

Strategic Challenges and Advantages

Academic Year 2009-10

Strategic Challenges* are those pressures that exert a decisive influence on a college's likelihood of future success and are comparable to Threats in a SWOT analysis. These challenges frequently are driven by a college's future competitive position relative to other providers of similar programs, offerings, or services. Strategic challenges are usually, but not always, externally driven. However, in responding to externally driven strategic challenges, an organization may face internal strategic challenges.

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

1. Grow enrollment:
 - a. In a service area with declining number of high school graduates and relatively flat population growth.
 - b. Without access to high demand, high contact hour-producing technical-occupational programs.
2. Maintain fiscal security and stability in a poor economy and decreasing state funding percentage.
3. Continue to provide quality services with the retirement of experienced employees and a shrinking pool of right-fit candidates due to the limits of our DCCCD compensation system.
4. Improve student success with a student population that is increasingly under-prepared for college work.
5. Address a state mandate to *Close the Gaps* in access and academic performance for historically under-served students with decreasing state funding.
6. Maintain student, faculty and staff safety in one of the highest crime precincts in the city of Dallas, Texas.
7. Operate buildings more efficiently with aging facility systems and infrastructure.
8. Match growth in student population with commensurate growth in faculty, staff and resources as funding sources decline.

Strategic Advantages* are those benefits that exert a decisive influence on a college's likelihood of future success and are comparable to Strengths in a SWOT analysis. These advantages are frequently sources of current and future competitive success relative to other providers of similar educational programs, offerings, and services. Strategic advantages generally arise from either or both of two sources:

1. core competencies, through building and expanding on a college's internal capabilities, and
2. strategically important external resources, which are shaped and leveraged through key external relationships and partnerships.

Richland's *Strategic Advantages* are ...

1. Our reputation in the community we serve:
 - a. For high quality and standards.
 - b. Strong and continuous commitment to diversity.
2. Our strong relationships with service area city governments, chambers of commerce, independent school districts, private high schools and public universities.
3. Our faculty and staff who:
 - a. Practice values-based innovation and agility.
 - b. Commit to performance excellence.
 - c. Demonstrate loyalty to Richland College.
4. Our size as the largest community college in Dallas County.
5. Our commitment to provide students with alternative modes of instructional delivery and scheduling.
6. Our commitment to the discipline of life-long learning through professional development.