



Richland Community College 2009 Strategic Plan Priorities

June 2009 Update

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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 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.

2009 PRIORITIES

Action	June Update
a. Develop and conduct student outcomes training for faculty for cross-disciplinary outcomes; implement first level of assessment. Create artifact collection system for implementation of cross-disciplinary outcomes assessment. (Meets accreditation standards)	Online assessment matrix piloted in Spring. Faculty training being developed for FA09.
b. Identify and implement two new retention activities for targeted student groups identified in Retention Study.	TRiO Bridge program offered SU09. Additional tutoring available for TRiO students. Developmental math pilot conducted in SP 09.
c. Implement retention activities for displaced workers.	Staff working with WIS and other partners. Process implemented for approved students who did not have completed WIS paperwork. Offered accelerated (5-week) courses.

Other Accomplishments:

- Special lobby registration for Summer and Fall occurred weeks of April 6 and 13.
- LRC staff presented over 70 research workshops, including workshops to students enrolled in dual credit classes.
- Health Professions research resources added to LRC collection.
- Relocated Learning Accommodation Services to increase tutoring and computer space.

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

2009 PRIORITIES

Action	June Update
a. Implement recommendations of Developmental Math Taskforce.	Pilot for students placing in Developmental Mathematics to use self-paced computer program and then repeat mathematics placement test prior to Fall. Pilot of Math 098 evening section in alternative format with 75% retention.
b. Implement reading, mathematics, and sentence skills placement testing in two additional District high schools.	High schools being contacted to determine participation in next academic year.

Other Accomplishments:

- Worked with new students needing accommodations to complete placement testing.
- Offered additional sections of CIS 101, Computer Literacy, at Hope Academy Center.

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

2009 PRIORITIES

Action	June Update
a. Offer faculty training for curriculum enhancement of international/cross-cultural issues.	SP 09 Professional Development Day included sessions on including cross-cultural information in curriculum. CEHFA faculty completed globalization project.
b. Identify partners for international student opportunities.	Discussed with Suzhou Industrial Park Institute of Vocational Technology (China) for 2010 and Pirkanmaa College (Finland) for 2011 regarding Culinary Arts training.
c. Offer faculty training for infusing sustainability into the curriculum.	Training will be developed by Sustainability Committee and CIP Team.

Other Accomplishments:

- Investigating appropriate testing to determine language preparedness of international students for health professions programs.
- Piloting bridge section of ESL transition students to college classes—9 students enrolled.
- Students, faculty, and staff attended sessions relating to diversity and cross-cultural issues at the 9th Annual Walking the Walk of Diversity Conference.

Strategy D: Align curriculum with local, regional, and global stakeholders' needs.**2009 PRIORITIES**

Action	June Update
a. Use program review model to assess curriculum in 25 programs to determine needs for curriculum changes.	Program Review process underway for August submission to ICCB.
b. Develop and offer Bioenergy/Renewable fuels programs.	Biofuels laboratory components incorporated into curriculum for Fall 2009. Biodiesel processing curriculum approved by ICCB for Fall 2009.
c. Offer courses and programs that meet community's educational demands at locations including Fairview Park Plaza Center, Hope Academy Center, and the Clinton Center.	Fairview Park Plaza Center--9 credit courses, 30 non-credit classes SU 09. Hope Academy—2 credit classes; CIS 101, free basic computer training (10 sections in spring and 10 sections in summer), 39 non-credit classes, (January–June). Teacher training moving from Fairview Plaza to Hope Academy, 2 GED classes during Spring and Summer. Microsoft 2007 computer training for employees of Dist. 6. Clinton—7 credit classes offered; GED offered.
d. Develop and implement Innovation curriculum.	Curriculum under development with input from community members.
e. Identify and develop programs related to “green” technology and sustainability.	Initial noncredit workshops offered SP 09 through partnership with Illinois Sustainable Technology Center, a division of UICU—a series of workshops on how organizations can become more “green” to protect the

environment and save money.

Other Accomplishments:

- Creative Center for Learning will be based at Fairview Park Plaza Center.
- Credit hour enrollment increase for Summer Semester of 37.2%.

