



**2014 Strategic Plan Priorities**

**Tactics (includes metrics)**

**Goal 1. Enhance Student Access, Engagement, and Success**

<p><b>Strategy A:</b> To advance student access by providing a comprehensive system for enrollment, student services, and scheduling.</p>	<p>1A1.</p>	<p>Increase student access and enrollment by expanding partnerships with District high schools, which will increase the percentage of students who apply and enroll at RCC.</p>	<ul style="list-style-type: none"> <li>• Enhance marketing awareness in high schools</li> <li>• Expand Richland Transfer Academy (Target 35 students from 6 high schools)</li> <li>• Expand number of high schools offering dual credit courses (Target 2 additional high schools)</li> <li>• Develop a multi-year General Education Core Classes plan with Clinton High School by Spring 2015</li> <li>• Focus on recent grads who are away at other senior institutions including advertisement in campus-based newspapers and other media outlets</li> <li>• Develop opportunities for community members to see and tour the campus on a regular basis</li> <li>• Develop specific focus and campaign for adult students, including those who have not earned associate degrees, those who have begun enrollments but not completed, and those with no current connection with Richland</li> <li>• Review service delivery and alignment to ensure appropriate staffing levels within Student Success, including connections to off-site locations and services</li> <li>• Update the Admission Information Form to reflect accurate collection of information and alignment with data needs</li> </ul>
<p><b>Strategy B:</b> To enhance educational engagement in and out of the classroom.</p>	<p>1B1.</p>	<p>Identify technology enhancement plan for the new Student Success Center.</p>	<ul style="list-style-type: none"> <li>• Complete staff evaluation of technology components needed by 31DEC14</li> <li>• Outline plan to implement technology enhancements for services, such as Academic Planner, including costs, consulting and implementation timeline</li> <li>• Provide professional development to staff to access and operate new technology features, hardware and software to be ready for SSC launch</li> </ul>
	<p>1B2.</p>	<p>Realign Career Services to provide holistic delivery of services to students, employers and the community.</p>	<ul style="list-style-type: none"> <li>• Relaunch web presence and service focus</li> <li>• Engage the community in use; benchmark community use</li> <li>• Grow use in College Central Network by students, employers and faculty by 15% from 2013 levels</li> </ul>
	<p>1B3.</p>	<p>Identify and deploy strategies for enhanced student services in the renovated Student Success Center to enhance access for newly enrolled students.</p>	<ul style="list-style-type: none"> <li>• Increase alternate pathways to reduce placement in development education</li> <li>• Implement CIP Team 3-14 work focused on the Completion Agenda</li> <li>• Realign enrollment processes to eliminate gaps in placement, advising, financial aid and billing for students</li> </ul>
	<p>1B4.</p>	<p>Support Student Advocacy Day by arranging one-on-one meetings with local elected officials.</p>	<p>Meet with 4 locally elected officials</p>
	<p>1B5.</p>	<p>Implement structured project-based learning into program and course curricula.</p>	<p>Implement in Business &amp; Technology Division and Workforce Development Division by 30NOV14</p>



