create and implement strategies that promote professional development and training opportunities for all employees.

Action	Final Report
a. Develop a professional development plan directly connected to the Personal Performance Plan (PPP).	Professional Development Plan to be incorporated into revised PPP; presentation to supervisors on using revised PPP conducted in December; training for staff scheduled for January 2008.
b. Develop and institute a Supervisory Training Program.	Training program being developed to be delivered in Fourth Friday Supervisors' Meetings beginning Spring 2008; Fourth Friday Supervisors' Meetings held since March 2007.
c. Implement approved recommendations of Team 4-05, Diversity in Faculty Hiring.	Recommendations implemented: Diversity Committee and HR developing recruitment plan. Gantt chart developed for activities, including internal climate survey, mentoring, and recruitment. Diversity focus groups to be held Spring 2008; Faculty Internship program under discussion.

Additional Accomplishments:

- Utilized Schwandt-Albert Funds to support professional development opportunities for faculty and staff.
- Presented information on the RCC Employee Appreciation Task Force, the Employee Awards Program, and other related initiatives at ICCCA Conference in November.

Strategy C: Implement strategies to increase effectiveness of College's operations.

Action	Final Report
a. Develop and implement strategies that support technology innovations throughout the College.	Website template developed; website to be unveiled in Spring 2008. Wireless technology installed in Agribusiness/Occupational Technology Center. Smart technology installed in additional classrooms, and classroom technology upgraded. Training for new technology will occur in Spring 2008. Additional forms transitioned to electronic format for College-wide access. Pilot project using tablet PC's in the classroom conducted in Biology and Information Technology classes. Participated in planning and beta testing of Innovation curriculum through CQIN.
b. Develop Key Performance Indicators* for an Institutional Dashboard.*	New Strategic Planning process began Fall 2007; goals, strategies, and actions currently being identified; KPI's will be determined from that document.

c. Develop and implement a plan to support employee communications and engagement.	Communications and engagement activities increased, including service recognition of adjunct faculty, retiree luncheons, Holiday Reception and potluck, President's Breakfast. Developed President's quarterly newsletter. Employee Recognition Awards presented at Spring Convocation. Fourth Friday Supervisors Meetings continue. President and VP visited division meetings in Fall 2007 and Spring 2008.
d. Reorganize staffing to support emphasis on enrollment management and increasing enrollment.	Reorganization completed in September 2007. Transitions completed; job responsibilities being reviewed; cross-training underway.
e. Create 2008-2011 Strategic Plan.	Strategic Planning Team completing work. Plan to be presented to Board of Trustees in Spring 2008.

Additional Accomplishments:

- Researched available Employee Satisfaction Survey instruments.
- Completed CARS training for specialized data needs.
- Completed draft of 2007 Environmental Scan; currently being reviewed.
- Revised Section 2, Business Services, of Board Policy Manual; ready for review and approval. Procedure Manual being updated.
- Distributed monthly I-mail, internal newsletter, with new structure.
- Hired Director of Campus Safety.
- Identified classrooms and offices to be relocated to increase communication and efficiency; relocations to be completed by August 2008.
- Received Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting in Fall 2007.

Glossary

Alternative scheduling is defined by Team 1-05 as courses offered at times or on days that are not considered traditional, including classes held one day a week, weekend classes, hybrid classes (a combination of online and on-campus class time), or other options.

The **Continuous Quality Improvement Network (CQIN)** is a group of organizations, institutions and companies committed to enhancing the quality of higher education through the sharing of best practices, training in quality processes and advocacy of results-oriented educational and management practices. Richland has been a member of CQIN since 2002, and teams have participated in Summer Institutes on a variety of topics, including innovation and this year's focus on sustainability.

Cross-disciplinary outcomes are comprised of 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 throughout the learning experience, and are often set as learning goals (definition created by Outcomes Assessment Taskforce, 11/04). *Tentative Cross-Disciplinary Categories:* Communication, Critical and Creative Thinking, Professional Skills, Technological/ Information Literacy

The **Degree Audit System** is a computer program accessible through WISE-1 that allows students to determine what classes are still needed to complete their program of study for graduation.

The **dual credit** designation is given to courses that may be taken for both high school and college credit either at the high school or at Richland Community College.

Team 3-05 defined "**Front-door Service**" in the following way: The "front door" of the College is any service or entry point for a student or community member. Students, faculty, staff and community members are greeted at the "front door" of the College with quality service from everyone affiliated with the College. Standards of service are established for all personnel in order to address consistency of services and image. Quality Front Door Service leads to retention of students and community members.

An **Institutional Dashboard** or **Scorecard** is a visual representation of specific **Key Performance Indicators**, or common institutional effectiveness/performance measures, to show how Richland Community College or specific divisions are performing. Some areas included in a Dashboard could be enrollment, retention, student satisfaction, or fiscal health.

Internships allow students to practice in their field of study at local businesses or industries. Some internship sponsors pay their interns. Generally, students enroll in a course numbered 290 or 295 (i.e., Criminal Justice 290—Work Experience Practicum and Seminar).

The **Legacy Society**, created by the Richland Community College Foundation, is designed to recognize present and encourage future planned gifts to the College.

A **Program Review** of each program is required by the Illinois Community College Board on a five-year cycle. CIP Team 18 developed a Program Review model that is being piloted this year to coincide with changes in the ICCB Program Review model.

SOAR is the orientation program that all students must complete before registering for classes. Policy 4.1.1.1, Mandatory Student Orientation, was approved by the Board of Trustees in February 2006.

Continuous Improvement Process (CIP) **Teams** are created to focus on areas identified by College stakeholders. Teams conduct research and make action recommendations to the Quality Council. Teams that contributed to the 2007 Strategic Plan Priorities include

- Team 18—Program review

- Team 26—Learning Outcomes

- Team 1-05—Alternative Scheduling.

- Team 2-05—Faculty Technology Training for Online/Distance Education

- Team 4-05—Diversity in Faculty Hiring

- Team 1-06—Student Recruitment Strategies

Two-way communications is used by the Academic Quality Improvement Program to include clear paths and methods of communication among all groups on campus and in the community, including students, faculty, staff, the Board of Trustees, and District residents.



Richland Community College
One College Park
Decatur, IL 62521

Commitment * Respect * Excellence * Accountability * Diversity