



Richland Community College

2008 Strategic Plan Priorities
Results Report—January 2009

Richland Community College Strategic Plan Priorities 2008 Results Report

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

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 RICHLAND 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.

Action/Status	Results
a. Complete cross-disciplinary outcomes baseline data gathering; conduct student outcomes training for faculty. First step completed; second step initiated	Pilot for assessment of cross-disciplinary outcomes completed with 8 faculty and 14 courses; data being analyzed. Pilot expanded in Spring 2009 to include additional health professions courses and additional faculty, including adjuncts. Faculty training being planned for Fall 2009.
b. Identify and implement two new retention activities for targeted student groups. Completed	Comprehensive study skills workshop series (PASSport series) increased by 20% to 30 offerings. Resources identified to support dual credit students who require learning accommodations; contacts with appropriate staff at high schools and Decatur Area Technical Academy initiated to arrange accommodations.
c. Complete process mapping for Student Services; identify gaps; implement improvements. Completed	Process mapping completed for Financial Aid, Admissions, Registrar, Advising, and Campus Life. Position responsibilities adjusted and cross-training underway in order to address advisement services, internal duplication of effort, and student information processing time.
d. Expand number of offerings of introductory computer literacy course (CIS 101); conduct training for students enrolled in online/web-enhanced courses. Completed	13 CIS 101 sections offered (an increase of 2); additional sections will be offered at Hope Academy in Spring 2009 (grant funded). Faculty and student training for new course management system (Angel) being developed.

Additional:

- Child Development Center initiated accreditation process to meet outcome criteria for the National Assn. of the Education of the Young Child.
- Collaboration with Community Support Advisory Committee and the Promise Community Center to identify educational needs of ex-offenders re-entering the Decatur/Macon County area and those in work-release setting.
- Streamlining campus student employment process underway, including converting applications to electronic format and scanning completed applications for access by appropriate departments, to be completed by December 2008.

- Offered 6 hybrid ENGL 101 classes (combined online and in-class format) throughout the semester and in interterm between semesters.
- College nights held at Warrensburg-Latham, Cerro Gordo, and Clinton High Schools.
- Developed New Student packet for distribution to students in orientation in Spring 2009.
- New Scantron test scoring machine available for faculty in November.

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

Action/Status	Results
a. Implement recommendations of Developmental Math Taskforce. Completed	Tutorial software/MyMathLab being utilized in 3 Math 098 sections; pilot completed for alternative delivery of evening section of Math 098. Results of fall pilots will be analyzed for wider implementation in Summer/Fall 2009.
b. Pilot sophomore placement testing in Decatur high schools, pending available funding. Completed	Placement tests in Reading, Sentence Skills, and Mathematics administered to 9 th , 10 th , and 11 th grades at MacArthur and Eisenhower High Schools in November. Data being analyzed for presentation to Principals.

Additional:

- College 101 for high school students and parents offered in March 2008; 13 Richland students participated in panels for this event.
- Placement testing instrument for Nurse Assistant program revised and implemented in August.
- Pre-semester workshops for students enrolled in high-risk courses offered in January and August.

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

Action/Status	Results
a. Market existing opportunities and implement process for Richland faculty-led domestic and international study opportunities. Process completed; marketing plan developed.	New process to organize international/domestic travel opportunities created. January 2009 meeting held to facilitate intercampus dialogue and enhance awareness about international issues (including international studies). Identification of partners for international student exchange opportunities in Culinary Arts underway.
b. Create student support system for international students; identify partners for international student opportunities. Progress made	Increased participation in IL Consortium on International Studies and Programs to facilitate student/faculty participation in Study Abroad programs. Staff attended statewide workshop for reporting international students.

<p>c. Conduct curriculum audit to identify courses that include cross-cultural perspective. Identify gaps and offer faculty training for curriculum enhancement. Ongoing</p>	<p>Curriculum audit underway. 2 faculty meetings scheduled during January 1st Week activities; workshop being planned for Spring Professional Development Day to educate faculty on how to infuse international concepts/content into their coursework.</p>
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Additional:

- New courses with global content developed: Conversational Arabic, Intermediate Chinese 1 and 2, Conversational Spanish, Intercultural Communications, Culture of the Islamic Middle East, Non-Western Literature, Conversational French.
- Faculty sabbatical granted with emphasis on cross-cultural training and curriculum development.
- Additional global/cultural resources purchased for LRC circulation.

