

Richland College
ORGANIZATIONAL ACTION PLAN FINAL REPORT
2007-2008

Strategic Planning Priority #1: Identify and Meet Community Educational Needs

Organizational Action #1: Through resource allocation and engagement of key college departments, Richland College will increase reimbursable contact hours in the following priority areas:

OA1.1 Dual credit enrollment of RCHS Students		Canine/ Walker
DAP/ PIIP	ACTION	STATUS
I-3	Expand dual credit classes to include GISD during 2008-2009. Add additional Pinnacle and Microsoft Office 2007 software courses of RCHS students during Spring 2008, May Term and August Term.	Complete
I-19	The Engineering Department will seek to develop new engineering courses available to RCHS students	Complete
II-46	RCHS will require all RCHS students enrolled in a fall 2007 and spring 2008 college level math class to attend math labs for additional instruction. The math labs will be taught by current adjunct college level math instructors.	Complete

OA1.2 Dual credit (non-RCHS) enrollment of service area and home school populations		Canine
DAP/ PIIP	ACTION	STATUS
I-2	ACT will work with surrounding ISDs to clarify new and existing course offerings as tech prep/dual credit	Complete
I-4	The Engineering Technology leadership will work with the T-STEM and related academies to develop articulated agreements and partnerships.	Carry Forward
I-5	Teacher Preparation will develop a Dual Credit Program with Garland Independent School (GISD). The action will increase program enrollment in an underserved population.	Complete
I-7	Information Technology Institute will actively advertise and promote new Digital Forensics courses for HS students and inform their parents about the future of IT field.	Complete
I-15	The Engineering Technology faculty and staff will seek to increase their program enrollment by at least 10% in 2007-08 through the following initiatives: 1) Aggressively pursue cohort agreements with local industry to ensure that a pipeline for degree seeking students is established, 2) Establish new and enhance existing dual credit programs.	Complete
I-22	Expand dual credit offerings with GISD and other schools.	Complete
I-35	Dual Credit leadership will work collaboratively with Garland ISD administrators and counselors to develop a dual credit program for all seven of the Garland high schools for Fall implementation.	Complete

OA1.3 Reimbursable continuing education and corporate training offerings		Mehrdad
DAP/ PIIP	ACTION	STATUS
I-11	Information Technology Institute will explore the concurrent course offerings in Digital Forensics with Continuing Education department.	Complete
I-38	Explore to Offer CE online	Carry Forward

OA1.4 Core curriculum enrollment		Conway/ Walker
DAP/ PIIP	ACTION	STATUS
I-16	The Theatre Department will create a new on-line Drama 2366, Film Appreciation I, a Core Curriculum course to offer Fall 2008	Complete
II-61	Community Outreach and Strategic Enrollment Management will contact all historically under-served students who have completed 36 hours of transfer courses. Core information will be shared with each student by email, letters or personal contact.	Complete

OA1.5 College credit enrollment		Conway
DAP/ PIIP	ACTION	STATUS
I-2	ACT will work with surrounding ISDs to clarify new and existing course offerings as tech prep/dual credit	Complete
I-3	Expand dual credit classes to include GISD during 2008-2009. Add additional Pinnacle and Microsoft Office 2007 software courses of RCHS students during Spring 2008, May Term and August Term.	Complete
I-4	The Engineering Technology leadership will work with the T-STEM and related academies to develop articulated agreements and partnerships.	Carry Forward
I-5	Teacher Preparation will develop a Dual Credit Program with Garland Independent School (GISD). The action will increase program enrollment in an underserved population.	Complete
I-14	Program Development will assist new technical program coordinators in developing marketing strategies and contacts in the community to increase enrollment in new technical programs.	Complete
I-15	The Engineering Technology faculty and staff will seek to increase their program enrollment by at least 10% in 2007-08 through the following initiatives: 1) Aggressively pursue cohort agreements with local industry to ensure that a pipeline for degree seeking students is established, 2) Establish new and enhance existing dual credit programs.	Complete
I-22	Expand dual credit offerings with GISD and other schools.	Complete

OA1.6 Tech-occ programs with strong or emerging job demand		Mehrdad/ Conway
DAP/ PIIP	ACTION	STATUS
I-12	Tech Prep leadership will continue to promote and expand opportunities for service area high school graduates from DISD, GISD, and RISD.	Carry Forward
I-14	Program Development will assist new technical program coordinators in developing marketing strategies and contacts in the community to increase enrollment in new technical programs.	Complete

