



Moving forward with our community to
transform the lives of our students.

RVCC 2018-2021 Strategic Plan

Moving Forward

RVCC Faculty, Staff and Administration

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A Message from the President

I am pleased to share with you River Valley Community College's (RVCC) 2018-2021 strategic plan. This document was developed by the dedicated faculty and staff at RVCC. They did so over multiple administrations and leaders, through a series of internal teams comprised of faculty and staff. This high-level document sets out core goals for RVCC, and the finished product lays out a path for a bright future.

Higher education is constantly changing. It is important for RVCC to be flexible and adapt quickly. This plan takes into account the demographic and financial shifts in higher education, while recognizing the unchanging need to be focused on successful outcomes for students. At RVCC we are always thinking about our students, knowing that every decision we make impacts them in some way. We remain focused on how we can better help them to achieve their goals.

I know that the faculty and staff at RVCC worked diligently on this plan, and I thank them for their dedication to the College and its mission.

Sincerely,

A handwritten signature in black ink that reads "Alfred Williams, IV". The signature is written in a cursive, slightly slanted style.

President Alfred Williams, IV

River Valley Community College Mission Statement

River Valley Community College transforms lives by providing a quality and affordable education through innovative personal approaches to lifelong learning and career pathways.

CCSNH Mission Statement

The Community College System of New Hampshire will provide comprehensive, market-driven, accessible, quality programs of higher education and services that respond to the needs of students, businesses, and communities

CCSNH Strategic Goals

The Board of Trustees has approved the following strategic goals as a means to achieve CCSNH's vision:

- Increase enrollment across New Hampshire's community colleges
- Foster an environment in which CCSNH is an employer of choice that works to improve employee engagement
- Improve CCSNH's net revenue and financial sustainability, as well as its overall financial and budget processes
- Use technology to expand credit transfer and course sharing among the seven colleges
- Address the unique needs of its rural colleges and communities
- Serve as a strong bridge for pathways from high schools to four-year institutions to employment with a focus on STEM and high-demand careers
- Advance efforts at data collection, analysis, and communication to attain strategic goals

Planning Groups and Membership

Executive Team

President Alfred Williams, Aimee Jahn, Jennifer Cournoyer, Andrea Allbee, Anna Battye

Strategic Planning Team

Andrea Allbee, Michelle Lockwood, Crystal Thibodeau, Jim Carroll, Pat Labrecque, Ken Czechowicz, Jim Allen, Aimee Jahn, Julia Dower, Kathy Aldrich, Kerry Belknap Morris, Jillian Davis, Cathy Gorman, Morgan Sailer, Dan Osborn, Martha Mott, Julie Robinson, Diane Carroll, Linda Richelson, Suzanne Groenewold, Shubhashish Mathema

Strategic Initiative 1: Financial Stewardship

In the ever-changing fiscal landscape of higher education, RVCC is committed to demonstrating fiscal responsibility with the limited state and federal funds available. The College has made it a priority to strengthen institutional advancement in an effort to continue to provide high-quality educational opportunities for our students.

Key Strategies:

- Continue to develop long-range budget strategies to appropriately handle changes in enrollment and state appropriations and grants.
- Increase scholarship opportunities.
- Increase revenue from non-credit sources including facilities and workforce development.

Timeline: Ongoing and evaluated each semester

Strategic Initiative 2: Student Success

Recruitment, retention, and completion comprise River Valley Community College's three-prong approach to Enrollment Management. The College applies current best practices for recruitment, strategic marketing, and distribution of Federal Financial Aid and CCSNH Scholarships. Early College programs continue to grow in popularity, and RVCC continuously explores holistic approaches to helping students succeed. These efforts include traditional supports such as tutoring and disability services, but also supports for food and housing insecure students.

Key Strategies:

- **Recruitment**
 - RVCC will focus recruitment efforts on meeting the State initiative of 65 by 25.
 - Grow Early College Programs including Running Start and Bridge2College, increasing the percentage of engaged high school students in our service area.
 - Continue work on a comprehensive enrollment management plan.
 - Explore content management programs to better capture prospective students.

- **Retention & Completion**
 - Develop a campus wide approach towards retention.
 - Focus outcomes on student success through co-requisite models, 15 to Finish, and career perspectives to increase graduation rates.
 - Fully train faculty and staff on software such as EAB Navigate and DegreeWorks in order to facilitate timely communication with students.