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

Action/Status	Results
<p>a. Use new program review model to assess curriculum in 25 programs to determine needs for curriculum changes. Completed</p>	<p>Program review completed and submitted to ICCB. Documents revised for student services areas. Next cycle of Program Review underway for 20 programs.</p>
<p>b. Open and market Culinary Arts Institute with credit and non-credit offerings; offer credit and non-credit biofuels program. Completed</p>	<p>Culinary Arts Institute opened Fall 2008 with capacity enrollment; non-credit courses also offered. Additional sections will be offered in Spring 2009. Biofuels and Bioprocessing specialties approved by ICCB (2 AAS degrees and 2 certificates). Courses for both degrees being offered in Spring 2009.</p>
<p>c. Determine new courses that meet community education demands. Offer throughout the District to increase off-campus education opportunities. Completed</p>	<p>Over 30 new courses offered at main campus and Hope Academy Center, including programming for seniors, to bring total over 100. Fairview Plaza Center opening in January 2009, with programming for seniors, adult education, and general interest. Decatur Leadership Institute curriculum revised and presented in Fall 2008.</p>

Additional:

- Program Review underway for targeted support services, including Learning Resources Center and Financial Aid.
- Completed evaluation of theatre program to assist in improving the skills of community theatre participants; courses in acting and makeup developed.
- Youth Leadership Institute curriculum (L DEV 110) revised to be implemented in FY09.
- 8 College faculty and staff serving on Illinois Articulation Initiative (IAI) panels for input in articulation of transfer courses.
- Associate in Arts in Teaching with specialties in Early Childhood Education and Special Education developed and submitted to ICCB.

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

Action/Status	Results
a. Identify and adjust curriculum to offer two degree programs online/hybrid. Completed	Associate in Arts Degree and Medical Office Transcription Certificate identified. Curriculum adjustment underway to deliver courses in online format for Computer Science and Programmer/Analyst degrees. Marketing campaign for online degrees being developed.
b. Develop and market annual schedule for service learning activities. Continuing—new Campus Life Director hired Fall 2008	Class in leadership and civic engagement being developed; Director of Campus Life reviewing activities of clubs/organizations to compile schedule. Service Learning courses for Decatur Leadership Institute created. Leadership Dev. 110 and 111 approved by ICCB.

Additional:

- New online/hybrid programs being developed include AA in Psychology/Human Services, AAS in Marketing, and AAS in Graphic Arts.
- New interterm concept developed (3-week hybrid course with most instruction occurring online); Speech 101, English 101 and 102 offered.
- Recruitment initiative of experienced online adjunct faculty underway.
- CIP Team formed to identify online registration opportunities and challenges and to determine technology needs for online student support.
- Part-time LPN-RN Bridge Program designed for implementation in Spring 2009.
- New Director of Online learning hired; Business Plan developed.
- St. John's Neonatal ICU added as a clinical site for ADN students.

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.

Action/Status	Results
a. Expand Math Link and English Link concept to other academic disciplines. Conduct training identified through these programs. Ongoing	Math and English Link meeting held in November. Training in teaching reading skills conducted by Richland faculty.
b. Expand dual credit courses and programs in two additional high schools. Completed	Dual credit agreements with Decatur Christian, Eisenhower, and MacArthur, and St. Teresa High Schools implemented. 482 students were enrolled in dual credit classes (1,862.5 credit hours).
c. Identify technology training needs for K-12 teachers and students; offer appropriate training. Identify collaborative grant opportunities and submit grants for at least \$50,000. Completed identification, training; grant submission ongoing	CEU courses being developed for District 61. Technology training for educators (with special invitations to Richland alumni) conducted in October.
d. Identify two new completion opportunities for students; sign agreements. Completed agreements to be signed February 2009	2+2 agreement with Eastern Kentucky University for BS in Fire Science being finalized. Planning for 2+2 programs in Criminal Justice, Human Services, and Nursing at Millikin underway. Benedictine College to offer Business Cohort at Richland in Spring 2009; Greenville College began cohort at Richland in September 2008.

Additional:

- Membership in Northern Illinois Learning Resources Centers (NILRC), Consortium of Academic and Research Libraries in Illinois), and Rolling Prairies Library System.
- College nights held at Warrensburg-Latham, Cerro Gordo, and Clinton High Schools.
- Policy 4.7 College Credit revised to include Credit Equivalency by Licensure or Certification, Credit Equivalency for Professional Training, and Credit Equivalency for Professional Experience.
- 15 MacArthur High School Seniors completed ED101, *The Community of Higher Education*, in FA 2008.

