

RVCC STRATEGIC PLAN

2022 - 2025



RIVER VALLEY
Community College

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Welcome

A Message from the President

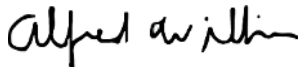
I am pleased to share with you River Valley Community College's (RVCC) 2022-2025 strategic plan. Collaboration is key to success at RVCC and this document was developed through the input of faculty, staff, and advisory boards. The strategic planning committee held multiple planning sessions open to all employees to develop a rough draft. That draft was shared with all faculty and staff as well as advisory boards for input in order to create a final version.

Over the last two years, through dealing with COVID, RVCC has developed a fast-moving culture able to adapt quickly to changes. This strategic plan highlights how important it is for RVCC to continue to be flexible. At RVCC, we are focused on student success. We know that lives are changed with completion of our programs. We want to continue to create the best environment we can for all our students to succeed.

RVCC is also about serving our community. We consistently evaluate and plan ideas based on how they support our students and how they support our community. We remain focused on being a strong community partner.

I know that faculty and staff are proud of the work they accomplish at RVCC. This strategic plan keeps us focused on that success while giving us the flexibility to adapt, as needed, and fulfill our mission. I thank the employees of RVCC for the work they do on behalf of our students and community.

Sincerely,



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

Our purpose is to provide residents with affordable, accessible education and training that aligns with the needs of New Hampshire's businesses and communities, delivered through an innovative, efficient, and collaborative system of colleges. CCSNH is dedicated to the educational, professional, and personal success of its students; a skilled workforce for our state's businesses; and a strong New Hampshire economy.

CCSNH Vision Statement

The vision behind CCSNH's strategic planning effort covering 2022-2025 is that execution of the plan will lead to two overarching outcomes:

- CCSNH will be recognized as the State's leading postsecondary resource for a well-educated workforce; and
- By providing affordable, accessible, and high-quality education focused on student success, students have access to meaningful learning that is well-aligned with their personal and professional aspirations and the needs of New Hampshire's workforce today and into the future.

Guiding Principles:

- Provide strategic direction for the colleges, foundation, and system office
- Prioritize areas of increased collaboration as a system of coordinated colleges
- Utilize data to guide decision-making
- Complement and align the system-wide strategic plan with college strategic plans
- Highlight and embrace the importance of partnering with internal and external stakeholders

CCSNH Pillars

Pillar I: Student Success

Pillar II: Employer of Choice

Pillar III: Diversity, Equity, and Inclusion (DEI)

Pillar IV: Workforce Development

Pillar V: Financial Sustainability and Stewardship

Planning Groups and Membership

Executive Team

President Alfred Williams, Jennifer Cournoyer, Morgan Sailer, Michelle Lockwood, Connie Sampson, Kate Crocker

Strategic Planning Team

President Alfred Williams, Kerry Belknap Morris, Jennifer Cournoyer, Alison Chisolm, Sarah Hebert, Michelle Lockwood, Robert Morris, Denise Ruby, Morgan Sailer, Connie Sampson

Strategic Initiatives

Strategic Initiative I: Organizational Sustainability

RVCC is dedicated to the success of its community- its employees, students, partners, and the public. To do so, we must shepherd our resources to benefit those we serve and those we employ. To be sustainable is to be fiscally solvent, an employer of choice, a strong community partner, and supportive of diversity, equity, and inclusion.

RVCC commits to:

- Maintain financial support for faculty and staff professional development.
- Develop long-range budget strategies and contingency plans to appropriately plan for variations in enrollment and state appropriations.
- Support a financial commitment to the diversity, equity, and inclusion of our students and employees.
- Continue to identify methods to be an engaged and supportive partner by providing outreach to benefit the communities we serve.
- Determine new revenue sources for the college and new scholarship opportunities for students.