Organizational Action #2: Through strategic resource allocation and engagement of key college departments, Richland College will increase market share in the following priority areas:

OA2.1 High school graduates within 1 year of graduation		Canine
DAP/ PIIP	ACTION	STATUS
I-4	The Engineering Technology leadership will work with the T-STEM and related academies to develop articulated agreements and partnerships.	Carry Forward
1-7	Information Technology Institute will actively advertise and promote new Digital Forensics courses for HS students and inform their parents about the future of IT field.	Complete
I-12	Tech Prep leadership will continue to promote and expand opportunities for service area high school graduates from DISD, GISD, and RISD.	Carry Forward

I-13	College Connections and Summer Bridge Grant programs will increase high school students and their parents' awareness of Richland College programs, processes and financial aid opportunities; increase students' awareness of college and university options after Richland; and provide—via the Summer Bridge grant—students with opportunities to develop or strengthen their college-readiness skills. The grants will also establish or enhance partnerships with ISDs in Richland's service area.	Complete
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OA2.2 Online, distance education		Conway/ Mehrddad
DAP/ PIIP	ACTION	STATUS
I-9	The college will offer additional flex term on-line classes for the spring and summer on-line course offerings. Note: With most disciplines the number of 16 week sections will be reduced to insure too many sections are not offered.	Complete
I-16	The Theatre Department will create a new on-line Drama 2366, Film Appreciation I, a Core Curriculum course to offer Fall '08.	Complete
I-17	The Theatre Department will create a new on-line Technical theatre, Drama 1330, Stagecraft I, a required theatre course to offer Fall '08.	Complete
I-23	Eva Higgs Nixon and Zarina Blankenbaker will work with Audra Barrett (Dean of DL) to set-up an online workshop for Teacher preparation faculty. Adriana Rodriguez will take the lead in developing EDTC 1321, TECA 1311, and EDUC 2301 as online courses to be offered for Spring 2008. The action plan will increase Teacher Preparation enrollment by offering one online section for each course in the program. Eva Nixon will serve as mentor for adjunct faculty who will be transitioning from face-to-face instruction to online instructional delivery.	Complete
I-24	The ESOL program will work towards its goal of responsibly and effectively incorporating technology into the current ESOL program by further expanding the role technology in lab courses. Labs of all ESOL courses will be moved online. A staff and faculty taskforce will monitor the progress and quality of this action by soliciting feedback from students, faculty, and other stakeholders.	Complete

OA2.3 THECB Closing the Gaps for historically underserved student population (African-American and Hispanic/Latino)		Conway/ Canine
DAP/ PIIP	ACTION	STATUS
I-10	Faculty will participate in recruiting activities with Los Patos Listos to increase enrollment in the Office Assistant and Software Application Specialist Certificates. We will present program certificate information to students completing ESOL classes. The certificates will give students an opportunity to quickly obtain job skills to enter the workforce.	Complete
I-24	The ESOL program will work towards its goal of responsibly and effectively incorporating technology into the current ESOL program by further expanding the role technology in lab courses. Labs of all ESOL courses will be moved online. A staff and faculty taskforce will monitor the progress and quality of this action by soliciting feedback from students, faculty, and other stakeholders.	Complete
II-54	The mentor committee is working toward the retention and academic success of Richland College students.	Carry Forward

Organizational Action #3: Through strategic collaborations, Richland College will promote sustainable community building in the following areas:

OA3.1 Lead efforts at the national level to emphasize “building sustainable local and world community” as the core element of the “21st Century Community and Technical College Vision.”		Mittelstet
DAP/ PIIP	ACTION	STATUS
IV-12	The president's office will work with a variety of national partners and help lead the effort to emphasize “building sustainable local and world community” as the core element of the “21st Center Community and Technical College Vision.”	Complete
IV-27	During the second semester of the senior year, RCHS students will enroll in BMGT courses that focus on the following issues: Leadership, conflict resolution, adapting to change, ethics, and building a sustainable local and global community.	Complete

