

# CHARTING THE FUTURE:

## RICHARD BLAND COLLEGE 2019

Draft Strategic Plan 2014-2019

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## The Big Goal

For The College to be recognized in the Commonwealth of Virginia as *the* “gateway” for university bound students.

# The Need

- Students seek fast, flexible, affordable and convenient pathways to 4-year degrees
- Students are increasingly diverse and demand more technology-based services.
- Roughly 10 percent of students in 2003 took at least one online course. That fraction grew to 25% in 2008, was nearly 30% in the fall of 2009, projected to be 50% in 2014.  
([www.americanprogress.org](http://www.americanprogress.org))
- 1 in 5 two-year college students transfer.
- 60% of those who do transfer earn a bachelor's degree in 4 years.
- Numbers are better if students earn an associate's degree first.

<http://www2.ed.gov/about/bdscomm/list/acsf/ptsreport2.pdf>

# Richard Bland College

## The Mission

To serve as Virginia's university "gateway" by consistently delivering a distinctive learning experience and an excellent liberal arts education that aligns with university expectations for general education courses leading to associate's degrees designed for transfer and baccalaureate completion.

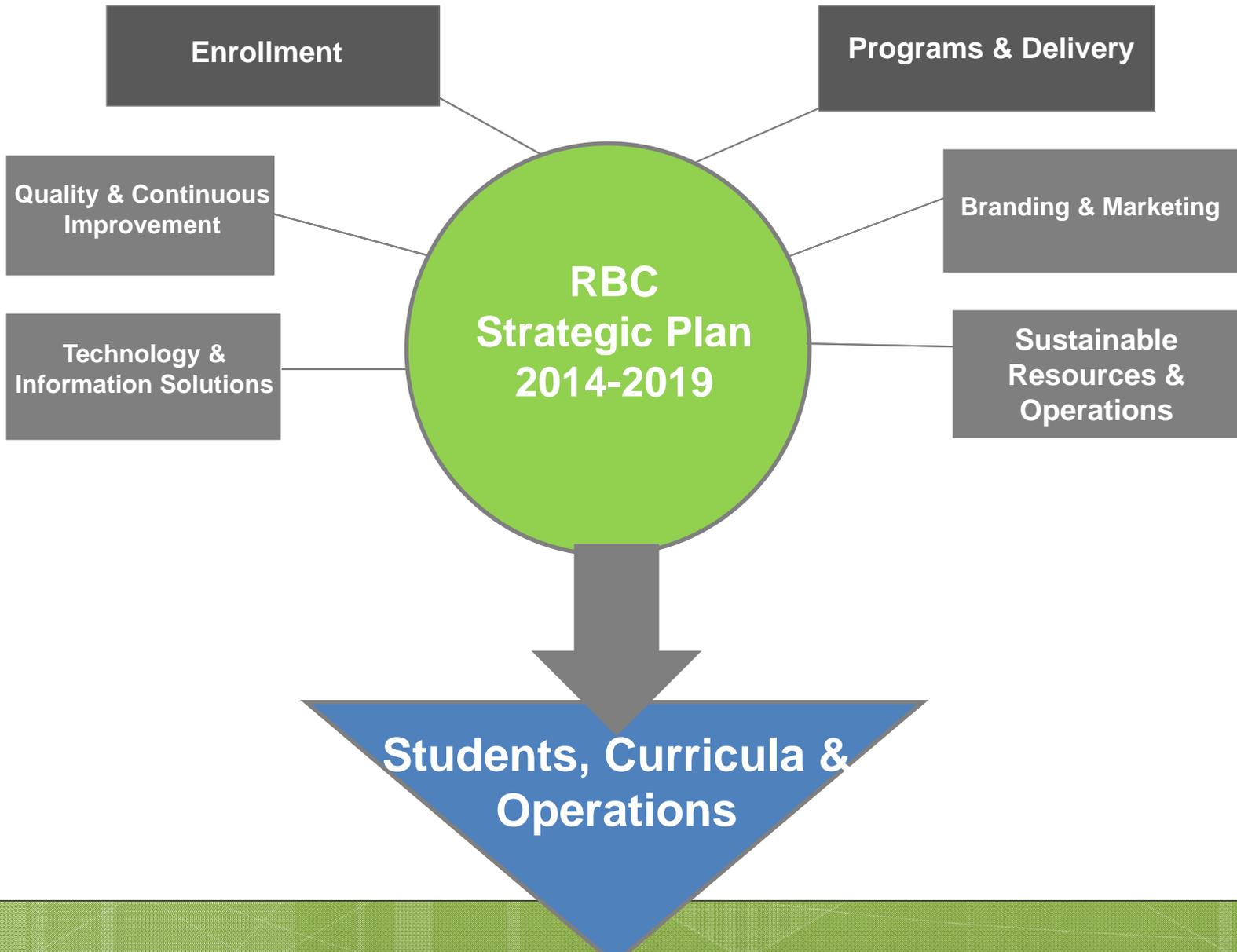
# Richard Bland College

## The Vision

To be recognized as *the* college of choice for Virginia's university-bound students, offering a distinctively creative, rigorous and engaging learning experience to residential, commuter and distance students alike in an environment where the first priority is student success.

With values grounded in the liberal arts tradition and its relevance to the global 21<sup>st</sup>-century society and economy, the college delivers academic programs and services that: (1) are responsive to market-demand; (2) are custom-designed on the basis of current research and best practices in the discipline relative to learning outcomes; (3) teach the core knowledge and skills required for success in life and in careers; and (4) prepare students for seamless transfer to baccalaureate programs at selective colleges and universities.

# Strategic Plan 2014-2019



# Enrollment

To achieve an enrollment target of 2,500 students by: (1) align enrollment-related policies, practices and services with the mission, vision, brand and strategic enrollment management (SEM) goals; (2) facilitating and inspiring learning through proven and innovative teaching and support methodologies; (3) establishing a culture of critical inquiry and discovery; and (4) improving retention, graduation and transfer rates.

