**PRESIDENT’S MESSAGE**

February 2014

“There is no passion to be found in playing small—in settling for a life that is less than the one you are capable of living.”  

**Nelson Mandela**

Alicia B. Harvey-Smith, Ph.D.

Dear River Valley,

Since my last writing, we have celebrated the National Holiday observing the legacy of Dr. Martin Luther King, Jr., St. Valenties Day and its reminder to live life with passion and now we are drawing to the close of African-American History Month, a recognition of a people’s endurance through struggle and a reminder that we are stronger together.

This has been a busy time for your President and for River Valley Community College. As I write this month’s message to you, I am reminded that time does fly when you are having fun. Thank you for your continued efforts to position and sustain RVCC and for your openness to change. As a learning organization, it is vitally important for us to embrace the goals of continuous change, evolution and evaluation. I continue to encourage each of us to see change as a gateway to innovation and transformation.

As we continue to address our current enrollment challenges, I also request that each of us commit to serving as an ambassador for the college and actively recruit and retain students. We continue to look for creative and sustainable ideas for improving enrollment at River Valley Community College and the Strategic Enrollment Management Team meets regularly to support this outcome. RVCC is also well represented on the CCSNH Strategic Enrollment Management Team, charged with developing strategies across the system. Kudos to Lynn Birmingham, Charles Kusselow and Delmar Burridge for serving as the RVCC Team on this important system level committee.

I continue to focus attention and resources on developing a sustainable infrastructure. I am confident that as we develop new and refine current practices, improve operational efficiencies and test new strategies that we will achieve results. It will however, take all of us to make this happen!

This month I continued to have productive meetings with local Chambers, Rotaries, School Boards, Principals and Counselors to heighten awareness of the benefits of a community college education generally and attending RVCC specifically. Most recently, RVCC had the opportunity to host Chancellor Gittell, Senator Kelly and local Legislators at the Keene Academic Center to again share the great work being done at our fine institution. Kudos to Dr. Shinn and Robert Stillings for doing an excellent job presenting program updates. I have attached my Legislative Update PowerPoint Presentation for your awareness.

In the coming week, RVCC will continue its Strategic Planning discussions, moderated by Dr. Leigh Marten to reflect as a community on mission, vision and values as we set the stage for identifying strategic directions. For your reference as we prepare for these discussions, I have attached the 2014 Primary Academic Year Goals for River Valley Community College as shared with Chancellor Gittell. These goals will be integrated into strategic planning action items and direct attention to Financial Stability, Enrollment Outcomes Management, Administration and Leadership, Academic Quality and Assurance of Learning, Contributions to CCSNH Objectives and Unique and Circumstantial Objectives.

*Envisioning The Future That We are Designing,*

Alicia B. Harvey-Smith, Ph.D.
Alicia B. Harvey-Smith, Ph.D. President

LEGISLATIVE UPDATE

"ENVISIONING THE FUTURE - OUR FUTURE BY DESIGN"

MAIN CAMPUS RENOVATION

$2.9 M approved (State Funding/RVCC Lapsed Funds)

Phase I
Nursing Faculty Offices, OT/PT Labs, Fire Protection Sprinkler Systems, New rooftop, AC in labs and classrooms

Phase II beginning end of January 2014
Completion June 2014

KEENE CENTER UPGRADES

Critical Maintenance
Safety/Security
Fire Marshall Requirements
HVAC/Boiler Repair
Parking Lot Paving / Room Upgrades / Entry Way

Completion June 2014

BRANDING

"All-College Spirit"

A new tag line adopted:

Envisioning
The Future - Our Future
by Design

GAINING MOMENTUM
STRATEGIC ENGAGEMENT

Strategic Planning
Enrollment Management
Focus on
Student Recruitment and Retention
Intrusive Advising and Support

HELPING NH WORK

ADVANCED MACHINE TOOL GRANTS

H1B – First class has completed training at Hypertherm Inc.