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<p><b>Strategy C:</b> Support student success through enhanced readiness, persistence, retention, and completion.</p>	1C1.	Increase the course retention and completion rate of RCC students.	<ul style="list-style-type: none"> <li>• Continue curriculum alignment in Mathematics and English with district high schools. Metric - documentation that the courses culminate college-ready standards and align with entry level learning outcomes of RCC</li> <li>• Develop the framework for a Learning Open Online Course (LOOC) by Fall 2014</li> <li>• Develop a fourth-year, high school mathematics course that would allow graduating seniors who pass the class (min 70%) to enroll directly into college-credit mathematics classes at Richland (Fall 2014). Process - RCC faculty &amp; HS teachers align course with Math 098 learning objectives &amp; outcomes including common textbook, syllabus, tests, and final exam</li> <li>• Increase student success rates in developmental mathematics. Metric - 5% increase of success rates in hybrid sections of Math 091 &amp; 098</li> <li>• Utilize information obtained from Aspire EDU's Dropout Detective in Canvas to identify online students at risk, communicate with these students to ascertain the Richland services that could help them be successful in their course(s), and increase the overall retention rates of online courses by 5%</li> <li>• Revise Canvas Student Orientation to reflect most current and up-to-date information as well as new Richland services</li> <li>• Increase ADN first-year retention rate to 75% by implementing the following strategies: 1) Provide nurse educators with continuing education focusing on student-centered learning; 2) Recruit and hire diverse nursing tutors</li> </ul>
	1C2.	Complete program reviews and develop shorter certificates in support of performance funding objectives linked to retention and completion.	Program review completed for designated ICCB Programs by 1AUG14 and complete development of two shorter certificates by 31DEC14
<p><b>Strategy D:</b> Ensure that College curricula meet current and emerging workforce and student needs.</p>	1D1.	Identify and deploy strategies for enhanced student services in the renovated Student Success Center for currently enrolled students.	<ul style="list-style-type: none"> <li>• Transition workshops to be delivered in virtual and face-to-face formats</li> <li>• Work with Online Learning to develop and implement strategies for online student retention</li> <li>• Complete evaluation of assigned advising process to ensure effectiveness of student advising and retention strategies</li> <li>• Complete evaluation of Success.net to ensure effectiveness of tool</li> <li>• Work with faculty to ensure understanding and training for tool to increase retention</li> <li>• Develop framework to automate process for audit of "near-degree completer" to raise awareness of status and encourage completion</li> <li>• Re-launch all Student Success websites to ensure alignment and accuracy of information, services and resources</li> </ul>



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<b>Strategy D:</b> Ensure that College curricula meet current and emerging workforce and student needs.	1D2.	Develop, align, and review program learning outcomes to assure a cohesive curricular and co-curricular experience that enhances student learning.	<ul style="list-style-type: none"> <li>• Create a process to document assessment of cross-disciplinary outcomes that includes reporting metrics for College reports and using results for improvement</li> <li>• Implement Student ePortfolios in conjunction with defined cross-functional outcomes</li> <li>• Form a Student Learning Outcomes Assessment Committee to include some of the current Outcomes Task Force and this CIP Team along with administrators and additional faculty who can support the efforts (2 faculty from each academic division (CEHFA, M &amp; S, HPRO, B&amp;T/Workforce), 1 representative from Student Success division, 1 transfer academic dean, 1 CTE academic dean, Sponsor: Director, Institutional Effectiveness &amp; Planning. This committee should report to IEG. The main charge of the committee is to oversee implementation of the Student Learning Outcomes (SLOA) framework</li> <li>• Adopt the SLOA framework which includes course, program, and Cross-Disciplinary Outcomes</li> <li>• Adopt and implement the process developed by CIP Team 3-14 for assessing Richland's Cross-Disciplinary Outcomes</li> <li>• Focus Professional Development Day for faculty and designated staff on assessment activities</li> <li>• Investigate software options for entering and storing assessment data and artifacts and incorporate into budget</li> <li>• Complete identification of student learning outcomes for co-curricular program areas</li> </ul>
	1D3.	Implement and actively promote the Diesel Medium Heavy Truck Technology & Collision Repair Technology through written marketing plans.	Marketing plans completed by April, promotion to begin May. Autobody by 01SEP14, Diesel Tech by 01SEP14, Construction Tech by 31DEC14
	1D4.	Achieve successful reaccreditation (Higher Learning Commission, Joint Review Committee on Education in Radiologic Technology), complete successful program accreditation visits (Culinary Arts Institute - American Culinary Federation), and determine opportunities for accreditation of new programs (EMS).	Higher Learning Commission; CAI by 15AUG14; HVAC by 01AUG14; JRCERT by 31DEC2014
	1D5.	Implement structured project-based learning into program and course curricula.	Implement project-based learning into Career & Technical Education Programs by 31DEC14
<b>Goal 2: Cultivate a sustainable institutional environment.</b>			
<b>Strategy A:</b> Create and implement an institutional sustainability master plan.	2A1.	Manage on-going construction projects to meet established deadlines.	Workforce Development 8/15/14; Student Success Center - 30% work-in-progress by 12/31/14.
	2A2.	Enhance learning and laboratory environments to improve quality of student learning.	Spaces identified and implementation of enhancements by 31DEC14
	2A3.	Completion of 2011-2014 Strategic Plan and drafting of 2015-2018 Strategic Plan.	Conduct strategic conversations to complete draft for 2015-2018 Strategic Plan by DEC2014
<b>Strategy B:</b> Enhance mental, physical, and professional wellness for employees, students, and their families.	2B1.	Develop an annual professional development theme and conduct monthly training sessions for staff.	<ul style="list-style-type: none"> <li>• Create a campus-wide professional development series based on CQIN's annual quality initiative - 40% complete by 31 DEC 14</li> <li>• Complete Crisis Response Plan and conduct training by 31DEC14</li> </ul>
	2B2.	Implement a plan for individual health risk appraisals and conduct wellness sessions in an effort to improve employee wellness.	<ul style="list-style-type: none"> <li>• Plan selected by 30AUG14 and implemented by 1OCT14</li> <li>• Increase participation rate of full-time employees in College-sponsored wellness programs to 50%</li> </ul>



