

OPPORTUNITY IN EVERY MOMENT



**STRATEGIC PLAN
2018 – 2021**

RVCC - OPPORTUNITY IN EVERY MOMENT



PILLAR

1.

INCREASE STUDENT SUCCESS RATES

Students arrive at Raritan Valley Community College with a variety of educational and personal goals. Some of these goals are clear, while others may require support to crystalize. Recognizing that these goals influence student retention and completion rates, RVCC will employ measurement strategies that realistically assess all students' goals and intentions.

A significant number of students arrive at RVCC in need of extra assistance in math, English, and reading. Therefore, the College will focus on accelerating students through required remedial courses, while ensuring quality outcomes. Increasing students' success rates and closing the achievement gap will enable the College to better serve the educational and employment needs of the community.

RVCC wants students to finish what they started. In short, students and the public want to know that their investment in RVCC will lead to tangible results. Combining our longstanding commitment to open-access and affordable education with a fresh and dynamic focus on student achievement will improve student success rates.

Examples of Institution-Wide Metrics:

To gauge the College's efforts toward increasing student success rates, RVCC has adopted the national Voluntary Framework for Accountability (VFA) as developed by the American Association of Community Colleges. The VFA provides community colleges with a rigorous method to track student progress and completion rates, and to benchmark that data against similar institutions.

The VFA evaluates the short-term progress and long-term outcomes of all students who begin their studies at a college in a given time period, disaggregated by student characteristics such as demographics, college readiness, full-time/part-time attendance, and financial aid status. Short-term-progress metrics include retention and credit completion thresholds. Long-term outcomes include graduation, transfer, and cumulative credit completion.

PILLAR

2.

IMPLEMENT A STRATEGIC ENROLLMENT MANAGEMENT PLAN

Nationally, many community colleges are experiencing declining enrollments because of significant demographic, social, and cultural shifts. In addition, an improving economy provides many tempting alternatives to college attendance. Faced with the prospect of declining enrollment, RVCC will implement a data-informed, strategic, enrollment management plan.

There are two cornerstones of a successful strategic enrollment management plan: recruitment and retention. Research shows that retention strategies are more cost-effective than recruitment efforts and contribute to student success. Each 1% increase in the retention rates can generate significant new revenue for the College.

A comprehensive enrollment plan relies on establishing clear strategic goals for recruitment and retention; making data-informed decisions about program offerings and course scheduling; improving student support services; and achieving organizational efficiencies and alignment in serving all students. It is essential that the planning process is based on a deep understanding of the reasons why students choose RVCC and why they stay or leave.

Other components of the enrollment plan will include promoting higher degree

productivity, reducing non-productive credits, implementing instructional redesign, and re-engineering core services. Lastly, RVCC will take steps to shorten the average time it takes for students to complete degrees or certificates.

Pillar #2 reinforces Pillar #1 by focusing on students, the choices they make, and how the College can best align its programs and services with current and future student needs.

Examples of Institution-Wide Metrics:

1. Lessen the average time for students to complete a degree or certificate.
2. Increase high school market share each academic year.
3. Increase penetration rate for adults ages 25 - 45 each academic year.
4. Use the results from one or more national surveys from which RVCC student experiences can be benchmarked (Community College Survey of Student Engagement and the College Score Card) to develop measurable targets that improve programs and services each academic year.

PILLAR

3.

INCREASE STRATEGIC EXTERNAL PARTNERSHIPS

In addition to increasing student success and managing future enrollments more strategically, RVCC faces other challenges, including maintaining and increasing effective ties to organizations in its service area. The College has developed many partnerships with local school districts, four-year institutions, businesses, government agencies, non-profit organizations, and other entities. RVCC values these existing partnerships and recognizes the importance of pursuing new partnerships that add strategic value for students and the College.

Strategic external partnerships should focus on producing tangible returns to all partners for the investment of their time, resources, and energy. Such strategic partnerships can provide access to potential students, increase student internship and employment opportunities, and offer rewarding faculty engagement. Strategic partnerships can also result in employers' financial support for RVCC programs. Additionally, strategic partnerships with four-year institutions can provide clear, visible, and effective pathways for transfer students. The opportunity for RVCC to align courses and programs with the identified needs of strategic partners is a key component of this pillar.

External partners can benefit from new training opportunities, access to College faculty and staff expertise, and opportunities to increase organizational strengths. For transfer partners, strategic partnerships can mean increased enrollment in upper division courses and programs as well as collaboration in developing curricula.

This pillar aligns with Pillar #1 by increasing student access, affordability (for example, employer tuition assistance), and success.

Examples of Institution-Wide Metrics:

1. Create (or assess) two strategic partnerships each year comprising community-based organizations, institutes of higher education, or other professional associations that lead to increased enrollment and benefits for students.
2. In partnership with regional employers, align two new workforce programs that result in new students, internship opportunities, and/or reciprocal sharing of expertise.
3. Increase donations from corporate/business partnerships and other foundations by 20% by the end of 2020-21 to support strategic initiatives.
4. Increase the number of educational pathways, such as dual-enrollment and university partnerships, that lead to an increase in new student enrollment.

INCREASE EQUITY, SUSTAINABILITY, COLLABORATION, AND CIVIC ENGAGEMENT

RVCC is committed to providing opportunities for students and employees to become active and engaged citizens. Valuing diversity enriches the intellectual and cultural environment for students and employees. RVCC recognizes the importance of our continued leadership in promoting the public good and environmental stewardship.

This pillar is supported by RVCC's nationally recognized leadership in Service Learning, environmental sustainability, and diversity initiatives.

Examples of Institution-Wide Metrics:

1. Narrow the achievement gap across student cohorts.
2. Increase civic engagement opportunities, such as Service Learning, community-based research, action-driven co-curricular activities, internships, and independent research projects.
3. Increase employee diversity by utilizing recruitment and retention best practices.
4. Increase conservation initiatives, including
 - Reducing the campus's carbon footprint
 - Reducing water usage by 10% by 2020
 - Reducing waste and increasing recycling as a percentage of waste (diversion rate)

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**RARITAN VALLEY COMMUNITY COLLEGE
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