

Richland College
Strategic Challenges and Advantages
Academic Year 2010-11

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 senior leadership identified strategic challenges based on a 2010 environmental scan and the college-wide SWOT analysis.

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 continued record enrollment in the face of significant funding cuts and a declining local tax base
- Continue to provide exceptional services and preserve a values-inspired culture despite the impending retirement of experienced employees and external recruitment of talent
- Recruit, hire, and retain right-fit candidates within the limits of our DCCCD compensation system
- Secure sufficient budget reserves to handle aging infrastructure and growing technology needs
- Maintain market share with increasing competition from other DCCCD colleges and other area colleges

* Source: 2009-10 Baldrige National Quality Program Criteria (page 66)

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 senior leadership identified strategic advantages based on a 2010 college-wide SWOT analysis, feedback obtained through surveys and data from the college's End of Year report.

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

- Faculty and staff who:
 - Support students and their success
 - Practice innovation and agility
 - Commit to performance excellence through use of our Approach-Deploy-Learn-Integrate cycle of improvement
 - Demonstrate loyalty to Richland College through service above and beyond basic job requirements
- 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
- Commitment to the discipline of life-long learning through employee professional development
- 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

* Source: 2009-10 Baldrige National Quality Program Criteria (page 66)