

Richland's *Strategic Challenges* are to ...

- Improve student success with a student population that is increasingly under-prepared for college work
- *Close the Gaps* in access and academic performance for historically under-served students despite decreasing state funding
- Manage enrollment in the face of significant funding cuts and a declining local tax base
- Maintain market share with increasing competition from other DCCCD colleges and other area colleges
- Continue to provide exceptional services and instruction despite a significant reduction in employees and experience
- Recruit, hire, promote, and retain right-fit candidates within the limits of our DCCCD compensation system
- Address aging infrastructure and growing technology needs with limited resources.
- Preserve a values-inspired culture despite the loss of experienced employees and increased competition for resources among employee groups
- Inspire our employees to commit to continuous improvement as vital to student, employee, and organizational success
- Ensure consistency in accountability and standards of evaluation of employee performance among all levels of supervisors
- Serve an increased number of students in financial need during major changes in financial aid processes and regulations

Richland's *Strategic Advantages* are our...

- Faculty and staff who
 - dedicate themselves to students and their success
 - practice innovation, agility, and performance excellence
 - serve Richland College above and beyond basic job requirements
 - support their colleagues
 - commit to lifelong learning through professional development
- Reputation in the community we serve for
 - high quality and standards
 - strong and continuous commitment to diversity
- Strong relationships with service area city governments, chambers of commerce, independent school districts, private high schools and public universities
- Agility in response to students' need for alternative modes of instructional delivery and scheduling
- Size and market share as the largest community college in Dallas County
- Care in providing beautiful buildings and grounds to enhance teaching and learning
- Commitment to sustainable practices