

2013 - 2017 Strategic Plan

Executive Summary

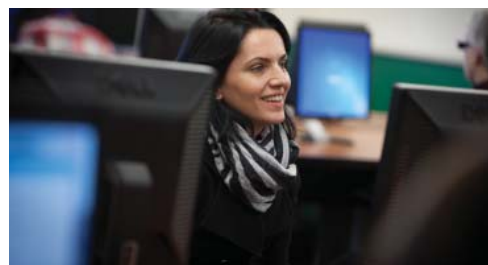
Raritan Valley Community College Strategic Planning Board

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raritan valley community college



Guiding Principles

Excellence

Raritan Valley Community College sets itself apart through a commitment to excellence in educational programs and services and through a dedication to building the financial strength necessary to support such excellence. College programs and services will set the highest standards and will benchmark their achievements with the most successful institutions across the country. The board, administration, faculty, and staff will make decisions that support the college's goal of meeting this challenge. The college will be widely recognized as a leading community college providing exceptional education for transfer preparation and for career entry/enhancement.

Diversity

The strength of the college's future and the ability of the college to grow its diversity, in all respects, are intimately intertwined. We continue to recognize and value the importance of diversity in our institution at all levels: in the administration, in the faculty, and in the student body. The board, the administration, the faculty, and the staff will continue to emphasize, monitor, and evaluate our on-going efforts supporting this important goal.

Accountability & Public Confidence

The college's success in measuring and documenting its outcomes is central to its ability to maintain the confidence of the public it serves. Toward that end, the college will continue to develop, refine, and publish the results of institutional research. This information will document student learning outcomes at the course, program/degree, and general education levels as well as provide metrics for assessing annual achievement on all strategic drivers.

1 Strategic Driver

RVCC will provide excellent educational experiences to prepare students for advancement to four-year institutions or for career readiness/enhancement.

RVCC Success Indicators by FY 2017

More students earn degrees or certificates

metric → Percentage of students completing required remedial courses increases to 50%

Percentage of students completing gateway courses with a C or better increases to 75%

Retention of students within and between semesters increases

Percentage of credential-seeking students who complete a degree or certificate within 6 years of initial enrollment increases to 50%

College sustains an excellent reputation in transfer preparation

metric → Number of articulation agreements increases to 90

Number of top 100 school articulation agreements increases to 20

Transfer students demonstrate academic success at senior institutions as measured by attainable Clearinghouse data; transfer students' GPA and graduation rate compare favorably to senior institutions' native students

College programs clearly align with high school exit and college entrance standards

metric → Percentage of recent high school graduates from districts in which RVCC has a partnership program requiring math and English remediation is reduced to 50%

Number of high schools using college placement testing in sophomore or junior year increases to 15; once PARCC testing is in place, high school cut-off scores align with RVCC college ready indicators

Participation in concurrent enrollment and/or academies increases to 1,200 students

College advising supports the development of academic program plans

metric → All full-time students have developed degree completion plans by the end of their first semester; with full compliance by Fall 2014

All part-time students taking 6-12 credits have similar plans in place by Fall 2015

Students in career-focused programs are well-prepared for work, and programs demonstrate marketable quality

metric → Employers express satisfaction with student preparation via survey

External accreditation (when available) is secured for career-focused programs

College grows the number of focused workforce development programs validated by local/regional labor data for high demand jobs

Programs track the percentage of graduating students who become employed in related fields within 6 months and measure program success against an established goal

2 Strategic Driver

RVCC will emphasize a student-centered philosophy in delivering programs and services.