TAACCCT - Advanced Machine Tool Classes / Boot Camps being held

New machines: 3D printer, CNC Milling and Lathe Machines
DEVELOPING NH'S WORKFORCE

- Whelan-Charlestown
- Design Standards-Charlestown
- Precision Precision-Newport (STAR)
- NH Ball Bearing-Peterborough (STAR)
- Corning Net Optics-Keene (STAR)
- Tinkers-Lebanon / Keene
- PC Connection-Keene

- Marken-Uringe-Keene
- Tideland-Keene
- Hypertherm-Hanover (STAR)
- W.S. Badger-Gilman
- Yankee Candle-Massachusetts
- Chamberlain Machine-Charlestown
- Storm Ruger, Inc.-Newport
- Swaney Machine Tool-Swansea

IMPROVING TRANSFER CONNECTIONS

- New Articulation Agreements - Completed
  - NH Institute of the Arts - Creative Writing

- New Articulation Agreements - In Progress
  - Colby-Sawyer College - Accounting and Business
  - Fisher College - Human Services and Early Childhood Education

EXPANDING OUTREACH

- Renovated website www.rivervalley.edu
- RVCC on Social Media: Facebook, LinkedIn and Flickr
- Mass mailing through Constant Contact
- Web/digital advertising on Xfinity and AdTaxi

ACCESS

INCREASING COLLEGE GOING RATE

- Board Of Trustees Enrollment Initiative with School Boards
- In New Hampshire, less than 30% of undergraduate students attend community colleges - the second lowest rate in the nation. An associate's degree from a NH community college will increase a student's income by an average of 28% compared to just having a high school diploma. Over a lifetime, that's $500,000.

STUDENT SUCCESS COLLEGE COMPLETION

- Developmental Education
- Student Success Center
- Advising
- Tutoring
- Student Assemblies

PARTNERSHIPS

- Governor Hassan's Business Roundtable
- Greater Sullivan County Business and Industry
- Claremont Savings Bank
- Hypertherm
- M2S, PC Connections
- Medical Assistant Education Model - DHMC
IMPROVING STEM EDUCATION

New Degree in Mathematics and Science
(Biological, Physical Science or Engineering)
New Engineering Degree
Under Development

RESPIRATORY THERAPY STUDENTS WIN SCHOLARSHIPS

RVCC Students
Win First, Second and Third Place
Annual Crosby-Holland Scholarship Presentation
The Vermont/New Hampshire Society Respiratory Care Annual Meeting

IMPROVING COLLEGE READINESS KEENE DEVELOPMENTAL MATH PROJECT

RVCC and Keene School District
Community Education Partner to Improve
College Math Readiness
Through Low-cost Remedial Math Courses

ADVANCED MANUFACTURING OPENING DOOR TO OPPORTUNITY

Advanced Manufacturing Career Fairs
Respond to shortage of trained, highly skilled workers
Heightens awareness
Training and employment

PHLEBOTOMY PROGRAM WINS

2013 Best Phlebotomy Education Award
PhlebotomyTrainingSpot.com
There are 1000 Programs Nationwide.

FOCUS ON THE FUTURE

Expanding Educational Pathways
Access - Success - Completion
Scholarship Development
Workforce Development and Training
Partnerships / Collaborations
Sustainable Infrastructure
2014 Primary Academic Year Goals

Financial Stability

1. Implement college budget development process to align more with enrollment projections, allowing revenue to drive expenses, with a goal to reach a minimum 1% net positive bottom line. Current Operating budget is $10,269,340 so net 1% is $102,693.40 for a total of $10,372,033.40.

2. Re-establish Department of Continuing Education, expand non-credit offerings to increase revenue from this source by 25% - from $45,000 to $56,250.

3. Increase Workforce Development training opportunities for Business and Industry for customized training, certifications, re-certifications and or licensure. Set a minimum target of a 10% increase in credits sold, from 330 credits to 363 credits.