## Enrollment

Strategy:	Richard Bland College will implement a data-driven strategic enrollment management plan that recruits and retains an academically prepared, diverse student body and prepares them for graduation and transfer.
Objective	
Increase Enrollment	<ol style="list-style-type: none"><li>1. Increase Annualized Full Time Equivalent (FTE) to 1,750.</li><li>2. Increase dual enrollment schools by 6.</li><li>3. Increase non-traditional (high school and adult) student population by 20 points above 2012 baseline.</li></ol>
Improve Retention	<ol style="list-style-type: none"><li>1. Increase mean 3-year retention rate by 7 points above 2012 baseline.</li><li>2. Reorganize academic advising to align resources with student needs.</li><li>3. Invest in the development of a robust student activities and support services program that enhances the living/learning environment.</li><li>4. Build and implement intercollegiate athletics program and join NJCAA .</li><li>5. Increase 3-year graduation rate by 10 points above 2012 baseline</li></ol>
Improve Transfer	<ol style="list-style-type: none"><li>1. Increase the number of Guaranteed Admissions Articulation agreements to 40 providing direct transfer into market driven fields.</li><li>2. Strengthen partnerships with transfer partners (W&amp;M, VCU, VSU, Longwood, etc.)</li><li>3. Students will meet and/or exceed the expectations of transfer institutions by demonstrating academic excellence with appropriate subject area knowledge, skills and abilities.</li></ol>

## Enrollment

Strategy:	Richard Bland College will implement a centralized student services center to better serve new and enrolled students by the Fall of 2013.
Objectives	
Implement One-Stop Student Center	<ol style="list-style-type: none"><li>1. 85 % of students surface questions regarding admissions, financial aid, and registration will be answered in the one-stop student center.</li><li>2. All students will be able to get advising during business hours at the one-stop center.</li><li>3. Students will rate their overall satisfaction with the college at 90% or higher.</li></ol>
Build a Centralized Call-Center	<ol style="list-style-type: none"><li>1. Implement a call center to field 100% of general calls to the college.</li><li>2. Remove direct phone numbers from the College website.</li><li>3. 70% of callers will be satisfied with the service provided through the call center.</li></ol>

