



— SINCE 1964 —
RICHMOND
COMMUNITY COLLEGE



Vision 2026

Richmond Community College Strategic Plan-Vision 2026 • • •



Contents

Message from Our Leaders	Page 3
What is the Strategic Plan	Page 4
Mission, Vision and Values Statement	Page 5
Success and Achievements from the 2009-2016 Strategic Plan	Page 6
Lessons Learned	Page 8
Continuous Improvement	Page 10
Planning Process	Page 12
Strategic Planning Process: A 10-Year Strategic Planning Projection	Page 14
Vision 2026	Page 16
Your Goals	Page 17
Your Career	Page 19
Your Community	Page 21
Strategic Planning Contributors	Page 22

A Message from the President

Dr. Dale McInnis

Thanks to the leadership of our Board of Trustees, the hard work of our talented faculty and staff, and the support and trust from our communities, the state of Richmond Community College is strong. In May 2016, we graduated an all-time high number of students, awarding the most credentials ever in a single year. Without losing any momentum, we set another record high for student enrollment this fall semester.

Taking a step back puts our progress in perspective. Since 2010, our enrollment has grown 23 percent, second to only Wake Tech in our 58 college system. RichmondCC ranked 42 of 58 in total enrollment in 2010, but is now 29th. In

2010, 265 students earned degrees, diplomas or certificates. In 2016, 762 students earned a life changing credential and a ticket to a brighter future.

Last year a team of our talented employees came up with a new set of college values, which we have adopted and you will find in the pages of this strategic plan. My contribution to this list of core values was perseverance. I am convinced the key to winning any competition is hanging on longer, working harder, and not quitting. Being smart, being talented is not enough. You have to persevere, especially when times are hard and you are down.

At RichmondCC, we are in a competition for new

companies and jobs. We are competing for talented faculty and staff, the engine that makes our College unique and successful. We are competing for students, who have so many choices of where they can go and what they can be. Lastly and most importantly, we are preparing our students to win their competition, getting placed at that selective university or being hired for their dream job. We are winning our competition here at this College because we understand perseverance, and we have proven we don't quit when times get tough.

I am enthusiastic about what the next few years will bring our College and our communities, thanks



to the great relationships we enjoy with our partners and stakeholders. We are prepared to continue to grow, to become the destination college for the people of Richmond and Scotland counties, as well as the surrounding region. We are prepared to insure that every child in Richmond and Scotland counties knows they can go to college, that they can have a great job, that education doesn't end with high school, and that they will be prepared for the future they deserve.

A Message from the Board of Trustees Chair

Claudia S. Robinette

Richmond Community College's leaders, faculty and staff are truly committed to the College's mission to offer educational opportunities, cultural enrichment, and workforce development and training in Richmond and Scotland counties. This dedication is evident in the continued growth of the College and the innovative programs that prepare students for real world jobs and lifelong careers.

As Chair of the Board of Trustees, it is my honor to serve such a dedicated college that keeps the students and their needs at the forefront of any initiative or strategy. This student-centered approach to college leadership has opened new doors for students to achieve their educational and career goals and put the college on a rising tide for growth and development. While neighboring colleges

have seen declines in enrollment, RichmondCC has maintained positive growth and improved retention and graduation rates.

Unique programs such as Electric Utility Substation and Relay Technology has put the College on the radar of companies nationwide. In addition, RichmondCC was the first community college in North Carolina to roll out a plan to offer qualified students two years of free



college tuition and fees.

The RichmondCC Board of Trustees is proud to support a college that is striving to make higher education accessible to everyone through strategic planning and exceptional leadership.



Strategic Plan

At Richmond Community College, we hold ourselves accountable for the success of all of our students.

We are driven to show we care, and we take an active role in making their college experience more personable. The relationship built between the instructors and students establishes the foundation for achievements. The advancement and success of our students leads to a more productive and employable community. At RichmondCC, we provide educational offerings that are innovative and adaptive. We continuously adapt to job market demands and focus on community partner needs for new programs. From our highly demanded curriculum and workforce economic development programs to our meticulously kept campus grounds, RichmondCC is the community leader for a brighter tomorrow. And it all begins here, using our mission and vision statements as our guide towards accomplishing the outcomes established for our College.



