

Richland College

2007-2008 Strategic Planning Retreat

August 16 -17, 2007

R. Jan LeCroy Center for Educational Telecommunications

Present: Pat Bollin, David Canine, Ron Clark, Jean Conway, Bill Dial, Kay Eggleston, Mehrdad Haroutunian, Bao Huynh (Friday only), Steve Mittelstet, Janet James, Tony Summers, Finney Varghese, Fonda Vera, Donna Walker (Friday only), Gloria Washington

Guests: Audra Barrett, Mary Frances Gibbons, Sandy Hawkins, Carole Johnson

THURSDAY, AUGUST 16, 2007

Kay called the meeting to order at 9:00 am and reviewed the Retreat agenda for Thursday and Friday. Gloria discussed the organization of the Retreat binder and highlighted improvements from the previous year including printing front and back to conserve paper, as well as subject alphabetical listing and sub-tabs for easier reference. ThunderTeam suggested that much of this information be provided electronically and sent prior to the Retreat. The Office of Planning and Research for Institutional Effectiveness (OPRIE) agreed to implement the suggestion for the 2008 Retreat.

ThunderDocuments Update

Kay led the annual review of the mission, vision, values and ThunderDocuments to ensure these key statements and documents continue to be relevant guideposts for our work.

ThunderTeam approved editorial changes to the ThunderDocuments including:

- addition of “local” and “world” to the community building statement in the vision statement (based on college-wide council input)
- changing the fifth item of the Performance Excellence Model *Areas to Assess* from “Faculty and Staff Focus” to “Workforce Focus” to reflect new Baldrige Category 5 Criteria language
- addition of two new items to the Richland profile: recognition by the Association of American Colleges & Universities in its report, *College Learning for the New Global Century*, and the Exemplary Teacher Preparation Program Award from The National Association of Community College Teacher Education Programs and Phi Theta Kappa
- updating the Process Implementation/Improvement Plan Model to reflect the more descriptive terms of the “Approach, Deploy, Learn, Integrate” Richland uses to guide our cycles of improvement rather than “Plan, Do, Check, Act”
- introduction of a new Quality Enhancement Plan Model to graphically depict the SACs, THECB, and DCCCD curriculum requirements. ThunderTeam indicated that the QEP model should reflect both student and college services activities and faculty’s assessment of student learning outcomes.

Distance Learning Report

Audra Barrett presented an overview of Richland's distance learning strategic plan which indicated that distance learning enrollment for Richland increased by 57% and contact hours increased by 53% from last year. Audra discussed the findings of the SWOT analysis conducted by The Office of Distance Learning (ODL) and presented a three-year and a five-year action plan projection for the ODL. (See attached report)

The ThunderTeam requested further information or action on the following items:

- Course Disclosure – The ODL is currently preparing forms to document ownership of online courses. One form is for staff who have been paid by the college to design courses, and the other form is for staff who have designed courses on their own time. Steve asked to review the forms before they are presented to faculty.
- Online Advising for Distance Learning Students – Audra will work with Cindy Berry to develop an online advising module for distance learning students.
- Course Creation in Demand Areas/Disciplines – Note that this may require additional funding.
- Project SAIL – ThunderTeam discussed 'Project SAIL,' a compilation of online courses and programs offered through the League for Innovation. Institutions license, lease or exchange needed courses/programs with other community colleges in the program. The enrolling institution receives tuition and FTE while the providing institution receives a per-student license fee. Steve requested more information regarding the project.
- Evaluation - ThunderBolt currently uses its "Peer Observation for Course Design" process by which team members review online courses for design only. The ODL supports the need and is interested in designing a faculty evaluation process by which deans can evaluate online instructors in a manner similar to on-campus instructors.
- New DL Students – Fonda and Audra will work together to flag new DL students and notify faculty to let them know that they may require some additional orientation. Implementation is scheduled for fall 2007.
- Emeritus Online – Explore introduction of online classes for Emeritus students.
- Syllabi/Gradebooks Online – Continue to encourage the use of e-Campus for posting of syllabi and grades.

DCCCD Market Share Report

Fonda discussed the market share data provided in chart and/or graph form for continuing education, core curriculum, credit divisions, distance learning by divisions, and distance learning vs. on campus. The data included:

- (1) trends in contact hours
- (2) percent of market share within the DCCCD
- (3) RLC performance compared to target
- (4) market share direction of Richland College vs. DCCCD
- (5) identification of DCCCD market share competitors with Richland for market share.