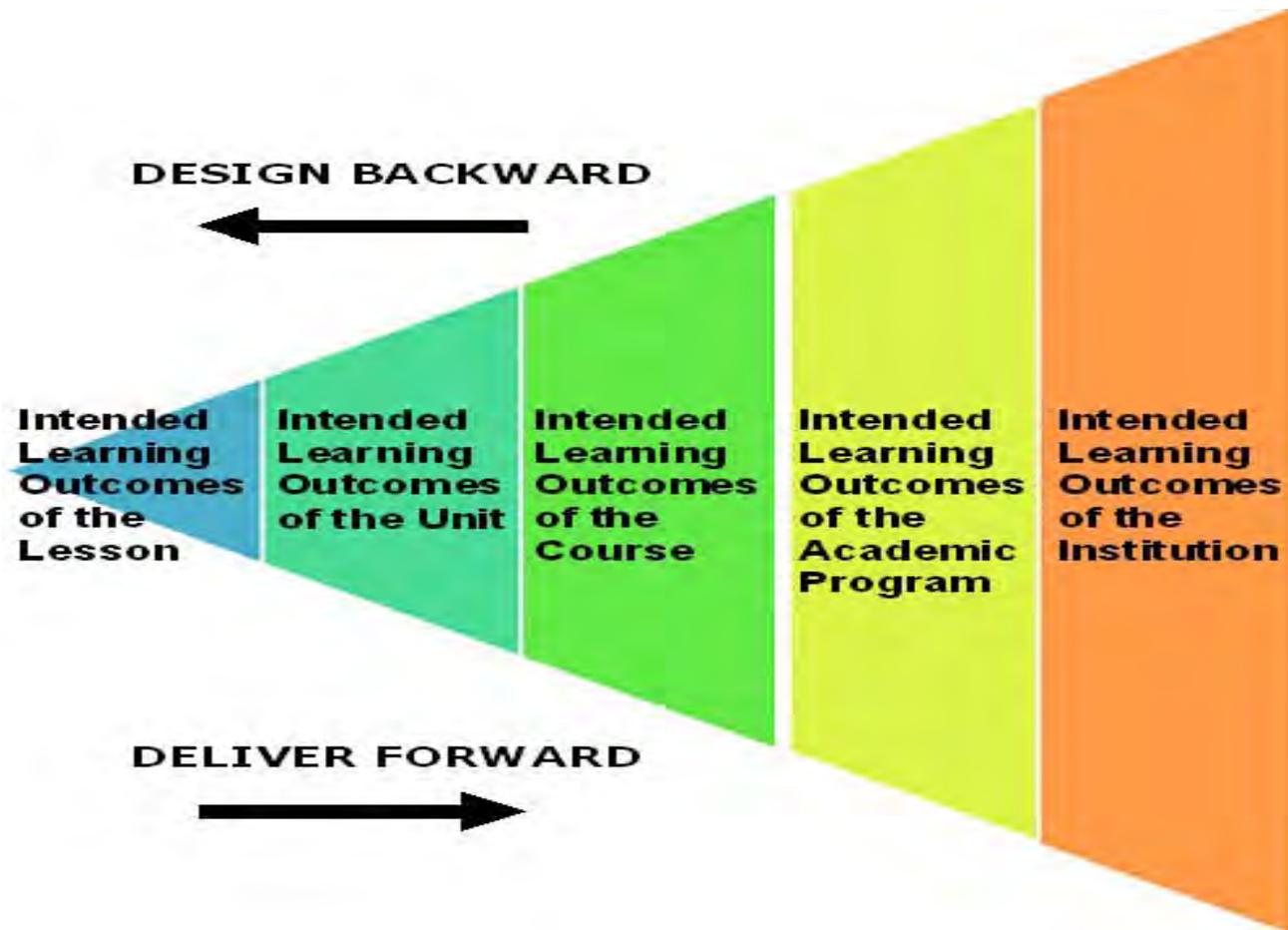
## Enrollment

Strategy:	Richard Bland College develop and implement curricula that takes proven, best practices in teaching to facilitate and inspire learning through proven and innovative teaching and support methodologies.
Objectives	
New and Existing Programs and Modalities	<ol style="list-style-type: none"> <li>1. All courses and programs will be assessed and evaluated to ensure best practices are being used to facilitate and inspire learning.</li> <li>2. Establish cross-curricula educational outcome that instills a habit and a culture of critical inquiry and innovation among students, faculty and staff.</li> <li>3. CCSSE scores will be comparable with top-performing colleges in the 2018 CCSSE cohort.</li> <li>4. All faculty full and part-time will be evaluated annually to ensure established outcomes are being achieved and continuous improvement.</li> </ol>
Developmental Education	<ol style="list-style-type: none"> <li>1. Establish a uniform standard for students to be considered "remediation free" based on best practices and the students academic history (HS GPA, SAT, ACT, etc.).</li> <li>2. Use data to adjust academic standards to ensure students admitted to the College are capable of college level work and transfer.</li> <li>3. Re-design developmental education to focus on giving students the skills necessary to complete gateway mathematics and English courses.</li> <li>4. Comprehensively use #s 1, 2 and 3 to reduce the number of developmental courses by 25%.</li> </ol>
Prerequisites course offerings	<ol style="list-style-type: none"> <li>1. Evaluate all college prerequisites to ensure maximum student success and timely completion of a degree.</li> <li>2. Evaluate course offerings to ensure maximum transferability and student demand.</li> </ol>