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

Action/Status	Results
a. Complete Workforce Readiness Program Pilot. Offer Program for two other companies. Completed	Workforce Readiness model being marketed to Decatur companies. Caterpillar MAP (Machining/ Assembly Program) being supported in District 61 high schools. Caterpillar WAMO(welding, assembly, machining operators) program being offered at Richland. Union Trades Workplace Readiness Program underway with 24 students. WIS Youth Workplace Readiness Program (grant-funded) began in October with 6 students.
b. Identify two new partnership opportunities that advance workforce training. Completed	Partnership with Exelon to reactivate nuclear degree and certificate programs in development. Additional partnership opportunities, including PPG and Trinity Wind, under discussion. Working with GSI to provide worker assessment and training.

Additional:

- DCEO Manufacturing Innovations Grant offered GED instruction and welding training to students preparing for GED test.
- ICCTA Business Partner Award presented to Archer Daniels Midland for Workforce Readiness Program.
- Curriculum development underway for nuclear and wind technologies programs.
- Two Seasonal Job Fairs held with 10 businesses participating on April 10 and September 9.
- Marketing strategies for Surgical Technology regional program being developed.

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

Action/Status	Results
a. Hold two REACH activities; develop REACH program for 2009. Completed	REACH activities held in Warrensburg and Cerro Gordo. REACH activities to be held with LSA and District 61 in 2009. 11 awareness gatherings held.
b. Identify services needed in northern and southern communities and implement plan to deliver services. Completed	Northern Communities: Working with DeWitt County EDC, Exelon, and Trinity to coordinate training efforts. Southern: Expand Ag dual credit offerings at Central A&M.
c. Hold three alumni events. Completed	Theatre Alumni reception in April; Firefighters Alumni reception in July in conjunction with Extrication Competition; Web Design Training for Education alumni in October.

Additional:

- Richland art students participating in monthly Downtown Decatur First Friday exhibits at Lincoln Square Theatre.
- The LRC continues to extend borrowing privileges to alumni and friends and to College retirees.
- Richland received the Good Neighbor Award for participation in the community food drive.
- Richland received the Community Pride Award from the Greater Decatur Chamber of Commerce.
- *Images '08*, Richland Literary Magazine, released in September.
- 10 shows were mounted in the Erlanson Gallery, including the Annual Art Faculty Exhibit, "Emerging Artists" (Child Development Center students), and the annual juried student art show.
- Richland faculty and staff involved in over 25 community organizations and initiatives.

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

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

Action/Status	Results
a. Develop and offer CARS and document imaging training; offer imaging training for supervisors and staff. Completed	Document imaging training for Business Services and Admissions and Records staff complete. Imaging of Business Services and Admissions and Records documents underway. Training in other areas continues.
b. Implement minority faculty internship program. Completed	Reading faculty internship and counseling internship identified; positions have been posted.
c. Develop long-range staffing priorities that focus on key areas. Completed	Retirement forecasting underway to assess potential retirement activity and assess possible promotion and/or hiring scenarios with administration.
d. Conduct compensation system study and implement identified changes. Completed	All positions reviewed by compensation consultant. Employee meetings held to explain changes. New compensation administration system implemented July 1, 2008.
e. Initiate collective bargaining activities. Completed	Ad hoc committee provided salary chart options to the negotiating team in June 2008. Initial meetings of faculty and administration held.

Additional:

- College Affirmative Action Plan updated, including the identification of areas of underutilization.
- Diversity in Hiring training sessions repeated throughout 2008 to new Search Committee members.
- New 403b plan document developed in conjunction with third-part administrator for implementation by January 1, 2009.
- New *Respect in the Workplace* training was presented to the Diversity Committee.
- Audit of personnel files and emergency contact information updated.
- Revision of personnel policies to match new compensation system completed.
- Fourth Friday Supervisors meetings held each month—session topics included effective interviewing (September) and Genuine Leadership (2 months).
- CIP Team established to create training package for adjunct faculty with fewer than 3 semesters’ experience at Richland.
- 22 active tenure committees assigned to support non-tenured faculty.

Strategy B: Enhance processes that promote financial sustainability.