Several notable items/suggestions resulted from the discussion:

- Add a comment that indicates RLC does not have access to segmented market share data outside the District
- “RLC Direction vs. Competitor” in the analysis needs a footnote of explanation
- ThunderTeam identified opportunities for development of on-line courses
- Update business plans for tech. occ. programs with declining enrollments

Benchmark Report

The Benchmark Report was postponed until Friday, August 17, because Donna could not attend Thursday.

SWOT Analysis/Environmental Scan

The ThunderTeam performed an analysis of institutional strengths and weaknesses and external opportunities and threats after reviewing the previous year’s SWOT and current environmental scan information. ThunderTeam members individually identified items which were sorted and grouped into the four quadrants. Once all items were categorized, each member was given 20 dots to designate the most important items in each of the four categories listed above. The SWOT analysis is part of the environmental scan used to develop Richland’s strategic plan. Asterisks indicate the number of dots an item received, indicating importance for strategic planning consideration.

STRENGTHS (Internal)		WEAKNESSES (Internal)	
***** ***	Current Chancellor’s leadership	***** *****	Lack of action on declining tech-occ programs based on program review
***** **	Enthusiastic workforce	***** **	Lack of sufficient grants for instruction and student support services
*****	Diverse institution	****	Lack of funds for facilities, security, special interests
*****	Strong branding/image	****	Declining employee morale
*****	Nationally recognized organization with systematic performance excellence model	****	Declining faculty enthusiasm
****	Culture that encourages innovation	****	Lack of acceptance of Richland Collegiate High School
***	ThunderBbolt distance learning training with passionate faculty leaders	****	Ability to address the needs of economically disadvantaged students
***	Richland Collegiate High School	***	Lack of consistent QEP quality control; lack of commitment to Baldrige criteria
**	Office of Planning and Research for Institutional Learning (OPRIE) staff	***	Lack of defined marketing effort

*	Increased classroom space – new science building & workforce training center	***	Lack of First Year Experience program
	Integration of departments	***	Faculty resistant to change
	Grant writing capability	**	Secretarial support for VPs
		**	Untrained workforce (hard skills; soft skills)
		**	Change in faculty roles for distance learning
		**	Compensation rates/total rewards package system
		**	All faculty do not use online grade book
		*	Emergency preparedness
		*	Shortage of knowledgeable career counselors
		*	Strategic plan not fully understood by entire organization
			Lack of comprehensive succession management plan for key positions
			Limited office space
			Website not user friendly
OPPORTUNITIES (External)		THREATS (External)	
***** ***	Opportunities in Garland including GISD, Garland Chamber, Dallas County Manufacturers' Association	***** *****	Political actions limiting funds for college operations
***** **	Demand for online/distance learning classes	*****	Governor Perry
***** **	Partnership with local businesses and community	*****	Lower essential reading/writing skills of students
***** *	Richland Collegiate High School	*****	Dwindling resources encouraging more centralization
***** *	The Randy Best Epic Learning/ACT Project	****	Continuing Ed programs not eligible for Perkins funding
****	Relationship with service area high schools and transfer universities	****	Decline of workforce values
***	Growing demand from political and business leaders for higher education to play a stronger role in "fixing" public education	****	Declining number of high school completers
**	Low cost/good value	****	Legislative rules limiting withdrawals
*	Strong economy	**	Growing public perception that higher education is bloated and a drain on tax dollars with little return
	Vertical integration P-16 initiatives	**	Strong labor market (turnover)
	Market programs to larger companies	*	Heightened security crisis in the world
			Heightened competition from "for profits"
			Reduced funding from the state

Strategic Priorities/KPIs/Measures/Targets

ThunderTeam reviewed the four Strategic Planning Priorities, sixteen Key Performance Indicators and 91 Measures. Each vice-president was responsible for pre-work with department staff/councils to suggest the one-, three-, and five-year targets for each measure based on five years of trend data provided by the OPRIE. ThunderTeam analyzed these recommendations, revised as appropriate, and adopted new targets and measures for 2007-2008. The SPPs and KPIs did not change. Measures will number 95 after revisions, deletions, and additions. See document "KPI Definitions 2008" for details regarding revisions, additions, and deletions to the Strategic Planning Priority Goals, KPIs, Measures and Targets for 2007 – 2012.

Plus/Delta Evaluation – Thursday, August 16

PLUS (+)	DELTA (Δ)
<ul style="list-style-type: none">• Cycles of improvement• New data elements like market share data• Double-sided printing in binder• Alpha-order binder• Subcategories• Preparation• Table arrangements—room to spread• Three days down to two• Timing on calendar	<ul style="list-style-type: none">• Give TT electronic copy of data• Timing on calendar• Leadership development opportunity— succession planning

FRIDAY, AUGUST 17, 2007

QEP Briefing

Mary Frances began her briefing by listing the QEP Cycles of Improvement for 2006-07.

