

Rappahannock Community College

Strategic Priorities Action Plan—2011-2015

Student Success. Improve student access, persistence to graduation, transfer rates and success, and preparation for careers.

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Increasing full time program enrolled student participation	<ul style="list-style-type: none"> •VP of Instruction and Student Development •VP Council •Faculty advisors •College Recruiter •VP for Workforce Development 	<ul style="list-style-type: none"> •Develop and implement marketing plan •Strengthen relationships with high schools •Provide scheduling for access to classes on full time basis •Create a student retention activity 	<ul style="list-style-type: none"> •Comparative enrollment reports to indicate increase in full time, program enrolled students •Report on retention of students
Improving pathway programs with high schools	<ul style="list-style-type: none"> •Career Coaches •DE Coordinator •Academic Deans •VP of Instruction and Student Development •Tech Prep Coordinator 	<ul style="list-style-type: none"> •Plan and conduct field trips and Campus tours •Sponsor career fairs •Provide professional development opportunities •Receive input from Citizens Advisory Committees •Coordinate with VCCS Tech Prep director for peer group efforts—VCCS pathways 	<ul style="list-style-type: none"> •Enrollment report •College placement data •Fact book •Career Readiness Certificate (CRC) reports •Pathway program completers
Growing the number of students earning Career Readiness Certificates and other workplace credentials	<ul style="list-style-type: none"> •Career Coaches •Workforce Program Managers •Academic Deans •VP of Instruction and Student Development •VP for Workforce Development 	<ul style="list-style-type: none"> •Provide WorkKeys training sessions •Provide workforce programs located in school facilities •Create Certiport testing center •Develop Career Readiness Certificate (CRC) curriculum integration plan 	<ul style="list-style-type: none"> •Enrollment report •College placement data •Career Studies Certificates and Degree requirements reflecting CRC completion •Fact book •Career Readiness Certificate (CRC) reports •Reports on apprenticeships and other work-based experiences
Enhancing developmental education instruction and support	<ul style="list-style-type: none"> •VP Council •Teaching Faculty •Student Development Services 	<ul style="list-style-type: none"> •Participate in VCCS re-design efforts •Implement re-design plan appropriate to RCC needs •Sustain tutoring centers 	<ul style="list-style-type: none"> •Developmental Education Institutional Effectiveness (IE) team report showing student success and satisfaction •Comparative completion rates in gatekeeper courses for developmental students •Report on student use of tutoring services
Improving articulated programs with university partners	<ul style="list-style-type: none"> •VP Council •Representative for State Council on Transfer •Faculty advisors 	<ul style="list-style-type: none"> •Provide clear descriptions of articulated programs to students, faculty, and community •Develop new articulated programs 	<ul style="list-style-type: none"> •Reports of students participating in articulation agreements

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Using student outcomes and other data to make improvements	<ul style="list-style-type: none"> •Director of Institutional Effectiveness •Institutional Effectiveness Council (IEC) •VP Council 	<ul style="list-style-type: none"> •Refine and follow college assessment cycle •Systematize data production and review •Produce appropriate measurable program objectives 	<ul style="list-style-type: none"> •End of year Institutional Effectiveness Council (IEC) report •Student Outcomes Reports
Assuring good student advising for academic programs and careers	<ul style="list-style-type: none"> •Academic deans •Faculty advisors •Student development advisors •Off campus site directors 	<ul style="list-style-type: none"> •Provide Professional Development Opportunities (PDO) on quality student advising •Increase awareness of college/university transfer requirements •Provide communication between faculty and student development advisors and site directors 	<ul style="list-style-type: none"> •Surveys of student and faculty satisfaction with advising. •Follow up surveys on successful student transfer and employment
Creating appropriate instructional activities that challenge and engage students	<ul style="list-style-type: none"> •VP Council •Teaching faculty •Student Development •First Year Experience (FYE) Director 	<ul style="list-style-type: none"> •Increase activities in honors program •Provide activities in grant programs •Provide faculty training in effective teaching activities •Expand numbers of instructional field trips and cultural events 	<ul style="list-style-type: none"> •Currently Enrolled Student Survey results •VP Council Unit goals •Special objectives on faculty evaluations •Student Support Services (SSS) report
Providing adequate resources to support the First Year Experience	<ul style="list-style-type: none"> •Executive Staff •VP Council 	<ul style="list-style-type: none"> •Implement goals of Quality Enhancement Plan (QEP). •Assure adequate budget for First Year Experience (FYE). 	<ul style="list-style-type: none"> •FYE Annual Report
Reducing financial barriers by minimizing student costs, and increasing financial aid availability and information	<ul style="list-style-type: none"> •VP of Instruction and Student Development •Dean of Student Development •Financial Aid Coordinator •Dean of College Advancement •College President 	<ul style="list-style-type: none"> •Increase scholarships, work study opportunities •Increase awareness of financial aid availability. •Maintain tuition costs •Provide faculty training on financial aid and textbook purchasing options •Collaborate with bookstore and faculty to minimize textbook costs. 	<ul style="list-style-type: none"> •Comparative reports of applicants, scholarships and financial aid awarded •Faculty survey (financial aid awareness, textbook costs)
Continuing to provide quality instruction in all delivery modes	<ul style="list-style-type: none"> •VP Council •Teaching Faculty 	<ul style="list-style-type: none"> •Develop and implement plan for quality instruction for all delivery modes •Survey students in all delivery modes (electronic) 	<ul style="list-style-type: none"> •Assessment based on plan •Student surveys
Developing a quality assurance plan for asynchronous learning	<ul style="list-style-type: none"> •Dean of Distance Learning •Distance Learning and Instructional Technology Committee 	<ul style="list-style-type: none"> •Develop and implement plan •Offer PDOs on asynchronous classroom management •Survey students in asynchronous learning (electronic) 	<ul style="list-style-type: none"> • Assessment based on plan • Student surveys