RichmondCC's Mission

RichmondCC's mission is to offer educational opportunities, cultural enrichment, and workforce development and training that will enhance the quality of students' lives and support economic development in Richmond and Scotland counties.



RichmondCC's Vision

RichmondCC's Vision Through the talent and dedication of our employees, we will be the premiere community college in North Carolina. We will set the gold standard for student learning and services, driving the engine of economic development for Richmond and Scotland counties.



RichmondCC's Values Statement

RichmondCC values above all else:

Our Students

Our Employees

Our Community

Our values are:

INTEGRITY - Fairness and Honesty in All We Do

LEADERSHIP - Inspiring Others to Succeed

DIVERSITY - Of People and Ideas

TEAMWORK - Achieving Our Goals Together

INNOVATION - Never Settling for What Is

PERSEVERANCE - Continuously Striving and Overcoming Adversity

EXCELLENCE - Doing Our Best to Be the Best

ACCOUNTABILITY - Ownership of Performance and Results



Successes & Achievements

from the 2009-2016 Strategic Plan

Successes and Achievements from the 2009-2016 Strategic Plan

1. Develop comprehensive, individualized approaches to learning and services that meet the needs and foster success of our students.

🔥 We implemented an emphasis on career planning and instituted the Career and College Transfer Center. We revised our ACA College Success course to engage students with career planning early in their college courses. The College invested in Career Coach, available to all members of the community, in order to explore careers and programs along with local employment forecasts for every career. We added the Math Lab and the Oral and Written Communication Center (OWCC), along with the Academic Success Center (ASC) to support student success.

2. Develop and implement new programs and courses that are relevant to our region, promote current technology, and respond to economic trends.

🔥 We added seven new degree programs and terminated five degree programs. We added four new diploma programs and terminated three diploma programs. We added 13 new certificate programs and terminated three certificate programs. We added a distance learning director and increased the number of courses and programs available online. Developed in 2011, the Electric Utility Substation and Relay Technology program has become a destination program for students and the utility industry.

3. Supplement allocated funds with resources from external sources to better fulfill RichmondCC's mission.

🔥 We applied for and were awarded 35 grant projects totaling \$6,430,131 to support new programs, adding new space, personnel and equipment. We worked with the RCC Foundation to support students not eligible for Pell funding with the Working Student Scholarship program. The College also implemented the RichmondCC Guarantee in order to encourage high school students to attend RichmondCC immediately following graduation.

4. Expand collaborations with external partners to serve our communities and help our students meet their educational and career goals.

🔥 We have partnered with local public school systems, private schools and local home schools to encourage high school students to take advantage of the dual enrollment program, Career and College Promise (CCP). We increased the number of CCP students dually enrolled from 58 to 480, a 728 percent increase. We worked with our local business and industry to assist with training of and recruiting of employees. We signed our own articulation agreements with the University of North Carolina at Pembroke, North Carolina State University, Gardener Webb University, Pfeiffer University, Wingate University and Fayetteville State University.

5. Optimize current building usage, make targeted additions and implement changes to meet the needs of a growing enrollment.

🔥 We expanded by building the F. Diane Honeycutt Center in Laurinburg, teaching courses on three high school campuses and leasing space at St. Andrews University. We have added more online course offerings and have added more hybrid courses in order to alleviate space constraints. In addition, we renovated the Forte Building and Forte Annex and purchased software to assist with scheduling in order to maximize building usage.

6. Cultivate our connection to the community, strengthen our status as a cultural center and enhance our public image.

🔥 We host the following events at our campus auditorium: Dewitt Performing Arts Series, Bluegrass Festival, Annual Open House and Annual Gala. In addition, we have opened the Cole Auditorium to community and not-for-profits agencies to host local events free of charge.

7. Enrich the capabilities and capacity of the employees of RichmondCC.

🔥 We have challenged each employee to be a leader for the College. We established cross-campus initiatives to support student retention and completion. We expanded professional development training and waived tuition for employees to take one class per semester. We invested in new positions in research, distance learning, grant writing and K-12 partnerships.



Lessons Learned



Lessons Learned

🔥 Students are taking longer to graduate than expected. Up to 20 percent of students are taking six years or longer to graduate. In addition, more effective tracking of student contacts was needed so we know where students are if they are not enrolled and have not graduated.