OA3.2 Lead collaboration efforts within the DCCCD to create a multi-college Center for Sustainable Community Building, linking community and college resources to advance progress with social justice and equity, economic vitality, and healthy environment.		Mittelstet
DAP/PIIP	ACTION	STATUS
IV-13	The President's Office will work with the Chancellor, other DCCCD college presidents, and key DCCCD community members to establish a multi-college Center for Sustainable Community Building.	Complete

Strategic Planning Priority #2: Enable All Students to Succeed

Organizational Action #4: Through strategic resource allocation for assessment of student learning outcomes, cooperative learning, and innovative instructional approaches, Richland College faculty and staff will improve student success outcomes for all segments tracked in the following priority areas:

OA4.1 In class retention		Conway
DAP/PIIP	ACTION	STATUS
II-5	A subgroup of math and DMAT faculty will meet to discuss actions to raise retention and success in DMAT and college algebra classes.	Complete
II-18	In addition to maintaining current hardware and software standards, Multimedia will create and maintain a website of outlines for current course content in Multimedia courses.	Carry Forward
II-33	Implementation of New to College Group Advising Orientation Sessions.	Complete
II-35	This year the staff and faculty are working to install new equipment and upgrades efficiently. The goal is to get all new equipment up and working by Summer Session I.	Complete

OA4.2 Grades of "C" or better in credit courses		Conway
DAP/PIIP	ACTION	STATUS
II-4	The utilization of an on-line homework system for the majors' general biology courses. The ultimate goal is to increase interest and success	Complete
II-6	DMAT faculty will pilot 3 different texts that use MyMathLab as an online component of the course. The efforts of piloting these books will result in the adoption of a new DMAT-0097 text and a new 0098-0099 test for 2008-2009, both of which will have MyMathLab as a course component. Additionally, the MyMathLab course component in the piloted texts should increase student time "on task" in completing course homework and thus increase student success.	Complete
II-7	Address increasing problems with plagiarism through training sessions and QEP related assessments. The fall session will begin the process of creating a departmental definition of plagiarism and consequences, and examining how to create consistency in dealing with plagiarism issues.	Carry Forward
II-36	Develop a Real Estate Adjunct Faculty Group on eCampus for the exchanging of information and ideas between Real Estate Faculty and the Real Estate Program Coordinator to ensure that the real estate students are getting the current information about the college, real estate program and the real estate industry.	Complete
II-46	Richland College will require all Richland College students enrolled in a fall 2007 and spring 2008 <i>college level</i> math class to attend math labs for additional instruction. The math labs will be taught by current adjunct <i>college level</i> math instructors.	Complete
II-47	Richland College will require all Richland College students enrolled in a fall 2007 and spring 2008 <i>developmental</i> math class to attend math labs for additional instruction. The math labs will be taught by current adjunct <i>developmental or college level</i> math instructors.	Complete

OA4.3 Core curriculum completion		Conway/ Summers
DAP/ PIIP	ACTION	STATUS
I-16	The Theatre Department will create a new on-line Drama 2366, Film Appreciation I, a Core Curriculum course to offer Fall 2008.	Complete
II-51	In an effort to identify and create academic opportunities that enable students to succeed, the courses taught under the Global Studies program will become an integral part of the Capstone experience initiative for the Core Curriculum evaluation. In addition to existing classroom offering the Global Studies coordinator will work closely with GEDAC to strengthen that effort.	Carry Forward

OA4.4 Associate degrees attained		Conway/ Summers
DAP/ PIIP	ACTION	STATUS
II-37	During Fall 2007 and Spring 2008 semesters, full-time and adjunct faculty will visit various classrooms, talk with students, and distribute flyers and other marketing information about our Management and Business Administration certificates and degrees.	Complete
II-38	During summer 2008, offer at least one specialized Management course and the correlating Cooperative Education course for students who want to complete their degree requirements within a shorter time span.	Complete

OA4.5 Transfer rates to four-year institutions		Conway/ Summers
DAP/ PIIP	ACTION	STATUS
I-4	The Engineering Technology leadership will work with the T-STEM and related academies to develop articulated agreements and partnerships.	Carry Forward
I-20	The Engineering Department will seek to develop new engineering transfer agreements, in different engineering disciplines, similar to the one developed with UTD.	Carry Forward

