



INVESTING IN OUR PEOPLE

Strategic Plan | 2026–2028



RICHMONT
GRADUATE UNIVERSITY.



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Letter from the President

In my ninth year as president, I remain fortunate to lead the finest graduate-level, specialized, Christ-centered university in our nation. It is not mere chance that Richmond stands stronger today than it ever has been.

This is because we are unafraid of change, innovation, and aiming ever higher in our aspirations. The proof is abundant. We constructed and then completed two previous strategic plans during my tenure: *In Pursuit of Excellence 2019–2021*, followed by *Charting New Horizons 2023–2025*. When first published, both challenged institutional culture with goals that some thought beyond our reach. Yet, we attained all the objectives stated in them, and more. We learned what we are capable of when working together to achieve what once seemed impossible.

This is why I am especially excited about our newest plan. Unlike its predecessors, this plan does not follow the traditional top-down model. To the contrary: it started as a grassroots-level idea that excited people, steadily gained momentum, and ultimately drew universal support. Its core theme, *investing in our people*, resonates deeply within our community. Instead of revolving around academic activities, it chooses to focus on our human talent.



I am confident you will see this prime emphasis over and over in the coming pages. Read the plan carefully. Then return to it several more times to absorb the full scope of how it seeks to make our work environments and experiences even more fulfilling.

Blessings,
Timothy Quinnan, Ph.D.

A handwritten signature in black ink, appearing to read "Timothy Quinnan".

Mission, Vision, and Values



Mission

Richmont Graduate University provides Christ-centered education and research that advances God’s work of healing, restoration, and transformation in the lives of individuals, churches, and communities.

Vision

Richmont Graduate University will become an internationally recognized leader in Christian counseling and ministry education and a university of first choice for top students, faculty, and staff.

Values

Emulate Christ

“Follow God’s example, therefore, as dearly loved children.”
Ephesians 5:1

Pursue Innovation

“So whether you eat or drink or whatever you do, do it all for the glory of God.”
1 Corinthians 10:31

Sustain Excellence

“But since you excel in everything—in faith, in speech, in knowledge, in complete earnestness, and in the love we have kindled in you—see that you also excel in this grace of giving.”
2 Corinthians 8:7

Cultivate Community

“...make my joy complete by being like-minded, having the same love, being in one spirit and of one mind.”
Philippians 2:2

Foster Wellness

“...I have come that they may have life, and have it to the full.”
John 10:10

Embrace Diversity

“There is neither Jew nor Gentile, neither slave nor free, nor is there male and female, for you are all one in Christ Jesus.”
Galatians 3:28

Developing the Strategic Plan

Introducing the Plan

We are pleased to introduce Richmond Graduate University's 2026–2028 Strategic Plan: *Investing in Our People*. This plan represents a meaningful shift from the strategic approach that has defined the past seven years. In previous cycles, our planning efforts have focused outward: expanding academic programs, strengthening partnerships, and extending Richmond's presence and impact beyond our campuses. *Investing in Our People* turns inward.

At its core, this plan is grounded in a simple conviction: a healthy institution begins with healthy people. By investing in the growth and effectiveness of our employees, we strengthen our ability to fulfill our mission and enhance the student experience. Our key question is this: *Are the people who carry this institution forward—our faculty and staff—truly equipped, supported, and empowered to do so?*



Strategic Planning Committee

The Strategic Planning Committee is composed of faculty, staff, and administrators from across the University who played a vital role in shaping this plan. Their insight, ideas, and willingness to engage in honest dialogue ensured that this plan reflects the lived experiences and priorities of the Richmond community.



Peter Brindley
Strategic Plan Director,
Director of Institutional
Effectiveness



Devin Pritchett
Strategic Plan Director,
Chief of Staff



Deanna Davis
Clinical & Senior
Director of the Richmond
Trauma Center



Dr. Kristel Headley
Professor



Dr. Preston Hill
Assistant Professor,
Director of the Doctor of
Ministry Program



Dr. Stanley Hoover
Associate Professor,
Assistant Dean of the
School of Counseling



Will Jones
Technical Services
Librarian



Amy Kenney
Clinical Training
Coordinator



Mary Pat Mitchell
Assistant to the Dean of
the School of Counseling,
Testing Coordinator



Tess Noonburg
Research and Archives
Librarian



Dr. Emily Oliver
Assistant Professor



Carla Stewart
Payroll Coordinator

The Planning Process

Investing in Our People was intentionally designed to be data-informed, participatory, and internally focused. The planning process began with a comprehensive review of employee survey data, which provided critical insight into the experiences, challenges, and priorities of faculty and staff across the institution. These findings were further enriched through open dialogue on Institutional Success Day, where employees engaged in candid conversations about their day-to-day work, institutional strengths, and areas for growth. Key themes were further explored and refined through a targeted follow-up survey and additional feedback mechanisms.