🔥 We need to do a better job of identifying the next generation of careers in order to assess our mix of programs and build programs for the future. We need to further review the quality of online instruction, and we need to streamline the review process for approving online courses.

🔥 Finding qualified faculty to teach high salary, high demand programs can sometimes be difficult. Enrollment management becomes an issue when programs grow or decline in enrollment. There is no system for tracking student employment following graduation, which can be difficult in securing additional funding and partners.

🔥 Growing student enrollment requires scheduling accommodations and flexibility. Employers want students with not only the education and skills but also experience. We need to build more opportunities for students to gain experience while attending college.

🔥 The relationship between our faculty and their students is a major factor in supporting student success and retention. The question we should be asking our students is not “What do you want to major in?” but “What do you want to be?”

🔥 Growing enrollment creates a need for additional classes, offices and computer labs, but especially quality employees. We need to effectively use advanced data and stakeholder feedback to improve enrollment management and resource allocation.

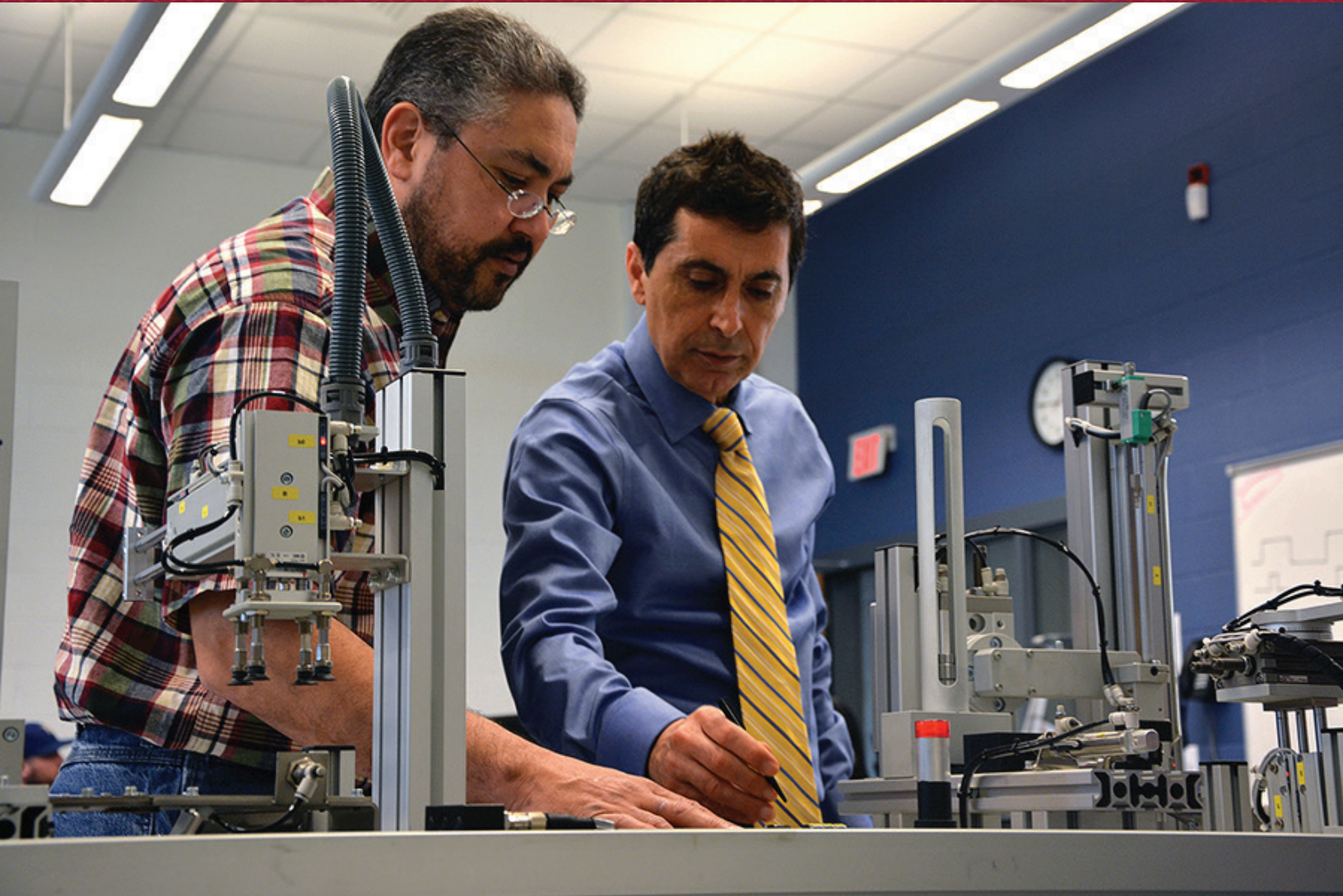
🔥 With local community requests for event space at the Cole Auditorium, our priority is to excel in coordinating schedules, maximizing building usage and maintaining good customer services while meeting the needs of the College and the community.