OA4.6 Accountability reporting of student learning outcomes results to SACS, THECB, and District Curriculum Committees		Eggleston/ Conway
DAP/ PIIP	ACTION	STATUS
II-49	Faculty and staff will use WEAVEonline to document their assessment activities. These activities and records will become part of the college's efforts to promote student learning and student success. The system will warehouse all of this information so that Richland's assessment records are complete and up-to-date.	Complete

OA4.7 Development of Richland College's institutional-level student learning outcomes		Eggleston/ Conway
DAP/ PIIP	ACTION	STATUS
II-50	The Institutional Student-Learning Outcomes Task Force is determining what the RLC community believes our graduates should know, think or believe, and be able to do when they are graduated with a degree or certificate.	Complete

Organizational Action #5: Through strategic resource allocation and engagement of faculty and staff, Richland College will improve overall student satisfaction with their Richland College experience for the following priority areas:

OA5.1 Faculty student engagement		Conway
DAP/PIIP	ACTION	STATUS
II-5	A subgroup of math and DMAT faculty will meet to discuss actions to raise retention and success in DMAT and college algebra classes	Complete
II-24	24% of sections of Speech Communication 1311 taught by adjunct speech faculty will have an eCampus course shell. Adjuncts teaching these sections will post syllabi on eCampus.	Complete
II-25	All sections of Speech Communications 1311 and 1315 taught by full-time speech faculty will have an eCampus course shell. At minimum, all full-time speech faculty will post syllabi on eCampus	Carry Forward
II-33	Implementation of New to College Group Advising Orientation.	Complete

OA5.2 Student and customer service		Summers
DAP/PIIP	ACTION	STATUS
II-19	In response to the Noel Levitz 2006 student survey regarding lack of awareness of internship or practical experience related to Career/Workforce programs, Multimedia will start an online listing of employment opportunities. The online list will be created from calls from businesses seeking students for internships or part and full-time positions. Basic job related information will be listed on the website. Students will be directed to the lab bulletin board for contact information. Goal: to increase number of interns and help students transition into job market.	Carry Forward
II-32	Pay-for-print refund transactions will be logged and monitored in a new library-administered documentation system, in order to make student refunds as timely as possible. The objective will be to reduce student frustrations with the system.	Complete
II-55	Inclusion of RCHS Graduates into the traditional RLC graduation ceremonies, May 2-3, 2008.	Complete

OA5.3 Student-community engagement (service learning/capstone courses, etc.)		Canine/Conway
DAP/PIIP	ACTION	STATUS
I-18	In order to continue to identify and meet community needs the service learning program will continue working to expand the number of community sites available for students to complete service learning hours. This is necessary to meet the demand created by the inclusion of service learning in several more programs including the ethnic studies, the Richland collegiate high school, and the Capstone Experience.	Complete
II-51	In an effort to identify and create academic opportunities that enable students to succeed the courses taught under the Global Studies program will become an integral part of the Capstone experience initiative for the Core Curriculum evaluation. In addition to existing classroom offering the Global Studies coordinator will work closely with GEDAC to strengthen that effort.	Carry Forward

Strategic Planning Priority #3: Enable All Employees to Succeed

Organizational Action #6: Through right-fit hiring, recognition and reward approaches, benefits, professional development, and employee engagement strategies, Richland College will improve the satisfaction of its employees in the following priority areas:

OA6.1 Employee retention		Bollin
DAP/ PIIP	ACTION	STATUS
PIIP #59	After reviewing the current New Employee Orientation program, Human Resources felt it necessary to evaluate all aspects of NEO in order to ensure employee success through a comprehensive onboarding process.	Complete

OA6.2 Career development		Bollin
DAP/ PIIP	ACTION	STATUS
III-6	The Disability Services Office will develop and implement a Staff Development Day for the Disability Services Office in order to focus on (1) services to students (2) Richland Strategic Planning Process, and (3) employee learning and enrichment.	Complete
III-7	Employment Services and Professional Develop will provide a "Work Life Professional Development Series" for those employees who wish to sharpen or develop their supervisory skills and who seek to prepare themselves for career advancement.	Complete