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

2009 PRIORITIES

Action	June Update
a. Identify and adjust curriculum to offer two degree programs online/hybrid.	CIP Team 4-08 recommendation approved for AA/AS degrees with 90% of classes currently online.
b. Implement new course management system (Angel); train faculty on technology enhancement techniques.	Full-time faculty completed introductory Angel training on Professional Development Day. 6 faculty piloted Angel in Spring Semester. NURS 154 offered this summer in hybrid format.
c. Offer a service learning class; market service learning opportunities.	SRLN 293 in Class Schedule for Fall 2009. Student leaders participating in service learning opportunities on and off campus.
d. Implement recommendations from Team 4-08, Accelerated Programming.	Team reported in May with recommendation for a two-year accelerated format for part-time students to finish AA or AS. Interterm (3-week) classes offered during regular semester breaks.
e. Begin implementation of recommendations from Teams 2-08 and 3-08, Online College and Online Support Services.	Teams reported in March and May. Development of CHEM 106 as online physical science lab class underway for submission to ICCB. Developed online Admission Information Form and Admission Information Form for High School. Other services being revamped for online delivery. Developed process to allow online students to complete required placement tests at out-of-district sites.

Other Accomplishments:

- Part-time LPN bridge program developed to allow LPN's to complete program in 5 semesters.

- Student training for new information portal, myRichland, underway.

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.

2009 PRIORITIES

Action	June Update
a. Expand and promote dual credit courses and programs in area high schools.	Completed new accounting sections at Decatur Christian and Eisenhower High Schools (first-time); adding accounting section at Eisenhower in FA09 due to demand. New horticulture class offered at Warrensburg-Latham. Two courses at St. Teresa High School. New dual credit programs at DATA planned for FA09—Web Design and Office Technology. Offered College 101 in March.
b. Institute 2 events that bring high school students to campus.	Entrepreneurship Fair scheduled for FA 09. Tours of Culinary Arts Institute for high school students. Students from “21 st Century High Risk After School Program” and “great Plains Groups” from Dist. 61 toured campus conducted by Student Ambassador Mentors.
c. Identify two new university degree completion opportunities for students; sign agreements.	Millikin School of Nursing—paperwork to be completed by July 5, 2009.

Other Accomplishments:

- College staff are participating in the Education Coalition teams.
- Learning Accommodation Services staff met with high school students interested in attending Richland and worked with dual credit instructors to facilitate accommodations for students with disabilities.
- College staff participated in the Education Coalition/Advance Illinois meeting at Millikin University in April.
- Regional Superintendent of Schools visited campus; new Superintendent of Decatur Christian Schools visited campus.

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

2009 PRIORITIES

Action	June Update
a. Offer Workforce Readiness Program for targeted cohorts.	SU09—WIS Summer Youth Program Grant awarded—Office Technology and Horticulture; program training conducted by Student Services staff.
b. Offer customized training for 2 new partners.	Safety training for Cargill and Pivot Point Services (part of Syngenta) completed in SP 09.
c. Deploy an internal rapid response system to accommodate displaced workers.	Job Search Expo held Feb. 09; another expo scheduled for SU 09. CPED Dean identified as external liaison; Enrollment Services Dean identified as internal liaison. Joint meeting of WIS staff and Enrollment Services staff planned.

Other Accomplishments:

- Seminars for Farm Progress Show utilizing mobile fuels lab being developed.
- Marketing underway for Agribusiness Applied Technology Park.
- Revision of Nuclear Energy Program underway for submission to ICCB for restart in FA 09.
- Businesses are utilizing the College Central Network to post jobs and search for potential employees.
- U of I Extension agreement signed.

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

2009 PRIORITIES

Action	June Update
a. Hold two REACH activities.	Session with Minority Community Partners in April 09; REACH to LSA/Private schools—March 2009.
b. Hold three alumni events.	First Friday Gallery Event downtown for Art graduates in April; invitation to Ravinia Trio performance in April.
c. Hold Open House/Ribbon Cutting for Early Childhood Education Academy and Center for Sustainability and Innovation.	The Adele P. Glenn Academy for Early Childhood Education—April 2009 ribbon cutting. CSI dedication in July.

Other Accomplishments:

- Changed Campus Vision system to Tightrope Digital Signage system for financial savings and to improve quality of delivery of information.
- New Speakers' Bureau booklet distributed to service clubs and available online.

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

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

2009 PRIORITIES

Action	June Update
a. Complete document imaging training and training for new Jenzabar data management system.	Training continuing for document imaging. New portal, myRichland, introduced to employees on Professional Development Day. Held meetings with stakeholder groups to design specific Jenzabar user pages.
b. Implement minority faculty internship program.	Program designed; funds budgeted for FY10.
c. Implement recommendations from Teams 1-08 and 1-09, Adjunct Faculty Training.	Training program being developed for implementation in FA 09.
d. Complete collective bargaining with Richland Federation of Teachers.	5-year contract (2009-2014) utilizing interest-based bargaining completed and signed in March 09.
e. Develop and offer customer service training for RCC staff to assist displaced workers with educational needs.	Training underway.