Timeline: Ongoing

Strategic Initiative 3: Teaching and Learning

River Valley Community College is committed to creating an academic environment and course structures that meet the needs of our students and allow them to achieve academic success. RVCC strives to continuously assess current programs while exploring the needs of the community and local industry for new ones.

Key Strategies:

- Continue to offer high-quality academic programs that are current, relevant, and market-driven.
- Develop new academic programs, utilizing online and hybrid resources, through an inclusive and data-driven process of feasibility studies.
- Promote the values of inquiry, academic excellence, leadership, service, and research in our caring community of learners.
- Foster a culture of assessment and continuous improvement through both informal meetings of faculty and traditional accreditation methods.

Timeline: Ongoing and evaluated each semester

Strategic Initiative 4: Operational and Technological Efficiency

River Valley Community College is dedicated to providing students with cutting edge technology and modern facilities, and to eliminating paperwork and process barriers for students. The College has recently updated both staff and student computers and installed Zoom web conferencing capabilities at all three RVCC locations. Teams from all areas of the College are working on a process to follow students from application through acceptance and enrollment in classes in order to identify and eliminate unnecessary steps and paperwork. New software such as EAB Navigate and DegreeWorks are in the implementation stage and will also help streamline processes for both students and staff.

Key Strategies:

- Review and update documentation and workflow processes.
- Review and update the technology strategic plan.
- Upgrade and redesign RVCC website in line with current best practices with input from student usability studies by fall 2020.
- Complete SIM lab construction for nursing program by spring 2019.

Timeline: Ongoing

Strategic Initiative 5: Community, Business, and Industry Partnerships

River Valley Community College's goal is to assess and work collaboratively with community and business partners in order to create a skilled workforce that meets the demands of the Claremont, Lebanon, Keene, and surrounding labor market areas. RVCC seeks to empower students and community members to continually pursue their lifelong learning goals while fostering economic and workforce growth.

Key Strategies:

- Deliver academic and training programs that align with current high demand occupations and local workforce needs within the RVCC demographics.
- Increase credit and non-credit learning opportunities for students in partnership with community stakeholders.
- Implement innovative programs and resources to support the Guided Pathways initiative in order to create career tracks that increase program completion and employment attainment rates.
- Continue to develop internship, externship, mentor, practicum, clinical and apprentice programs.
- Integrate soft skills training into curriculum.
- Collaborate with the county and local businesses to improve public transportation for our students.

Timeline: Ongoing

Strategic Initiative 6: Faculty and Staff Development

Faculty and staff are the most important resource that River Valley Community College has. They take tremendous pride in the work they do at the College, and are tireless supporters of our students. By engaging in lifelong learning, and staying current in their professions, faculty and staff demonstrate to students the importance of education and the impact that it can have.

Key Strategies:

- Ensure faculty and staff engagement and satisfaction through regular communication, all-college meetings, and all-college surveys.
- Develop a plan for integration of all new hires into RVCC's culture by fall 2019.
- Invest in and provide a wide range of support for scholarship, research, creative activities and other professional development for faculty.
- Develop and implement a plan to provide professional development opportunities for adjunct faculty by fall 2020.

Timeline: Ongoing

Goal Alignment with CCSNH Strategic Goals

	Increase enrollment across NH's community colleges	Foster an environment where CCSNH is an employer of choice and works to continuously improve employee engagement	Improve CCSNH's net revenue and financial sustainability as well as overall financial and budget processes	Use technology to expand credit transfer and course sharing between colleges	Address the unique needs of our rural colleges and communities	Serve as a strong bridge for pathways from high schools and to 4-year institutions and employment with a focus on STEM and high demand careers	Advance our data collection, analysis, and communication efforts to support our attainment goals
Financial Stewardship			✓		✓		
Student Success	✓				✓		✓
Teaching and Learning						✓	
Operational and Technological Efficiency				✓			
Community, Business and Industry Partnerships	✓						
Faculty and Staff Development		✓					

Goal Alignment with NECHE Standards

	Mission and Purposes	Planning and Evaluation	Organization and Governance	The Academic Program	Students	Teaching, Learning, and Scholarship	Institutional Resources	Educational Effectiveness	Integrity, Transparency, and Public Disclosure
Financial Stewardship							✓		
Student Success	✓				✓			✓	
Teaching and Learning	✓	✓		✓		✓		✓	
Operational and Technological Efficiency			✓				✓		✓
Community, Business and Industry Partnerships	✓								
Faculty and Staff Development			✓				✓		✓