OA6.3 satisfaction by employee segment groups		Bollin
DAP/ PIIP	ACTION	STATUS
III-1	The Adjunct Faculty College Center and Evening/Weekend Support Services will provide adjunct faculty access to unlimited copying in the Center between Friday 5:00 p.m. and Monday 8:30 a.m. during the hours the Print Shop is not open so that our adjunct faculty do not have to go off campus to print.	Complete
III-2	The adjunct Faculty College Center & Evening/Weekend Support Services (ACCESS) will expand its hours of operation to include Sunday hours between 12:00 pm to 5:00 pm to provide adjunct faculty access to support services over the entire weekend.	Complete
III-3	The Adjunct Faculty College Center & Evening/Weekend Support Services will purchase updated furniture which is ADA compliant in the workroom to create a teaching and learning space more aligned with the college's vision of making Richland the best place to teach, learn, and build sustainable world community.	Complete
III-4	The ACCESS Center will create a Longevity recognition award for adjunct faculty The award will recognize adjunct faculty who have been teaching at Richland College for 5, 10, 15, 20, and 25 years	Complete
III-8	Monitor employee satisfaction with the Wellness program and the new Wellness vendor for 2006-2007 through an anonymous program satisfaction survey.	Complete
III-14	Continue to supply District Human Resources with the feedback for employee turnover including our recommendations as we identify a trend in our turnover. Implement new supervisor training to ensure that supervisors are aware of current policies, procedures, guidelines and laws. Work with District HR for implementation of e-Connect leave information for employees	Complete

Strategic Planning Priority #1: Identify and Meet Community Educational Needs
Strategic Planning Priority #2: Enable All Students to Succeed
Strategic Planning Priority #3: Enable All Employees to Succeed

Organizational Action #7: Through strategic resource allocation, Richland College will encourage and celebrate diversity in the following priority area:

OA7.1 Diversification of faculty and staff		Bollin
DAP/PIIP	ACTION	STATUS
III-13	Monthly hiring and termination statistics will be reviewed to determine if minority hiring is declining. Additionally during search team training sessions, team members will be reminded of our commitment to a diverse workgroup.	Complete

OA7.2 Intercultural competence		Bollin
DAP/PIIP	ACTION	STATUS
III-11	Increase employee satisfaction with the Intercultural Conference series by conducting focus groups of three employee groups (administrator, faculty, and professional support staff) and using the results for improvement.	Complete

OA7.3 Ethnic Studies		Conway
DAP/PIIP	ACTION	STATUS
I-40	Ethnic Studies encourages and celebrates diversity by offering credit classes in various modalities as well as educational programs on and off-campus open to the college and surrounding community.	Complete

OA7.4 Diversity in student programs		Summers
DAP/PIIP	ACTION	STATUS
II-45	Student Programs and Resources will be diverse in its offerings of programs and activities that support student learning. Programs such as Black History Month, Hispanic Heritage Month and Intercultural Festival are examples of diversity.	Complete
II-56	Human Development will pilot a new course especially designed for first-year athletes most of whom are Black or Hispanic. The course will focus on retention, core curriculum completion, and academic copying skills.	Carry Forward

OA7.5 Community building efforts		Canine/Conway
DAP/PIIP	ACTION	STATUS
I-10	Business Office Systems and Support Faculty will participate in recruiting activities with Los Patos Listos to increase enrollment in the Office Assistant and Software Application Specialist Certificates and will present program certificate information to students completing ESOL classes. Certificates would give students an opportunity to quickly obtain job skills to enter the workforce.	Complete
I-14	Program Development will assist new technical program coordinators in developing marketing strategies and contacts in the community to increase enrollment in new technical programs.	Complete
I-27	Develop recruitment activities; expand outreach to the communities, publicity materials. Activities include: new course sections targeting special populations; specialized workshops; new publicity materials. CDROM based game promo materials include: tours and high school visits; continued reworking of web site to improve branding for specific topic area.	Complete
I-31	Determine the educational needs in the area of Real Estate of the community served by Richland College and implement various real estate education programs to meet those needs such as seminars on the home buying and home selling process or the development of a certificate awarded, such as (Certified Home Buyer Certificate) from Richland College after completion of courses required for the award.	Carry Forward

Strategic Planning Priority #4: Ensure Institutional Effectiveness

Organization Action #8: By employing a disciplined approach to budgetary monitoring, Richland College will remain fiscally sound and operationally transparent for the following priority areas:

OA8.1 Institutional dollars spent by major budgetary categories		Clark
DAP/PIIP	ACTION	STATUS
IV-18	Provide monthly update to RLC leadership ensuring financial stewardship in budget spent on instruction, based on targets and measures adopted.	Complete
IV-19	Provide monthly update to RLC leadership ensuring financial stewardship in budget spent on salaries and benefits, based on targets and measures adopted.	Complete

OA8.2 Fund balance		Clark
DAP/PIIP	ACTION	STATUS
IV-17	Provide weekly and monthly updates to RLC leadership regarding Fund Balance status and potential projects to be funded ensuring financial stewardship.	Complete

Organizational Action #9: By employing a disciplined approach to monitoring and achieving performance-to-targets, Richland College will meet or exceed internal and external standards and requirements for the following priority areas.

OA9.1 Financial aid loan default rates		Summers
DAP/PIIP	ACTION	STATUS
IV-08	The Financial Aid Office will set up in-person loan counseling and limit the amount/loans a student may receive -- one loan as a Freshman and one loan as a Sophomore. This should reduce the default rate.	Complete

OA9.2 Campus Safety		Clark
DAP/PIIP	ACTION	STATUS
III-9	The Theatre Department will enforce all college policies and inform all students and staff/faculty of all safety standards, HAZMAT training, and simple first aid procedures.	Complete
III-10	Add security cameras to Thunderduck Hall, Guadalupe, El Paso and the new Modular building.	Carry Forward
IV-5	Monitor for issues and changes in the Texas Education Code and Texas laws as it relates to health services for the Richland Collegiate High School (11th and 12th grade) students.	Complete

OA9.3 Annual program reviews		Conway/ Eggleston
DAP/PIIP	ACTION	STATUS
IV-20	Academic Council members will monitor program review data; they will work with program coordinators and faculty to devise actions that will improve low performing areas.	Complete

OA9.4 Process Improvement/Implementation Plans		Eggleston
DAP/PIIP	ACTION	STATUS
IV-10	In 2006-07, the OPRIE implemented a "PIIP calendar" to alert PIIP owners at intervals regarding the status of open PIIPs, thereby encouraging timely completion. The OPRIE will compare the number and duration of overdue PIIPs for 2006-07 with 2007-08 to gauge the usefulness of the calendar.	Complete

OA9.5 Improvement in End of Year Report performance gaps closed		Eggleston
DAP/PIIP	ACTION	STATUS
IV-11	The Office of Planning and Research for Institutional Effectiveness (OPRIE) will initiate actions to increase awareness among full-time employees regarding the End of Year Report and how it can be used for data-informed decision making.	Complete

Organizational Action #10: Through strategic resource allocation and action to attain sustainability and operational efficiency, Richland College will engage in the following practices to build sustainable local and world community in the following priority areas:

OA10.1 Adherence to LEED certification guidelines in building design and construction for the new science building and the Garland campus.		Clark/ James/ Mehrdad
DAP/PIIP	ACTION	STATUS
IV-14	The president's office will work closely with construction managers to ensure both capital projects remain on track to meet appropriate LEED certification guidelines.	Carry Forward

OA10.2 Environmental preservation		Clark
DAP/PIIP	ACTION	STATUS
IV-26	Facilities Services will continue to improve sustainable practices on the campus	Carry Forward

OA10.3 Utility conservation		Clark
DAP/PIIP	ACTION	STATUS
IV-9	Schedule winter term, May term and summer classes in energy efficient buildings or in buildings that remain open during the evening class time such as Medina.	Complete
IV-25	Facilities will communicate energy conservation needs and strategies with campus community	Carry Forward

OA10.4 Core curriculum capstone experience implementation		Canine/ Conway
DAP/PIIP	ACTION	STATUS
II-51	In an effort to identify and create academic opportunities that enable students to succeed the courses taught under the Global Studies program will become an integral part of the Capstone experience initiative for the Core Curriculum evaluation. In addition to existing classroom offerings the Global Studies coordinator will work closely with GEDAC to strengthen that effort.	Carry Forward

OA10.5 Goals outlined in the American College and University President's Climate Commitment (ACUPCC) promoting sustainability's triple bottom line (social justice, environmental, and economic sustainability) at Richland College		Mittelstet
DAP/ PIIP	ACTION	STATUS
IV-15	President's Office will initiate approaches to help Richland College achieve the goals outlined in the ACUPCC.	Complete