🔥 Retaining and growing faculty and leaders through targeted professional development is paramount for the continued growth and prosperity for each division of RichmondCC.

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Continuous Improvement

Campus-wide Continuous Improvement

As Dr. McInnis reminds us, the status quo is our enemy. We are constantly striving to be better than we were the year, month and day before.

RichmondCC has invested in institution-wide planning and assessment. Strategic Planning Online (SPOL) is a tool specifically designed for institutions of higher education to assist with their institutional effectiveness. Institutional effectiveness at RichmondCC occurs at the institutional level and at the individual planning unit level.

Planning at the institutional level sets the direction for the data informed institution as a whole by providing a framework for planning at the “unit” level. It also identifies priorities for the institution. It is systematically reviewed and modified as appropriate.

At the unit level, outcomes are designed to fulfill the mission of the institution at the program or department level. The Institutional Effectiveness and Improvement Department ensures alignment between unit objectives and those of the college mission. This is reviewed periodically throughout the planning year with final results being reviewed at the close of the academic year. How these results will be used is documented along with a plan for implementation.

Planning Outcomes

Planning incorporates data obtained from internal assessment of objectives using data generated internally and externally to the institution. Decisions are made based on data generated from this internal assessment and results. After the results are collected, data is analyzed, and the use of results are documented. Findings that indicate a need for improvement are integrated into the plan for the next year’s planning and assessment cycle. Programs from every area of the college have planning outcomes.

Student Learning Outcomes

Unlike planning, which is completed more at the departmental level, student learning outcomes are measured in every curriculum program. Student learning outcomes focus on the knowledge, skills and abilities students should acquire in their program of study. Each student learning outcome is specific to students in that program and are measurable. It is our preference for programs to establish a three-year cycle of student learning outcomes.

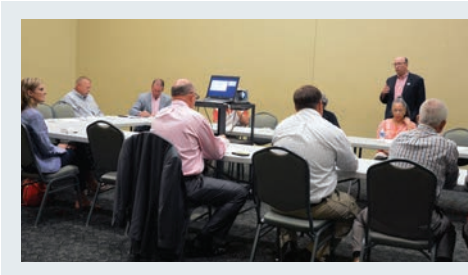


**The status quo is our enemy.
We are constantly striving to be better than
we were the year, month and day before.**





Planning Process



Planning Process

Annual Cycle Assessment

Annual cycle assessments are completed by the individual planning units and program units and reviewed by the Institutional Effectiveness and Improvement department, as well as the executive leadership member and immediate supervisor of each unit or program. For the student learning outcomes, each outcome is analyzed, and discussions are held among program instructors, lead instructors, department chairs and at times deans of the affected program. For the planning objectives, the planning unit manager along with his or her immediate supervisor and often the member of the leadership team responsible for the planning unit analyze the results.

Two questions are addressed while analyzing the actual results of each outcomes/objective. The first question is, “What is the plan now that the results are known?” The second question is, “How is the program/unit going to implement the plan?”

Full Cycle Review

A full report on the achievement of the strategic plan is presented to the Leadership Team and the Board of Trustees every three years. A comparison to the benchmarks set forth in the institutional goals is presented along with an overview of planning and student learning outcomes for the same three-year time period.