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<b>Strategy C:</b> Enhance processes and increase activities that promote diversity and social justice.	2C1.	Review staff compensation and salary ranges such that total compensation is competitive, fair, and affordable.	Adjustments made to ensure compensation levels are competitive, fair and affordable by 1DEC14
	<b>Strategy D:</b> Ensure sustainability of the College's human resources.	2D1.	Conduct collective bargaining activities with Full-time Faculty Bargaining Committee.
	2D2.	Review Health Insurance Plan implemented January 2014 to assure program effectiveness and fiscal savings. Modify Plan as necessary to comply with ACA.	Plan modified by 31OCT2014 in time for open enrollment
	2D3.	Expand and diversity Faculty Academy sessions.	Increase attendance at Faculty Academy sessions and expand session offerings.
	2D4.	Examine staffing needs and prioritize staffing in accordance with service needs and budgetary constraints.	Priorities completed by 30APR14 in preparation for budget adoption by June 2014
<b>Strategy E:</b> Enhance processes that promote financial vitality.	2E1.	Implement institutional effectiveness reporting for each program area in accordance with strategic plans	Business & Tech Division by 31DEC14, Workforce Development Division by 31DEC14, Cont. & Prof. Ed. Division by 31DEC14, Corrections Education Division by 31DEC14
	2E2.	Adopt annual budget that includes a funding plan for equipment acquisition and sustains affordability and innovation.	Budget adoption by Board of Trustees - June 2014
	2E3.	Establish spending priorities necessary to maintain CFI ratios in conjunction with the budget approval.	Priorities completed by 1MAY2014 in preparation for budget adoption by June 2014
<b>Goal 3: Enhance community engagement and partnerships.</b>			
<b>Strategy A:</b> Advance and broaden business relationships that align with College programmatic and fiscal needs in a sustainable fashion.	3A1.	Pursue new AATP Development partnerships.	Identify one new signed agreement by 31DEC14
	3A2.	Develop renewable energy laboratory partnership.	Engage with prospective research partners regarding research projects
	3A3.	Establish international partners to promote international opportunities.	Partners and opportunities identified. Plan to promote international opportunities developed.
	3A4.	Implement distance learning platform for international and domestic education.	Technology activation by 15AUG14
	3A5.	Seek two new grants for potential funding that align with the strategic plans of the College.	Apply for two grants by 30NOV2014
	3A6.	Implement Capital Campaign through Richland Foundation for the new Integrated Business Education Center.	Meet with top-ranked major gift prospects throughout the year and complete the solicitation of at least 50% of the "Top 50" prime prospects for the campaign by December 31, with a goal of attaining 66% (3,300,000) of \$5 million campaign goal by the end of the year.
	3A7.	Continue outreach to College alumni through Alumni Association activities and pursue approach to updating contact information.	5% increase in Alumni Association membership. Plan to update contact information of alums completed and implemented by 31DEC2014.
	3A8.	Provide fundraising training for Foundation board members through a special board retreat.	Training completed by the 3rd quarter of 2014.
	3A9.	Increase number of endowed scholarships that support the College's mission of learning.	Target a 5% increase in new endowment funds over AY 2013.
	3A10.	Promote Richland scholarships through an awareness campaign.	Complete internal awareness pieces by April 2014 and develop a strategy for messaging to an external audience by the end of June 2014.