Action/Status	Results
a. Gather information and create multi-year financial plan. Completed	Multi-year financial plan presented to the Board of Trustees in March 2008.
b. Identify and apply for grants totaling at least \$250,000. Completed	Grants Status: Total Submitted: \$1,409,250.60 Awarded to Date: \$146,015 <ul style="list-style-type: none"> • IL Cooperative Work Study Program--\$29,825 (increase from last year)—Awarded • WIA Out-of-school Youth Training Program--\$82,080.55—Awarded • Comm. College Caregiver Training Initiative--\$20,925—not awarded • ISTEP Annual Application for Funding--\$58,190—Awarded • High Growth Job Training Initiative Grant--\$997,995—not awarded • ISBE Preschool for All--\$120,000—not awarded • DCEO Bridging the Digital Divide--\$42,235—Awarded • HECA College Transitions Grant (Year 2)--\$58,726—Awarded
c. Conduct Major Gifts Campaign. Completed Phase 1 on schedule	“Silent phase” and Faculty/Staff Campaign completed; Faculty/Staff campaign exceeded goal. 11 awareness gatherings conducted. Campaign public phase being planned.
d. Prioritize major gifts initiatives. Completed	Priorities discussion using Master Facilities Plan and program development completed.
e. Create Master Recruitment Calendar; identify gaps and initiate activities to fill those gaps. Completed	Calendar with combined activities across Enrollment Services and College created. Activities/initiatives identified, including marketing strategies for recruitment. Recruitment mailings updated and sent to target audiences.

Additional:

- Changed source for campus signage system for television monitors to allow increased flexibility for campus news and announcements.
- Recruitment advertising, including spots in movie theatres, revamped and aggressive schedule implemented. Marketing calendar created and implemented for registration.
- Richland Theatre box office tripled in the last two years; funds invested in equipment, software, and materials for Shilling and for Theatre program.
- RCC received Budget Award.

Strategy C: Increase effectiveness of institutional infrastructure.

Action/Status	Results
a. Conduct facilities utilization review. Completed	Review of existing facilities reporting instrument complete. Relocation of classes completed using utilization review.
b. Install technology platform. Completed	Online Taskforce evaluated Learning Management Systems; Angel Learning System selected and purchased—installation in January 2009 for faculty training and implementation in Summer 2009.
c. Conduct STARS audit; establish Sustainability Committee to oversee “green” initiatives. Completed	Sustainability Committee working with STARS Audit version 2.0. Results will be used as part of CIP Team work and to plan campus sustainability projects.
d. Complete Culinary Arts Institute, Fitness Center, and Child Development Classroom; begin construction of Center for Sustainability and Innovation. Completed	SC03 converted to Culinary Arts classroom. Fitness Center opened. Early Childhood Classroom completed to open in Spring 2009. Moved dual credit Ag classes to Andreas Agribusiness Education Center. Groundbreaking for Center for Sustainability and Innovation held in November.

Additional:

- Programming for Center for Sustainability and Innovation in development for opening in July 2009.
- Budget being examined to purchase mobile biofuels laboratory.

Strategy D: Promote awareness of Richland programs and services.

Action/Status	Results
a. Identify and train Richland employees; create and implement promotion campaign. Phase 1 completed on schedule	17 employees received the first stage of training, which will continue through 2009. A student component being planned for training in Spring 2009.
b. Identify and train community advocates; create and implement promotion campaign. Completed	11 awareness gatherings conducted; Major Gifts Campaign image piece developed and distributed.

Additional:

- Remodeled Richland website unveiled; new division web pages are being developed for easier navigation and improved visual image.
- Richland Catalog and Class Schedule undergoing format changes to meet student needs.

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

Action/Status	Results
a. Identify KPI's at institutional level based on Strategic Plan. Create delivery system to monitor results. Completed phase 1 on schedule; phase 2 expected June 2009	Board of Trustees and President's Cabinet began identification of institutional KPI's. Retention and student withdrawal studies conducted. Business Office staff reviewing financial ratios for appropriate measures based on Higher Learning Commission requirements. Human Resources updated applicant data tracking system and position fill time.
b. Complete mapping of processes. Identify gaps for attention in Year 1 and address. Completed	Process mapping initiated in various divisions; gaps identified and actions taken.

Operational Definitions

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

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

Continuous Quality Improvement Network (CQIN)—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 sustainability.

Cross-disciplinary outcomes—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). *Tentative Cross-disciplinary Outcomes:* Communications, Critical and Creative Thinking, Professional Skills, Technological/Information Literacy.

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.

Facilities utilization review—Analysis of space usage to create a sustainable environment that fosters the educational development of students.

Internship—Activity that allows 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).

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

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

Blended—Less than 25% of instruction is online.

Hybrid—25-75% of instruction is online.

Virtual—100% of instruction is online.

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—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 a Program Review model that is in its second year of use to coincide with changes in the ICCB Program Review model.

Retention—Measure of student enrollment, generally applied to the number or percent of students who complete a course in any given semester. Sometimes used with **Persistence**—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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