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Communication. Strengthen communication between all levels, internally and externally, capitalizing on the RCC First Year Experience project.

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Improving communication with students by using information from the First Year Experience project	<ul style="list-style-type: none"> • FYE Director • VP Council • Teaching Faculty 	<ul style="list-style-type: none"> • Implement QEP plan 	<ul style="list-style-type: none"> • Assessment based on QEP
Implementing a comprehensive college marketing plan	<ul style="list-style-type: none"> • VP of Instruction and Student Development • Public information and marketing manager 	<ul style="list-style-type: none"> • Form a marketing workgroup, to include at a minimum our webmaster, dean of student development, college recruiter, and PR manager. Other members may be selected to represent counseling, workforce, and faculty 	<ul style="list-style-type: none"> • A plan will exist at the end of the effort and increased retention and enrollment can be directly attributed to the plan. Suggest questioning new students, phone contacts, and web contacts to determine how they heard about RCC or a specific RCC course or program • Confirmation of one-college marketing brand and culture
Improving frequency and reach of communication for internal and external audiences.	<ul style="list-style-type: none"> • Executive Staff • VP Council • Public Information Officer • Governance committees 	<ul style="list-style-type: none"> • Provide Internal communication: SharePoint, email, plasma screens, and website • Provide External communication: Electronic marquee, billboards, newspaper, radio, cable television, publications, speaker bureau, public events 	<ul style="list-style-type: none"> • Polling and focus groups to gauge the effectiveness of internal and external communication.
Creating two opportunities each year for college-wide gatherings	<ul style="list-style-type: none"> • President's office 	<ul style="list-style-type: none"> • Select date and location 	<ul style="list-style-type: none"> • Meeting agenda and minutes.
Improving feedback concerning governance and other committee recommendations	<ul style="list-style-type: none"> • Executive staff members who are ex officio • VP Council members who are committee members 	<ul style="list-style-type: none"> • Provide orientation to governance committee chairs and members regarding purpose, charges, expectations, and roles • Send out links to RCCUSERS when minutes are posted to SharePoint 	<ul style="list-style-type: none"> • Orientation sessions in August • Report to president by governance committee chairs (April) • Polling and focus groups to gauge the effectiveness of feedback

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Curriculum. Cultivate dynamic, high quality academic and workforce programs.