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Strategic

Planning Process

Strategic Planning Process:

A 10-Year Strategic Planning Projection

Since 1964, RichmondCC has been a reliable and steadfast pillar upholding Richmond and Scotland counties. The forward-thinking leadership has advanced our College so that it favorably compares with other premiere colleges in the Southeast. It is not a coincidence that RichmondCC is the fastest growing community college in North Carolina. It is the credit-worthy foundation of experienced faculty and staff that are key components in what we can really be for our students, community, and business partners.

In 2014, President McInnis asked if RichmondCC could do more, if our programs could expand so more citizens would have opportunities to be prepared for high demand, high salary careers. He pushed our College to grow for those students who wanted to excel in higher education programs when classroom space was limited. Finally, he presented a challenge to all employees to give of ourselves. No gift of time, money or shared personal experience was too small. It was the “all hands on deck” approach that thrust RichmondCC among the elite, implementing nationally recognized programs, resulting in exemplary passing rates and displaying the deep, unwavering commitment of our faculty and staff to our students and our community.

It is important that the voices of students, employees and our Board of Trustees are reflected in our planning process and our mission, vision, values and strategic directives. After reviewing our employee satisfaction surveys, we invited students to write essays about what our mission and vision should incorporate. The Planning and Accountability Council incorporated the opinions of our students and employees in adapting our mission and vision to lead us in the future. The President’s Leadership Team challenged the Council to identify and define our values. Employees were asked for input along with the Leadership Team and Board of Trustees. Our values statement, the first for the College, was shaped from this planning process.

Now, we enter a new chapter where we prepare to build upon the success recently achieved. Once again, our president and Board of Trustees have tasked us with the development of a 10-Year Strategic Plan that will move RichmondCC to a more self-supportive, one-stop empowering resource center for our region, making our college and students and Richmond and Scotland counties stronger and more successful.

With RichmondCC, all planning commences with identifying our strengths and weaknesses. The Planning and Accountability Team began in 2014, surveying students, faculty and staff, gathering data, studying markets and reviewing historical findings to develop what would be the top expected outcomes the College considers critical to achieve by 2026. By stretching every resource and maximizing all options, we will establish the ultimate community educational and employment resource center at RichmondCC.

Three-year assessments will be administered to monitor the progress on meeting the outcomes. With every strategic plan, adjustments are made to ensure measurable goals become sustainable outcomes. Finally, as we prepare to roll out the strategic plan, we encourage all to partake in what will become the premiere educational and cultural center for Richmond and Scotland counties.



It was the ‘all hands on deck’ approach that thrust RichmondCC among the elite.





Vision 2026

Over the course of the next decade, RichmondCC is looking forward to future expansion and impact in our local communities.

Through our **Strategic Directives**, established by the Board of Trustees, we will accomplish the following:

- 🔥 Hire and prepare the next generation of College leaders.
- 🔥 Full campus designation in Scotland County
- 🔥 School of Business & Information Technology in downtown Rockingham
- 🔥 Main campus cafeteria
- 🔥 Establish RichmondCC as a destination college
- 🔥 Increase high school students attending RichmondCC
- 🔥 Institute the Career and Transfer Center as the central portal to the College