# Programs & Delivery

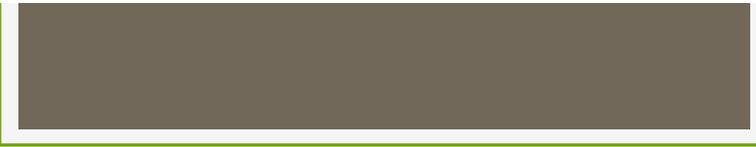
RBC will establish and advance the RBC brand in targeted response to documented market demand by: (1) modifying existing and creating new curricula to provide the right and best portfolio of academic program offerings; and (2) delivering courses and programs at times, locations and modalities that optimize resources and accommodate student schedules and preferences.

## How the Shift Needs to Happen



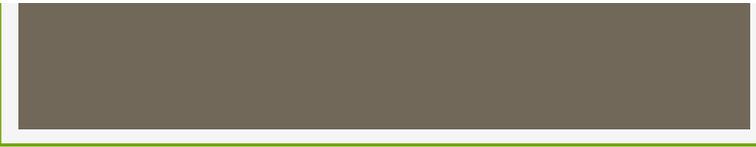
Huba and Freed. *Learner-Centered Assessment on College Campuses: Shifting the Focus from Teaching to Learning*. Needham Heights: Allyn & Bacon, 2000.

## Programs and Delivery



Strategy:	Richard Bland College will expand the footprint in the higher education marketplace and in response to documented market demand establish and advance the RBC brand in target markets
Objectives	
Build a Campus Wide Brand	<ol style="list-style-type: none"> <li>1. Complete a branding study to refine and articulate the College's promise to students, the Commonwealth, and external stakeholders.</li> <li>2. 100% of faculty and staff will be coached on the RBC Brand and how to communicate the brand to stakeholders.</li> </ol>
Increase Non-traditional Program Delivery	<ol style="list-style-type: none"> <li>1. The College will be recognized in the Commonwealth as a leader in Non-traditional program delivery.</li> </ol>
Expand Programming into New Markets	<ol style="list-style-type: none"> <li>1. Establish a formal MOU partnership with Army Logistics University to provide academic instruction simultaneously with military training to ensure maximum military experience (ACE) credit and timely completion of academic credential.</li> <li>2. Establish accelerated degree completion programs at 100% of Higher Education Centers throughout the Commonwealth in response to market demand.</li> <li>3. Formalize an international education partnership with Global Education Skills Alliance that provides maximum benefits to students in a 21<sup>st</sup> Century global economy.</li> </ol>

## Programs and Delivery



Strategy:	Richard Bland College will develop a robust portfolio of academic programs that are responsive to student demand especially concerning modalities and deliver times.
Objectives	
Build New Programming	<ol style="list-style-type: none"><li>1. Eliminate degree emphasis options.</li><li>2. Build 6 new associate degrees from new and existing emphasis options based on market demand and transfer options.</li><li>3. Build 10 certificates (stackable credentials) that build to the associate degree.</li></ol>
Offer New Modalities based on Student Demand	<ol style="list-style-type: none"><li>1. All program offerings will be available through modalities based on student need and demand.<ul style="list-style-type: none"><li>- Distance</li><li>- Evening and weekend</li><li>- Accelerated programs</li></ul></li></ol>
Expand Dual Enrollment	<ol style="list-style-type: none"><li>1. Build academic credentials that can be delivered prior to high school graduation.</li><li>2. Increase dual credit courses offered at partner high schools.</li></ol>



## Resources & Operations

To establish and maintain a high performance organization and to ensure financial and environmental sustainability, pertinent performance-related information will be collected, analyzed, disseminated and used to drive quality and continuous improvement. All financial, physical, IT and human resources will be deployed efficiently, effectively and in direct support of the mission, vision and strategic goals.