The planning process moved through several stages:

- 1. Data Collection and Review:** gathering insight from employee surveys, Institutional Success Day, and targeted follow-up input
- 2. Strategic Planning Committee Creation:** assembling faculty, staff, and administrators from across campuses and modalities
- 3. Theme Development and Refinement:** analyzing and discussing data to identify institutional priorities
- 4. Initiative Identification and Consolidation:** focusing a wide range of ideas into an actionable set of priorities
- 5. Final Synthesis and Alignment:** ensuring initiatives were both strategically meaningful and operationally achievable

Focused. Actionable. Built for Success.

The Committee developed a strategic plan centered on the faculty and staff experience, internal systems, and institutional practices, recognizing that improvements in these areas directly impact all aspects of the University. *Investing in Our People* is a strategic plan that positions Richmond for continued growth, leadership, and innovation.



INVESTING IN OUR PEOPLE STRATEGIC THEMES

Empower | Connect | Equip | Sustain



EMPOWER

Our People

Richmont will **empower** its people by ensuring employees have clarity in their roles, sustainable workloads, and clear paths for advancement and impact.



Strategic Initiatives

Establish clear role alignment and equitable workload standards across the University and counseling centers.

- Conduct a university-wide role clarity and capacity audit
- Assess workload capacity and task distribution across departments
- Develop a responsibilities matrix within each department
- Align clarified responsibilities with performance evaluation expectations
- Conduct a periodic review cycle to reassess workload distribution

Design structured pathways for employee growth, skill development, and professional advancement.

- Identify core competencies and skill sets associated with roles
- Expand access to certificates, credentials, and specialized training
- Standardize access to tuition benefits and internal learning opportunities

Solidify clear workplace expectations and policies that support professional communication, conflict resolution, and sustainable workloads.

- Update workplace norms and expectations in the Employee Handbook
- Provide policy and procedure information sessions

CONNECT

Our People

Richmont will **connect** its people by fostering transparency and trust through clear, timely, and inclusive communication that keeps employees across all campuses informed and heard.



Strategic Initiatives

Develop a structured institutional communication framework that clarifies messaging pathways, leadership updates, and employee feedback loops.

- Create a communication guide within the Employee Handbook
- Ensure communication structures enable consistent information flow
- Disseminate regular communication updates from department heads

Institute a structured employee recognition program that highlights contributions aligned with Richmont's mission and values.

- Implement a peer recognition system
- Leverage existing HR systems to document recognition
- Expand opportunities to highlight employee contributions
- Integrate recognition practices within employee evaluation processes

EQUIP

Our People

Richmont will **equip** its people by providing the tools, systems, and training employees need to excel daily, increase efficiency, and work with confidence.



Strategic Initiatives

Launch an employee lifecycle system that facilitates onboarding, development, and institutional continuity.

- Develop comprehensive onboarding resources
- Create a coordinated orientation experience for faculty and staff
- Provide role-specific training and technology onboarding
- Establish structured feedback checkpoints for new employees
- Introduce peer mentoring opportunities to foster a sense of belonging
- Implement a formalized offboarding process

Optimize institutional technology and data systems to improve operational effectiveness and user capability.

- Form a cross-functional technology optimization group
- Standardize the use of key University platforms
- Offer targeted training and professional development to employees
- Strengthen practices for data, documentation, and digital content management

SUSTAIN

Our People

Richmont will **sustain** its people by ensuring compensation, benefits, and professional development are competitive, equitable, and aligned with our mission.

Strategic Initiatives

Conduct ongoing evaluation and periodic review of compensation practices to ensure alignment with University priorities, sustainability, and responsible resource stewardship.

- Conduct a total compensation benchmarking review
- Use findings to inform leadership decision-making
- Review and refine compensation structures and progression pathways
- Provide training on University budgeting processes

Establish and sustain safe, compliant, and well-maintained work environments across all campuses.

- Ensure equitable access to resources for remote employees
- Maintain safe workplace environments and operations
- Implement ergonomic and workspace improvements
- Conduct periodic reviews of physical workspaces and facilities



Implementing the Strategic Plan



Investing in Our People is a collaborative, institution-wide effort. The plan focuses on employee experience, internal systems, and institutional practices. Its success depends on the collective engagement of faculty, staff, and leadership across all campuses.

Implementation will occur at both the individual and departmental levels, as well as through coordinated, institution-wide initiatives. Employees will be invited to engage directly—reflecting on their roles and responsibilities, contributing to improved communication practices participating in development and training opportunities, and helping shape new policies within their departments.

Many initiatives are cross-functional and require collaboration across departments, campuses, and roles. Departments will play an active role in shaping how initiatives are executed within their specific contexts, ensuring that implementation is both meaningful and adaptable across Atlanta, Chattanooga, and online environments. The Strategic Plan Directors will provide ongoing structure and accountability through establishing timelines, coordinating across departments, monitoring progress, and ensuring alignment with institutional priorities.

This plan is an active framework for institutional growth and improvement. Its success will be measured by the completion of initiatives and, ultimately, by the degree to which Richmond's faculty and staff feel empowered, connected, equipped, and sustained in their work.





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