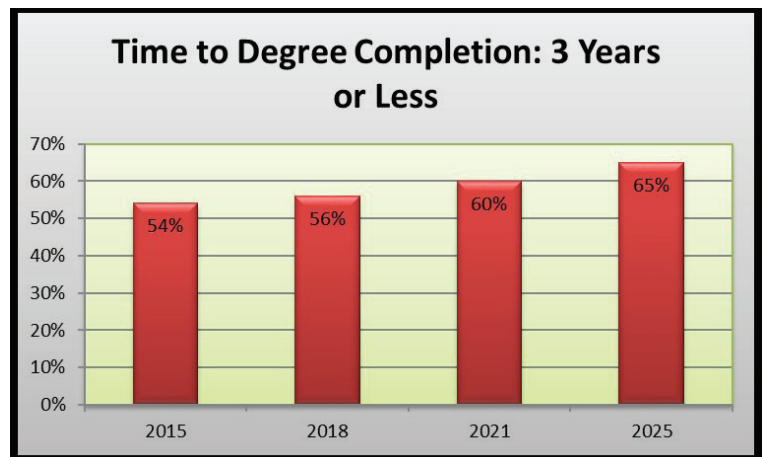
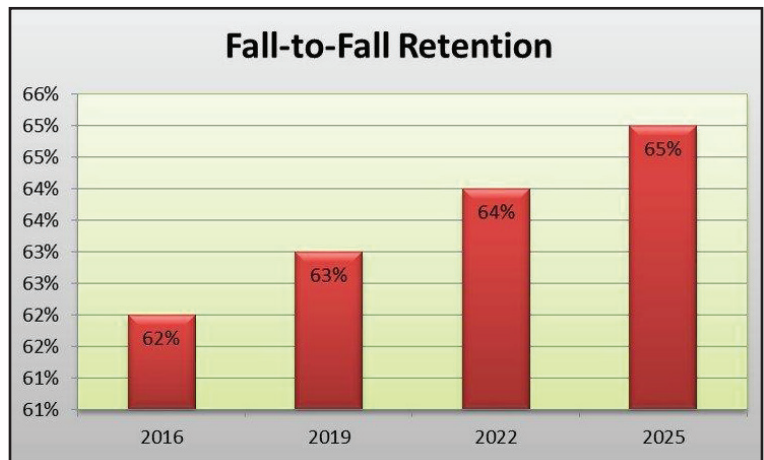
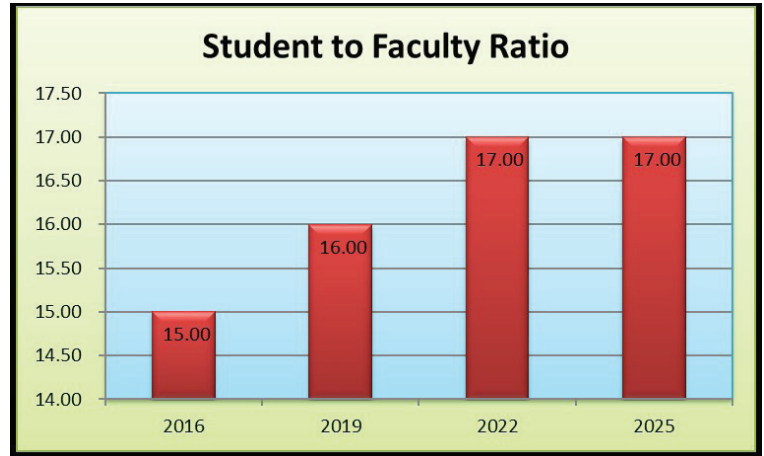
Vision 2026

Your Goals - Provide Individualized Approaches to Student Success

We will develop a career plan with each student and implement support and services to assist students in meeting their goals and overcoming obstacles. We will achieve this goal through our dedicated employees. We will build relationships with every student by having a majority of our students taught by full-time faculty members. Our relationships with students will maintain high retention and graduation rates. We want our graduates to be proud of RichmondCC and recommend others to attend. We will assist students in achieving their goals by knowing where they are going prior to graduation.

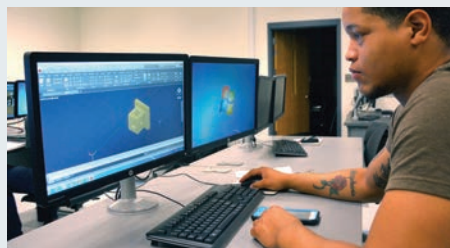
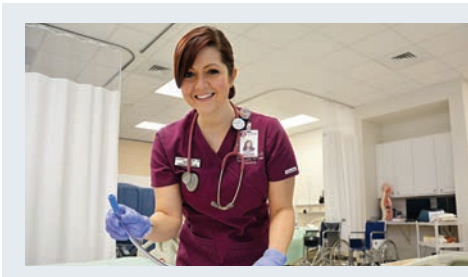
Vision 2026 Benchmarks

- > Student to faculty ratio will be 17:1 or less.
- > Full-time faculty will teach at least 80% of curriculum courses and 83% or more of offered sections.
- > Retention rates for Fall to Fall will increase >65% and >75% for Spring to Fall.
- > 50% of all students will have either accepted employment or are accepted to a transfer university prior to graduation.
- > 98% of graduates will recommend RichmondCC.
- > 65% or more of first-time associate degree seeking students will graduate within three years or less.