Other Accomplishments:

- 25 employees attended Safe Zone workshop to be resources for GLTB students on campus.
- Professional Development Day in April included training opportunities for all employees.

Strategy B: Enhance processes that promote financial sustainability.

2009 PRIORITIES

Action	June Update
a. Implement recommendations from Teams 5-08 and 2-09, Student Recruitment.	Team 5-08 reported—created template for determining target student recruitment market—Team 2-09 implementing template.

b. Apply for grants totaling at least \$1M.	Grant application status: HECA Cooperative Work Study grant awarded--\$31,313 Rotary Club Grant awarded--\$500 for Child Development Center materials for diversity initiative Biomass Development Grant submitted--\$3 M over 2.5 years. UIUC biofuels knowledge transfer grant submitted: \$2M over 5 years. WIS Summer Youth Program awarded--\$29,000 WIS Workforce Readiness Grant in Welding awarded--\$31,000
c. Conduct public phase of Major Gifts Campaign.	Reached 2/3 goal for campaign. Announcement of Scherer bequest—April 2009; public phase underway.
d. Seek additional local, state, and federal funding.	Meetings with legislators underway—Hare, Mitchell, Flider, McCarder, Durbin visited campus. BioEnergy Grant submitted: \$750,000 Jan 09 National BioEnergy Education Center submitted: \$11.8M Jan 09 Preparing grant proposal for economic development assistance to support Agribusiness Applied Technology Park infrastructure.
e. Write grants and proposals for private resources, including Sloan Foundation and Kresge Foundation.	Proposal opportunities being identified. Student Support Services/TRiO grant information to be released summer/fall 2009.

Other Accomplishments:

- Received Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association (GFOA).
- Decatur City Manager and Decatur Mayor visited campus.

Strategy C: Increase effectiveness of institutional infrastructure.

2009 PRIORITIES

Action	June Update
a. Explore and implement energy efficiency options, pending funding.	Received information on cost for engineering study. Wind turbine ready for installation in July. Campus Life organizing student sustainability activities.
b. Begin to implement recommendations from Sustainability Committee and CIP Team 6-08 for "green" initiatives.	STARS sustainability assessment in progress.
c. Open Early Childhood Education Academy; open the Center for Sustainability and Innovation; open Fairview Park Plaza Center.	Academy of Early Childhood Education opened April 2009; Fairview Park Plaza Center opened February 2009; Center for Sustainability construction in progress, with U of I Extension move-in set for end of June.

Other Accomplishments:

- RAMP document completed for submission to ICCB.

Strategy D: Promote awareness of RCC programs and services.

2009 PRIORITIES

Action	June Update
a. Implement Phase II of training for Richland employees; implement College Ambassador Program.	Two training sessions held on Professional Development Day; additional training will take place this summer.
b. Identify and train community advocates; implement Community Advocate Program.	Community advocates being identified. Awareness lunches held on campus.

Other Accomplishments:

- Richland website revisions continue with emphasis on program information.
- Health Professions online information sessions being developed.
- Academy for Early Childhood Education staff providing information to area groups and families.

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

2009 PRIORITIES

Action	June Update
a. Identify KPI's at institutional level based on Strategic Plan. Create delivery system to monitor results.	Workshop on Institutional KPI's held with President's Cabinet; continued conversation with the Board scheduled for June Retreat.
b. Complete AQIP Systems Portfolio.	Portfolio submitted June 1, 2009. Appraisal will be completed by AQIP by October 2009.

Other Accomplishments:

- Retention Study completed—identified 25 categories of students and retention trends over 8 semesters.
- Persistence Study for first-time students underway.

Operational Definitions

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

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 the Quality Council and implemented by appropriate offices.

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

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.

Dual credit—A program that 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.

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 online or hybrid.

Online Classes -- 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; please refer to the course schedule for more information.

Hybrid Classes

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; please refer to the course schedule for more information.

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 to coincide with changes in the ICCB Program Review model.

REACH—The Richland Educational Advisory Committee on Higher Education 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. Sometimes used with **Persistence**—Measure of student enrollment, generally applied to the number or percent of students who enroll in a subsequent semester.

The **Systems Portfolio** is a requirement for accreditation through the Academic Quality Improvement Program (AQIP).

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.

Commitment * Respect * Excellence * Accountability * Diversity

Richland Community College

One College Park

Decatur, IL 62521

richland.edu