- Small group meetings with academic deans
- Updated QEP website
- Worked with Faculty Retreat Follow-Up Committee to streamline QEP 2007-2009
- Prepared to launch WEAVEonline in fall 2007
- Developed QEP graphic
- Assigned QAC teams to specific QEP teams
- Purchased *Learner-Centered Assessment on College Campuses* book for more in-depth understanding of the process.

Next Mary Frances introduced the streamlined QEP two-year cycle for faculty and staff. During the first year faculty will identify and assess two student-learning outcomes or one higher-level student learning outcome and staff will assess two services or one student-learning outcome. During the second year, both faculty and staff will implement improvements and reassess.

ThunderTeam reviewed the QEP Calendar for 2007-2008 and approved it with one change—the addition of April 30, 2008 for submission of the VPs Institutional Report under QEP Milestones.

Mary Frances alerted the ThunderTeam of the upcoming training for implementation in the early fall of WEAVEonline as the system for managing the Richland's QEP. She provided an overview of the process for entering data with illustrations from the system.

ThunderTeam also reviewed the instructions for submitting the Fifth-Year Interim Report from the guidelines provided by SACs. Richland's report is due in 2008.

Benchmarking

Donna presented a SWOT analysis of the Benchmarking process and reviewed the status of benchmarking studies initiated since the process was formalized. Three significant benchmarking recommendations were implemented during the spring semester (distance learning, online tutoring for DMAT, and online tutoring for DWRI). Two additional benchmarking recommendations (intensive DREA and DWRI classes and mandatory math labs) are scheduled for implementation fall 2007.

Due to limited funding, online tutoring services were offered on a limited basis. Additional funds will be required to expand Richland's online tutoring services.

Significant gains were made in Richland's distance learning enrollment since the benchmarking project began. In addition to increasing student enrollment, student success and retention rates improved. Audra Barrett and Donna Walker will continue to monitor Richland's distance learning offerings, student success and retention and benchmark best practices with other colleges in the DCCCD.

Intensive DREA and DWRI courses are scheduled for the fall 2007 semester. Based on student success data for the fall semester, additional sections may be added in the spring 2008 semester.

Mandatory math labs for RCHS students are scheduled for implementation in fall 2007. Approximately ninety-seven percent of RCHS students enrolled in a developmental or college level math class are also enrolled in math labs. Student success rates for fall 2006 and fall 2007 will be compared at the end of the fall 2007 term.

To date, Richland's Honors Program has not implemented any changes to the program based on benchmarking information. The Vice President for Teaching and Learning has assembled a redesign team for the purpose of improving the Honors Program. Ideas gained from benchmarking activities may be incorporated.

The ThunderTeam approved an updated version of the Benchmark Process Form which documents implementation of best practices that have been adopted or initiatives that address performance gaps if a best practice for that area is not adopted.

Organizational Actions

OPRIE requested that each VP respond to the status of each 2006-07 Organizational Actions in their area of responsibility before the Retreat. Missing responses were solicited during the meeting. The responses will be updated with missing information and presented to the ThunderTeam for approval at the next KPI meeting.

THECB Update

Bao represented Richland at a Texas Higher Education Coordinating Board meeting on accountability on August 16 and reported that the THECB has charged community colleges with selecting a number of success measures to be included in a report due in April 2008. Consensus among the attendees from the DCCCD was that we should select measures that make sense for us and present a united District response to the Very Large College group, of which the DCCCD is a part, at the follow-up meeting in November.

Closing the Gaps - At the August 16 THECB meeting, Coordinating Board staff requested that colleges make sure that their *Closing the Gaps* institutional targets are meaningful. It was noted that some colleges have not raised their institutional targets despite already meeting, sometimes surpassing, the 2010 targets. Richland currently already sets rigorous targets and will continue to do so based on monitoring of its trend data and achievement of targets.

THECB also distributed draft copies of an institutional report card template and requested input from the colleges. This initiative was created because of legislation introduced, but defeated, in the previous Legislative Session. Fonda will forward Richland's monthly Thunion report card to Susan Brown, Assistant Commissioner, Planning and Accountability, at the THECB..

Program Review Template for Student and College Services

Fonda presented a proposed program review template for student and administrative support services. A committee will receive the report and hear presentations from the selected departments based pm the template. ThunderTeam will decide if departmental progress is acceptable based on committee recommendations. Departments that receive a score of 70 or above are not reviewed again 5 years. Departments with a score of 63-69 will devise a plan to improve their scores within two months of their review and, upon implementation and successful completion, will join the 5-year next review cycle. Departments that achieve the minimum scores will be reviewed on a yearly basis until they achieve the required performance levels.