Strategic Initiative II: Academic Integrity and Student Success

RVCC is committed to providing high-quality programs and courses which meet the needs of both traditional and non-traditional students and the community at large. RVCC engages in ongoing internal and external assessment processes which allow the College to maintain a rigorous standard of quality while remaining agile enough to adapt to the changing environment of higher education. We recognize the importance of a holistic approach to student success, and we are committed to providing both academic support and wrap-around services. RVCC also recognizes faculty and staff as the most important assets of the College and remains committed to investing in their development, supporting their creativity, and celebrating their success.

RVCC commits to:

Academic Quality

- Ensure our programs stay aligned with research, are current in the field, and meet industry benchmarks and accreditation requirements.
- Maintain both internal and external reviews of academic programs.
- Engage in an ongoing assessment cycle to ensure college, program, and course outcomes are aligned and that students are meeting these outcomes.

Diversity, Equity, and Inclusion

- Support a comprehensive approach to DEI on campus including culturally aware curricula, equal access to technology and resources, and training for employees and students.
- Continue support for Open Education Resources, the co-requisite model in Math and English, and other open-access programs and resources.

Student Success

- Provide a robust offering of academic support to students, including individual advising, career services, library resources, and tutoring.
- Commit to holistic student supports (including but not limited to the food pantry, mental health services, transportation, etc.).
- Afford students opportunities to cultivate their leadership and service skills through curricula, clubs, student government, and professional leadership and service role modeling by administration, faculty, and staff.

Academic Technology

- Provide financial support and training to facilitate on-ground, online, and hybrid learning environments.

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- Remain committed to meeting current and future student needs by harnessing state-of-the-art technology considering appropriate industry-standard instructional tools, supplies, and technology.

Teaching and Learning

- Cultivate a culture of life-long learning through trainings, Teaching & Learning offerings, and peer support and modeling.
- Celebrate the professional and educational accomplishments of all those involved with the College.
- Commit to a balanced approach of content knowledge and teaching expertise when hiring faculty.
- Embrace academic freedom to explore innovative methods of instruction, to pilot new pedagogical and andragogical techniques, and to engage students through the development of various resources and tools.

Strategic Initiative III: Community Commitment

RVCC is committed to collaborating with stakeholders to foster economic development and community vitality in the Upper Valley, Sugar River, and Monadnock Regions of New Hampshire. RVCC will support the needs of the community through partnerships involving workforce training, academic programs that align with industry needs, and resources that promote a healthy community and a vibrant local economy.

RVCC commits to:

- Deliver academic and training programs in various modalities that align with current high-demand occupations and local workforce needs within the RVCC catchment area.
- Expand learning opportunities for community members in partnership with regional stakeholders such as the K-12 schools, colleges, and governmental agencies.
- Develop new community partnerships and continue to support community development through existing partnerships. As well as volunteer leadership of and participation in broad regional and state-wide efforts that enrich the resources for our students and improve the quality of life in the communities we serve.
- Use holistic strategies to respond to community needs in creative and innovative ways utilizing the assets, unique resources, and capabilities of the college.
- Diversify and grow the number of our employer partnerships.

Goal Alignment with CCSNH Pillars

		RVCC Strategic Initiatives		
		Organizational Sustainability	Academic Integrity and Student Success	Community Commitment
CCSNH Strategic Goals	Student Success		X	
	Employer of Choice	X		X
	Diversity, Equity, and Inclusion (DEI)	X	X	X
	Workforce Development		X	X
	Financial Sustainability and Stewardship	X		

Goal Alignment with NECHE Standards

		RVCC Strategic Initiatives		
		Organizational Sustainability	Academic Integrity and Student Success	Community Commitment
NECHE Standards for Accreditation	Mission and Purpose	X		X
	Planning and Evaluation	X		X
	Organization and Governance	X		X
	The Academic Program	X	X	X
	Students		X	X
	Teaching, Learning and Scholarship	X	X	X
	Institutional Resources	X		
	Educational Effectiveness		X	X
	Integrity, Transparency, and Public Disclosure		X	