## Resources & Operations

<b>Strategy:</b>	Richard Bland College will become an organization where accurate data inform decisions and supports progress towards the mission, vision and strategic goals of the College.
<b>Objectives</b>	
Create a Culture of Planning	<ol style="list-style-type: none"><li>1. All academic and administrative units will develop plans that advance the College's mission, vision and strategic goals.</li></ol>
Build Systems to Ensure Data Integrity	<ol style="list-style-type: none"><li>1. Establish and participate in the common data set for submission of college surveys to ensure consistent and accurate reporting.</li><li>2. Submit all reports accurately and on time (Federal, state and external survey).</li><li>3. Train data users on entering, maintaining, and extracting needed data with limited assistance from ITS.</li><li>4. Develop efficient reporting mechanisms to optimize use of data for reporting and business decision making.</li></ol>
Create Data Dashboards for Informed Decision Making	<ol style="list-style-type: none"><li>1. All academic and administrative units will develop data-dashboards that monitor progress and inform decisions.</li></ol>

## Resources & Operations

<b>Strategy:</b>	Richard Bland College's human and capital resources will be aligned in direct support to our student centered mission and vision, in a supportive environment that attracts and develops the right and best faculty and staff.
<b>Objectives</b>	
Align Human Resources with the College Mission	<ol style="list-style-type: none"> <li>1. Develop and implement a strategic human resource plan to ensure the right and best people are aligned in the right full-time faculty, administrative faculty and staff positions to advance the mission of the college.</li> <li>2. Build a qualified, reliable and diverse part-time instructional workforce that advances the mission, vision and strategic goals of the college.</li> <li>3. Build a planning and evaluation infrastructure that ensures adaptable, continuous improvement of all academic and administrative functions of the college.</li> <li>4. Maintain an organization chart that ensures efficiency and effectiveness throughout the organization and that all positions directly impact or directly support the College's mission, vision and strategic goals.</li> </ol>
Maintain Competitive Salaries	<ol style="list-style-type: none"> <li>1. Complete a study of faculty salaries and adjust inequities to the 65 percentile of 4-year teaching institution comparison group.</li> <li>2. Complete a study of staff salaries and adjust inequities to the 65 percentile of comparable positions regionally.</li> </ol>
Create a Competitive Technology Infrastructure	<ol style="list-style-type: none"> <li>1. Build and implement an evidence based technology infrastructure that ensures all academic and administrative departments are operating at optimal efficiency.</li> <li>2. Develop an end-user, customer service culture that supports the College's mission, vision and strategic goals.</li> </ol>
Ensure Financial Stability	<ol style="list-style-type: none"> <li>1. Create an open and transparent culture where fiscal and physical resources are re-allocated and re-purposed to support the College's mission, vision and strategic goals.</li> <li>2. Build a zero-based budgeting system that prioritizes maximum impact at the minimum cost in direct support of the College's mission, vision and strategic goals.</li> <li>3. Develop an operating budget with revenues exceeding expenses that builds the maximum allowable operating and maintenance reserves under all state provisions.</li> <li>4. Increase Revenue per FTE to 65% of the 4-year Virginia public college average.</li> </ol>

## Resources & Operations

<b>Strategy:</b>	Richard Bland College will ensure economic and environmental sustainability by investing resources efficiently and effectively in a culture of transparency and collaboration in alignment with the college's mission and vision.	
<b>Objective</b>		
The College infrastructure will be aligned to maximize efficiencies centered on student success.	<ol style="list-style-type: none"> <li>1. Decrease reliance on Commonwealth of Virginia General Fund Appropriation by 5 points below 2012 baseline.</li> <li>2. Increase Commonwealth of Virginia Non-General Fund Revenue through expansion of current revenue streams and the creation and management of new revenue streams.</li> <li>3. The Richard Bland Foundation will develop the infrastructure and planning for an aspirational comprehensive fundraising campaign.</li> <li>4. 95% of academic and student services will be relocated to the west side of Johnson Road to ensure student safety, and optimal efficiency.</li> </ol>	
Implement an environmental sustainability plan	<ol style="list-style-type: none"> <li>1. Sign the American College and University President's Climate Commitment.</li> <li>2. Develop a program to maintain the wetlands on College grounds.</li> <li>3. Implement a document management system with a goal to reduce paper consumption by 50%.</li> <li>5. Implement a student and community lead comprehensive recycling initiative in all academic and administrative units across campus</li> </ol>	



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