Vision 2026



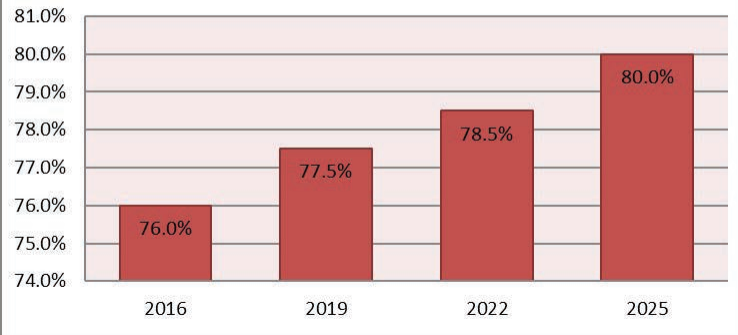
Your Career - Prepare Students for Rewarding Careers and Futures

We will offer relevant programs in a variety of formats and partner with students to achieve their potential. This will be accomplished by encouraging a culture with a focus on education and career development. Education is a lifelong endeavor in which our employees will lead by example with highly educated faculty, encouraging professional development for all employees, and having an environment where employees want to stay at RichmondCC. We will have high standards for our career and technical performance, producing students who are ready for the job market. We will commit to each student's success through our Career and Transfer Center.

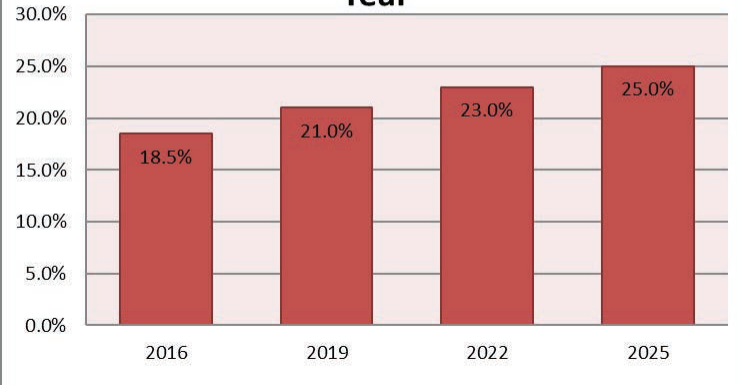
Vision 2026 Benchmarks

- > 80% of all curriculum faculty will have a master's degree or higher
- > 25% of employees will take at least one RichmondCC course per year
- > 50% of full-time faculty will take advantage of optional professional development offerings per year
- > Employee turnover will be less than 15%
- > Average faculty longevity is >6 years
- > 90% of students are utilizing the Career and Transfer Center

