

Richmond Community College Strategic Directions: RCC 2016

Richmond Community College, in consultation with its internal and external constituencies, has defined what it believes it will need to be in 2016 to best meet the needs of our students and community in a globally competitive environment. This self-definition will serve as a guide for decision making and operations as we develop the institution in response to emerging conditions, both internal and external. This is the first step in a three-step planning process producing three distinct and mutually supportive products. The three steps in the process are strategic definition, strategic planning, and annual planning. The three corresponding products are *RCC 2016*, *Pathways to RCC 2016*, and the *RCC Annual Plan*. This document briefly describes the three steps in the process and articulates *RCC 2016*. *RCC 2016* is designed to guide our institutional evolution while retaining the flexibility to respond to change. Strategic Planning is about defining institutional change; it is not a restatement of what we are doing, and will continue to do, well.

RCC 2016. *RCC 2016* consists of a revised mission statement, an institutional vision statement, strategic directives, and strategic goals. An ad hoc strategic planning committee representative of multiple constituencies was formed to consider all input data. Its deliberations produced these products.

Pathways to RCC 2016. The product of the second step in this process, *Pathways to RCC 2016*, outlines strategies to move the College from its present state to the future state articulated in *RCC 2016*. These pathways are developed by working groups whose members are selected for their subject matter expertise. These pathways convert concepts into actionable multi-year plans. The RCC President's Council prioritizes strategic goals and creates workgroups to develop each strategy. Not all strategic goals are selected for strategy development. The RCC President's Council accepts or modifies the plans of each workgroup, adds new goals and workgroups for strategy development each year, or deletes selected goals based on changing environmental assessments and conditions or goal achievement.

RCC Annual Plan. The *RCC Annual Plan* specifies yearly outcomes, supporting activities, performance measures, and budgetary requirements developed in support of the strategies in *Pathways to RCC 2016*. These annual planning documents are reviewed, approved, and modified by the RCC Planning Council. Budget allocations are based on the review of annual planning documents.

RCC 2016

Mission

Definition of a Mission Statement: A brief declaration articulating the organization's purpose (why the organization exists, what it intends to accomplish, and for whom). The mission statement does not attempt to answer the question, "How?"

The mission of Richmond Community College is to provide life-long educational opportunities, workforce training and retraining, cultural enrichment, and community services to support economic development and enhance the quality of people's lives.

Vision

Definition of a Vision Statement: A compelling statement that describes the institution's aspirations and defines future mission success. It should be specific to the institution and include internal and external components. The internal component describes the projected scope and scale of the institution's activities, programs, and services. The external component describes how the community will be improved by accomplishing the mission.

Richmond Community College will foster educational achievement, economic development, and personal growth in Richmond and Scotland counties by:

- *Being an institution of choice for educational opportunity.*
- *Serving as a cultural center for the community.*
- *Meeting the individual needs and aspirations of a diverse student population.*
- *Providing relevant, evolving, and accessible programs and services employing current technology in state-of-the-art facilities.*
- *Cultivating close and supportive relationships with the communities we serve.*
- *Engaging students in an educational experience that prepares them for the diverse and changing 21st century work place.*
- *Continuously improving through data-informed self-assessments and evaluations.*

Strategic Directives

Definition of a Strategic Directive: A positive statement articulating a conceptual approach or course of action to address all or part of a critical issue.

- 1. Develop and implement new programs and courses that are relevant to our region, promote current technology, and respond to economic trends.*
- 2. Use emerging technologies and platforms to enhance our public image, elevate our status as a cultural center, and connect to the community.*
- 3. Develop comprehensive, individualized approaches to learning and services that meet student needs and foster success.*
- 4. Supplement allocated funds with resources from external sources to enhance RCC's mission.*
- 5. Expand collaborations with external educational and workforce partners to help students meet their educational and career goals.*
- 6. Optimize current building usage, make targeted additions, and implement changes to meet the needs of a growing enrollment.*

Strategic Goals and Corresponding Principle Metrics

Definition: Measurable and *quantifiable* objectives to be achieved by the end of the planning period. Specific metrics associated with each goal will be developed by the pathway development workgroups in the second step of the strategic planning process.

Directive #1: Develop and implement new programs that are relevant to our region, promote current technology, and respond to economic trends.

Goals:

- A. Increase technology-based program offerings in the areas of industrial, engineering, construction, and transportation technologies.*
- B. Improve delivery of instructional content through technology.*
- C. Integrate concepts of sustainability in relevant programs.*
- D. Evaluate and adjust program mix to meet changing community needs.*
- E. Strengthen and expand social/behavioral sciences, humanities/fine arts, natural sciences, and mathematics General Education course offerings.*

Directive #2: Use emerging technologies and platforms to enhance our public image, elevate our status as a cultural center, and connect to the community.

Goals:

- A. Increase RCC's affordable cultural offerings to appeal to all economic levels and interest groups in the communities we serve.
- B. Increase on-line exposures to events and classes offered by the college.
- C. Implement cutting edge technology for promotion of events and services.

Directive #3: Develop a comprehensive, individualized approach to academics and student services that meets student needs and fosters success.

Goals:

- A. Increase participation and completion rates of underserved and underachieving population segments.
- B. Promote the learning environment by providing comprehensive support and intervention services for every student.
- C. Enhance student advising.
- D. Increase student goal completion.
- E. Increase student graduation rates.
- F. Increase resources for administrative support of instructional technologies.
- G. Implement additional articulation agreements.
- H. Increase retention rates.

Directive #4: Supplement allocated funds with external fund sources to enhance RCC's mission.

Goals:

- A. Identify and develop adequate resources for the start up of programs identified in accordance with strategic directive #1.
- B. Identify adequate resources to build and/or modify facilities defined in accordance with strategic directive #6.
- C. Identify costs and raise funds for the technology needed to provide state-of-the-art instruction.

Directive #5: Expand collaborations with external educational and workforce partners to help students meet their educational and career goals.

Goals:

- A. Enhance and strengthen the relationships with each of the following in order to provide new and improved programs and services.
 - 1) Governmental agencies
 - 2) Four-year colleges and universities
 - 3) Other community colleges
 - 4) Business and industry
 - 5) Non-profits

Directive #6: Optimize the current building usage, make targeted additions, and implement needed changes to meet the needs of a growing enrollment.

Goals:

- A. Develop/allocate space to enhance learning and facilitate delivery of educational programs.
- B. Provide appropriate facilities to support staff and faculty.
- C. Provide appropriate work space and storage areas for maintenance staff and equipment.