RVCC Success Indicators by FY 2017

Students become more engaged with college opportunities

metric → Student ratings of engagement will increase between 2013 and 2017 as measured by the Community College Survey of Student Engagement (CCSSE) given every other year

College will increase participation in service learning to approximately 45,000 by Fall 2016

Number of internship placements will expand to 100 per year

Number of on-campus student jobs will increase to 150 by Fall 2016

College has mechanisms to assist students in overcoming financial barriers to higher education

metric → All students who receive Pell grant financial aid have an academic plan in place that leads to completion within 6 semesters and understand how to use their Pell grant support to complete a baccalaureate degree

All students receiving veterans benefits have an academic plan in place and are advised how to achieve their goals within the 18 months of VA eligibility

College has active relationships with support agencies in both counties to assist students in dealing with housing, food, child care, transportation, or other economic barriers to higher education

Foundation scholarship and program support increases to \$350,000 by 2017

On-campus employment opportunities increase to 150

College administrative processes are efficient, effective, and clearly articulated

metric → Student satisfaction surveys indicate year-to-year improvement

3 Strategic Driver

The college will identify and support its needs with the financial strength and integrity necessary to maintain excellence. RVCC will strategically maximize operational effectiveness and control student costs.

RVCC Success Indicators by FY 2017

The college's financial performance will insure support of its mission and strategic plan

metric → The college will achieve a prudent reserve target of 5.0% of operating expenses

Credit enrollment increases by 10% over 2012-13 academic year totals by 2016-17

High school market share increases to 21%

Workforce development related non-credit contact hours increase by 10% by Fall 2016

The college sets and meets annual enrollment and revenue targets

The college has a predictable model of tuition increases that enables the college to move forward while keeping education within reach.

metric → RVCC's tuition and fee rates remain competitive with similar New Jersey community colleges

The college has enhanced grant development

metric → The number of successful grant applications increases annually

The mix of grant funds not only covers direct program costs but also contributes at least \$100,000 towards general administrative cost allowances (indirect cost rate) by FY 2017

The college can clearly explain both the individual and the public benefit of the institution

metric → Periodic reports demonstrate the regional economic value of RVCC

Transfer success data shows effective preparation for transfer students

Wage data shows success of workforce programs

The Foundation increases its level of support

metric → Foundation scholarship and program support increases to \$350,000 by 2017

Contribution towards College operating expenses begins in FY 2016 at the level of \$30,000

4 Strategic Driver

RVCC's programs and services meet the needs of our communities by anticipating and responding to changing demographics, growing diversity, and emerging economic and cultural challenges.

RVCC Success Indicators by FY 2017

College grows market share of high school graduates in the two county area

metric → Market share increases to 21%

Participation in concurrent enrollment and academy programs in high schools increases to 1,000 students annually by the 2013-14 academic year

Active school district partnerships increase to 18

College develops enhanced programming to meet the needs of the 25-34 age group

metric → Number of adult students (25 - 34) increases to 1,500 by Fall 2016

Adult full-time students complete degrees and certificates at the same rate as younger students

University Center program increases to serve the advanced educational needs of our community

Workforce programs fully incorporate a stackable credential model and lead to meaningful completion milestones for job enhancement

College impacts public transportation planning

metric → College is represented in appropriate organizations/ meetings for planning public transportation

Bridgewater site, which is more accessible to public transportation, offers a full and efficient course schedule

College responds to increasing ethnic diversity in its communities

metric → Enrollment overall reflects the diverse community populations

The achievement gap in completion rates for all demographic groups has been minimized

5 Strategic Driver

RVCC will enhance technology resources to deliver educational and administrative services.

RVCC Success Indicators by FY 2017

College has a long-range technology planning process that includes all constituents

metric → Plan is developed, approved, and implemented, and it includes instruction, research, business and student life needs; identifies the funding required to fully implement the plan; and reestablishes the college as a leader in the use of technology

All college classrooms meet an agreed upon standard of technology support

metric → Review of classrooms indicates 100% compliance by Fall 2015 for main campus; remote locations are reviewed annually

College systems are better integrated to support information necessary for business decision making

metric → Information necessary for college decision making is available, current, consistent, and secure

College expands support of faculty development to advance teaching and learning

metric → Annual "Tech Week" is institutionalized and sustained

Professional development activities are enhanced