ThunderTeam agreed to choose two departments from each VP area for a series of pilot reviews in 2007-08. The OPRIE will meet with selected departments to review the template and answer questions about the process prior to beginning the review. OPRIE will revise the process after the pilot is completed and implement changes for the next round of reviews.

Departmental Actions/PIIP Report

Gloria reported on the status of Departmental Action Plans (DAPs) submitted for the academic year. Currently 53.25% of the 169 are completed and 30.17% are carried forward. Only 27 DAPs are missing final evaluations. Gloria will pursue resolution of those without final evaluations prior to posting all submissions on the Strategic Planning website.

Feedback Management Report

Bao presented a SWOT analysis of the Feedback Management System (see Feedback Management Report 2007). The general conclusion was that the vast majority of items received through the feedback forum continue to be requests for information or problems that were resolved with clarification given to the student/stakeholder. Complaints received for the student services area were either incident-specific or not enough complaints were reported to determine

a systemic problem. Most complaints were received during registration. The group discussed why so few complaints are received and how to accurately capture data on customer service satisfaction.

Contact Requirements Proposal – Bao proposed that all student services and academic areas create a formalized set of contact requirements, basic standards of good customer service that the area promises to deliver. These contact requirements would be posted in clear view along with procedures for lodging complaints. Each department can evaluate performance against the contact requirements.

Surveys

Sandy Hawkins, Business Affairs, discussed the results of the Grant Training Self-Assessment Survey. This survey was sent to Richland College Grant Managers and key grant staff on March 6, 2007. They were advised that there were no right or wrong answers and that the survey would be used to formulate the content of the next Richland grant training session. Based on the results of the survey, four training sessions are scheduled to review the areas with which personnel were least familiar.

Session 1: Basic grant management processes including grant start-up, HR processes, business office functions, equipment, IT processes, etc.

September 21, 1:30pm
September 28, 9:30 am

Session 2: OMB Circulars, specific agency requirements, audit information, etc.

October 19, 1:30 pm
October 26, 9:30 am

The Self-Assessment Survey will be re-administered to participants after each training session, and the results compared with the results of the first survey. A final report will be submitted to the District Internal Auditors office. Sandy requested that the ThunderTeam reiterate the importance of the training sessions to grant employees in their areas.

Fonda provided reports from the major institutional surveys that Richland administered this past year:

Community College Survey of Student Engagement – Spring 2006
Richland Graduate Survey – Spring 2007
District Graduate Survey (Richland Specific Comments Only) - 2006
Noel-Levitz Student Satisfaction Inventory – Fall 2006

The calendar of college-wide surveys (past and proposed) was included noting that the Executive Director of District Research and Planning has declined to purchase the Noel-Levitz survey for the colleges as was done in the past. This will impact Richland's 2008-09 college budget.

Richland will help pilot, in fall 2007, the SENSE (Survey of Entering Student Engagement) being sponsored by CCSSE. This survey is specifically designed to understand the experiences of first-year college students and develop effective systems and practices to help them.

ThunderTeam members were advised that OPRIE will contact the deans for assistance in notifying and securing the cooperation of instructors whose classes have been chosen to participate in the SENSE.

Strategic Planning Calendar 2007-08

Gloria presented the 2007-08 Strategic Planning Calendar to ThunderTeam for their approval. The calendar is being re-instituted to provide staff with advance notice regarding due dates for various submissions as well as providing an overview of the 2007-08 strategic planning cycle.

The ThunderTeam approved the calendar with minor edits and included the tentative date for the 2008 Strategic Planning Retreat – August 14 and 15.

Other Items

Finney Varghese requested ThunderTeam approval for re-distribution of unexpended funds at the end of the fiscal year. Presently, any money not spent is placed in the fund balance at the end of the year. Finney proposed depositing those monies in holding accounts for the appropriate Vice Presidents at a designated point in the fiscal year so that the funds can be used to support otherwise unfunded projects or underfunded needs. The ThunderTeam approved the proposal.

Finney also reported that the new contact hour rate calculations are available from the District Office to be used in calculating the academic program review.

Plus/Delta, Friday, August 17, 2007

PLUS (+)	DELTA (Δ)
<ul style="list-style-type: none"> • Dates were good. • August KPI cancelled • Finney was casual (no suit) • JJ and Mehrdad love the notebook • Accomplished agenda due to pre-work • Cake was good • We paid for food • Location/accommodations good • Whole group was attentive • On our best behavior • Thanks to Maria for catering • First time attendees 	<ul style="list-style-type: none"> • Should add graphs to Closing the Gaps • Notebooks need technology updates

Adjourned

The 2007 Strategic Planning Retreat was adjourned at 3:30 pm.