4. Increase capacity and space utilization by determining and maintaining a breakeven point for course minimums which cover the costs of instruction. Exceptions may include, pilot sections, directed and independent study courses needed for graduation during the year requested. The average targeted class size is 10.
   a. Basic break-even point calculation: Cost of instructor divided by income (# credits x tuition) equals number of students to cover cost of instruction. Can expand formula to include profit and overhead.

Enrollment Outcomes Management

1. Identify progressive recruitment and retention efforts to attract unique target markets. Implement Strategic Enrollment Management Plan to effectively set benchmarks, increase program acceptances, expand instructional formats, and partnerships with local schools. Increase enrollment targets in credit and non-credit areas by 5% for Fall 2014. Total registered credits for Fall 2013 were 8457. A 5% projected increase, based on the total college, is 8880. (Source: Fall 2013 RVCC Fact Book)

2. Implement strategies to recapture decline in credits sold resulting from Nursing Accreditation loss. Identify low enrolled programs to examine market demand, potential for increasing enrollment, revitalization or elimination.
3. Long term RVCC will conduct, through strategic planning process, an in-depth program review and analysis to determine currency and relevancy to market demands to determine if economic development goals are being achieved, graduates successfully being employed or transferring. This goal also supports Academic Quality Assurance of Learning Goal 3.

**Administration and Leadership**

1. Establish strong administrative infrastructure with competent leadership providing effective operational oversight. Hire a Vice President of Academic Affairs, hire an Associate Vice President of Academic Affairs, strengthen operations in Student Affairs by hiring an Associate Vice President of Student Affairs, support research needs by hiring an Institutional Researcher and fill other critical gaps.

2. Implement both an Executive Leadership Team and an Expanded Leadership Team with representation from Department Chairs, Program Directors and other key stakeholders including students to expand communication and input to key organizational decisions.

3. Develop Five Year Strategic Plan: “Envisioning the Future – Our Future by Design,” that aligns with both RVCC and CCSNH’s strategic directions.

4. Establish a culture of assessment through the training and development of department chairs and program directors utilizing the CCSNH Researcher and the Associate Vice Presidents of Academic Affairs and Student Affairs to support institutional research and effectiveness. Eliminate duplication of efforts by department chairs and program directors; restructure academic departments and assess all areas for operational efficiency.

**Academic Quality, Assurance of Learning**

1. All department chairs and program directors will receive professional development training in learning outcomes assessment and development of learning objectives conducted by the New England Association of Schools and Colleges in Spring 2014.

2. River Valley Community College will incorporate the functions of institutional research and effectiveness into the position of Associate Vice President of Academic Affair/Director of the Keene Academic Center and Associate Vice President of Student Affairs to support the collection analyzing, evaluating and trending of institutional outcomes for decision making. This effort also supports goal 4 under Administration and Leadership.
3. River Valley Community College will create a plan to review of all programs and services to determine successful achievement of long-term program outcomes including academic performance, success in subsequent courses, licensure exams, boards, employment and transfer success. This effort also supports goal 4 under Administration and Leadership.

4. Long term, River Valley Community College will develop a standardized process to solicit feedback from employers and transfer institutions on the success of their graduates and closely evaluate student satisfaction surveys and course evaluations to determine academic quality.

**Contributions to CCSNH Objectives**

1. River Valley Community College will work in partnership with CCSNH on the development and implementation of all established strategic initiatives and strategic plan.

2. River Valley Community College will have active participation on each and provide leadership when possible with the ongoing implementation of CCSNH Initiatives, such as STEM, HR, College Going Rate and Seamless Transfer.

3. The administration and leadership of River Valley Community College will serve as strong advocates and role models for ongoing collaboration with CCSNH and the importance of moving forward as a cohesive System

**Individual Unique or Circumstantial Objective**

1. Develop Technology Plan supporting a solid infrastructure, system currency, manageable 3-5 year cycle for upgrades and addresses recruiting and retaining highly qualified IT staff.

2. Actively provide local and national leadership through participation on such groups as The Commission of Higher Education, NH and American Association of Community Colleges.

3. Chair the Peterson Fundraising Event and serve as a member of both the Claremont, Lebanon and Keene Chambers of Commerce