Percentage of Curriculum Faculty with Masters Degree or Higher



Percentage of Employees Taking at Least One RichmondCC Course Per Year





Vision 2026



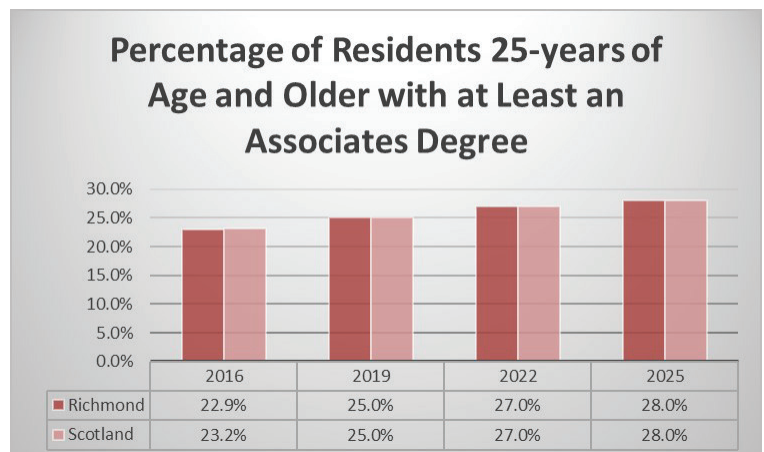
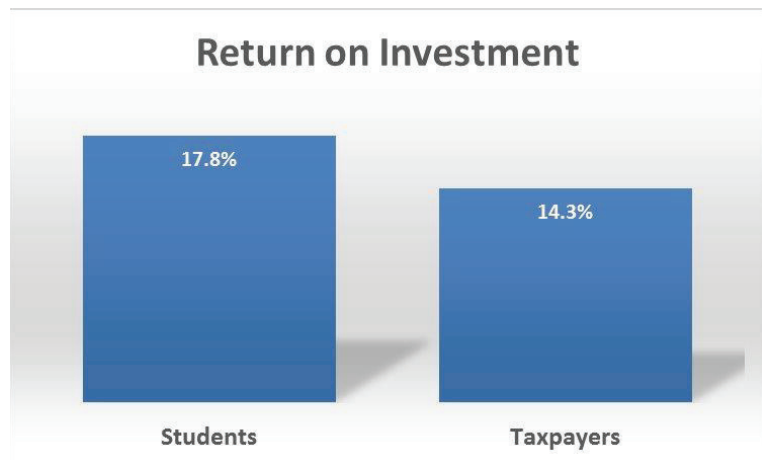
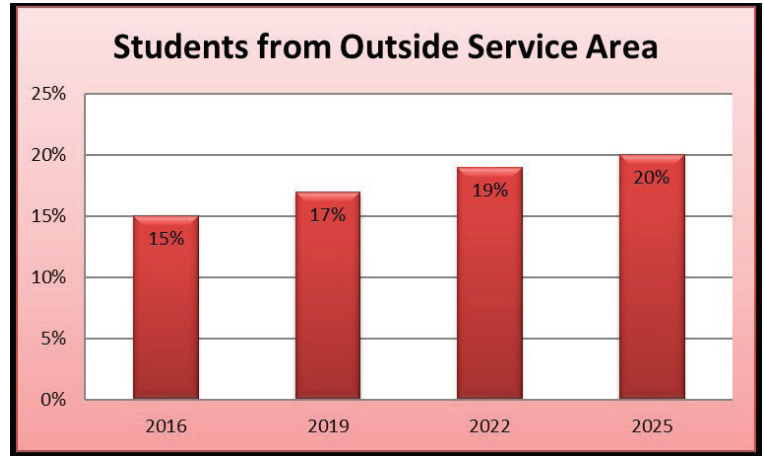
Vision 2026

Your Community - Serve Our Local Communities

We will promote economic development, entrepreneurship and job creation and cultivate cultural enrichment opportunities. RichmondCC will be a destination college and impact our local economy by bringing in at least 20 percent of our students from outside of our service area, assisting with creating and keeping jobs in Richmond and Scotland counties, and being a catalyst for students to improve their financial futures. We will meet or exceed performance expectations while contributing to the quality of life of our communities through education and cultural enrichment and being a hub for community activity.

Vision 2026 Benchmarks

- > RichmondCC will be a destination school with >20% of our students attending the College from outside our service area
- > We will meet or exceed the North Carolina Community College System college average on performance measures for student success.
- > We will support the retention of an average of 540 jobs per year
- > We will support the creation of 100 new jobs per year in our local communities.
- > RichmondCC will contribute to 5.4% of the gross regional product, with job equivalents of 5.3% or higher.
- > We will have a return on investment by attending RichmondCC of 17.8% for students and 14.3% for taxpayers.
- > We will meet or exceed the national rural average of the population 25 years and older having at least an associate's degree.





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We will have high standards for our career and technical performance, producing students who are ready for the job market.

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Richmond Community College Strategic Plan-Vision 2026 Contributors

Richmond Community College Board of Trustees

Mrs. Claudia Robinette, Chair

Mr. Dean Nichols, Vice-Chair

Richmond Community College Executive Leadership Team

Dr. Dale McInnis, President

Mr. Brent Barbee, Executive VP and CFO

Mr. Kevin Parsons, VP of Curriculum

Mrs. Sharon Goodman, VP Student Services

Dr. Robbie Taylor, VP Workforce and Economic Development

Planning and Accountability Council 2015 and 2016

Dr. Devon Hall, Co-Chair

Mr. Terry Thompson, Co-Chair

Student Government Association

Ms. Mary Lampley, President 2016-2017

Ms. Sandra Honeycutt, President 2015-2016

Faculty Association

Mr. Ian Allred, President

Mr. Warren Lance Barber, Vice President

Dr. Pamela Case, Secretary