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<b>Strategy B:</b> Strengthen relationships that create new opportunities for P-20 education.	3B1.	Expand STEM activities with K-12 partners to encourage transition to Richland STEM programs.	Deliver CPDU opportunities to 2 district middle schools' teachers. Develop "Science in a Box" for 2 district middle schools. Conduct in class science demonstrations to 2 district middle school classrooms.
	3B2.	Conduct research studies on various areas of Richland Community College.	<ul style="list-style-type: none"> <li>Collaborate with U of I professor on an article of Health Professions Pathways to Results experiences (Fall 2014) and publish in a peer-reviewed journal.</li> <li>Conduct research to assess ADN students' health by surveying students and measuring and monitoring height, weight, and waist/hip circumference (Fall 2014). Analysis at end of one year determines if health improvement activities need development.</li> </ul>
	3B3.	Populate NSEC Visitor Center with attractions to draw visitors.	Increased visitors to NSEC. Plan to populate and promote center completed and implemented by 31DEC2014.
<b>Strategy C:</b> Strengthen relationships that create new opportunities for continuing education.	3C1.	Expand RCC district participation at Conference on Diversity and Globalization by demonstrating RCC Core Values through enrichment activities.	<ul style="list-style-type: none"> <li>Enhance faculty and staff expertise around diversity and globalization issues</li> <li>Increase attendance at Conference on Diversity and Globalization by 10%</li> </ul>
	3C2.	Expand renewable energy laboratory (REL) programming activities with Engineering Technology credit programming and CPED Sustainability noncredit programming.	5% increase in enrollment in Engineering Technology and CPED programming.
	3C3.	Develop, implement, and market new applied baccalaureate pathways.	New articulation agreements advertised and new enrollments generated by 31DEC2014.
<b>Strategy D:</b> Create a proactive presence in the community and within local service organizations.	3D1.	Market Richland innovations.	<ul style="list-style-type: none"> <li>Launch Richland coffee blend by 30JUL14</li> <li>Launch Richland Restaurant by 01JUN14</li> <li>Groundbreakings and Ribbon Cuttings by 31DEC2014 - Culinary and Restaurant Open House/Ribbon Cutting; SSC Groundbreaking; WDI Open House/Ribbon Cutting; Child Care Center Open House/Dedication; Welding Open House/Ribbon Cutting</li> </ul>
	3D2.	Promote and expand Richland's Speakers Bureau presence within the community.	10 new community presentations
	3D3.	Sustain and promote a positive community perception of Richland as the "Crown Jewel" through media promotion.	30 print articles featuring Richland in Richland district media.
<b>Strategy E:</b> Work collaboratively with local, state, and federal government.	3E1.	Expand existing US Department of Energy partnership.	Expand US DOE partnership to include research, technology transfer, and business incubation.
	3E2.	Continue to deliver Science Sunday at the Children's Museum of Illinois.	Increase attendance at Science Sundays.
	3E3.	Coordinate work for the Student Success Center with CDB.	Maintain communication regarding status of Student Success Center.
	3E4.	Develop process for reporting Voluntary Framework for Accountability (VFA) data.	Complete data submittal by June 2014
	3E5.	Enhance relationships with elected officials.	10 strategically designed meetings
	3E6.	Solicit and obtain Congressional support for the TAACCCT grant.	3 letters of support secured
<b>Strategy F:</b> Continue to promote partnerships in workforce training and economic development while exploring new opportunities to enhance regional employment potential.	3F1.	Implement strategic plan for new Business Education Center.	Implement completed strategic plan by 31DEC14
	3F2.	Continue relationships with the City of Decatur, EdCo, Economic Dvpt. Corporation, and Grow Decatur to build on economic development initiatives.	Participate in initiative meetings
	3F3.	Submit application to Illinois Department of Public Health to obtain approval for Clinton Education Center and Liberty Village (Manor Court of Clinton) for Basic Nurse Assistant Training Course to offer HLTH 141 course.	Approval of application, hiring of instructor, and enrollment of 8 students in course by 4AUG2014