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Creating more, relevant, short duration occupational programs	<ul style="list-style-type: none"> •VP Council •Teaching Faculty 	<ul style="list-style-type: none"> •Work with Citizens Advisory Committee to find areas of need •Develop programs based on high demand need •Review programs at sister colleges for areas of lack or possible duplication or partnership 	<ul style="list-style-type: none"> •Citizens Advisory Committee minutes •List of occupational programs created based on need
Integrating more on the job training, apprenticeship, internship, and cooperative learning opportunities	<ul style="list-style-type: none"> •Youth Services Coordinator •Middle College Program Manager •Career Counselors •Workforce Program Manager •Academic Deans •VP for Workforce Development 	<ul style="list-style-type: none"> •Provide counselor sessions •Coordinate School to Work Summit •Offer career fairs •Provide Secondary-Post Secondary updates •Increase public relations activities 	<ul style="list-style-type: none"> •Dept of Labor Action Plans •Dual Enrollment report •Workforce Investment Act OJT report •Apprenticeship and other workplace completers
Maintaining a variety of courses	<ul style="list-style-type: none"> •VP Council •Teaching Faculty 	<ul style="list-style-type: none"> •Develop new courses based on need and interest of community and student body •Search Master Course File for possible new additions to current offerings 	<ul style="list-style-type: none"> •College Catalog
Expanding the Honors program	<ul style="list-style-type: none"> •Honors Program Coordinator 	<ul style="list-style-type: none"> •Offer professional development on Honors Program, including benefits to students and duties of faculty offering courses •Post Honors Program information on website (if not already there) •Publicize Honors Program in schedule and newspapers 	<ul style="list-style-type: none"> •Comparative reports of honors students •Honors program description on RCC website
Expanding facilities, technology, and equipment to meet program-specific needs	<ul style="list-style-type: none"> •VP Council •Executive Staff 	<ul style="list-style-type: none"> •Implement technology plan •Implement Six-Year plan •Assess equipment needs for instructional programs 	<ul style="list-style-type: none"> •Assessment of plan implementations
Adding national professional accreditation for associate degree nursing and other programs	<ul style="list-style-type: none"> •Adjunct and Full Time Faculty •Department Head of Nursing •Academic Deans •VP of Instruction and Student Development 	<ul style="list-style-type: none"> •Conduct self assessment •Collect information from instructor evaluations 	<ul style="list-style-type: none"> •Board of Nursing Report •Enrollment/Degree report •Fact Book •VCCS reports

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Improving placement and developmental studies programs	<ul style="list-style-type: none"> •VP Council •Teaching Faculty •Dual Enrollment Coordinator 	<ul style="list-style-type: none"> •Implement VCCS Developmental Task Force plan appropriate to RCC. •Investigate college readiness activities with high schools for success on placement tests 	<ul style="list-style-type: none"> •Improved placement scores by high school students and all entering students.

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Faculty and Staff. Utilize high quality recruitment, and retention practices, emphasizing professional development, leadership development, retraining, and retooling for RCC employees.

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Reviewing and revising existing recruitment, hiring, and employee retention processes	<ul style="list-style-type: none"> •Director of Human Resources •Executive Staff •VP Council 	<ul style="list-style-type: none"> •Review current recruiting, hiring, and retention processes •Create task force to recommend revisions of processes 	<ul style="list-style-type: none"> •Revised recruitment, hiring, and retention processes in RCC Administrative Procedures manual
Making more available information about the multiple funding opportunities for professional development	<ul style="list-style-type: none"> •Academic Deans •Dean of College Advancement •Professional Development Committee •RCC representative on VCCS Professional Development Committee 	<ul style="list-style-type: none"> •Provide systematic information sharing to all employees •Designate role for coordination of college-wide professional development •Create and maintain professional development web page 	<ul style="list-style-type: none"> •Schedule of information dissemination •Web page created and maintained •Feedback mechanism on professional development activities
Recreating and implementing an official mentoring system for new employees	<ul style="list-style-type: none"> •Executive Staff •Director of Human Resources 	<ul style="list-style-type: none"> •Review current mentoring system. •Create task force to recommend structure and guidelines for mentoring of new employees 	<ul style="list-style-type: none"> •Manual for mentoring system of new employees •Evaluation of mentoring success
Asserting a need for diversity in the RCC workplace	<ul style="list-style-type: none"> •Director of Human Resources •Equal Employment Opportunity (EEO) representative •Executive Staff 	<ul style="list-style-type: none"> •Review the representation of diversity in current staff and how representative it is to the college's service region •Review current employment procedures as they relate to training/hiring/advertising/composition of selection committees •Review access to and RCC's usage of VCCS database of minority faculty/graduate students 	<ul style="list-style-type: none"> •Supervisor reporting of diversity in each department to Executive Staff
Increasing pedagogy training	<ul style="list-style-type: none"> •Teaching faculty •VP Council •Professional Development Committee •VP for Workforce Development 	<ul style="list-style-type: none"> •Offer PDOs on pedagogy/effective teaching strategies to general RCC population •Create training modules of effective teaching strategies for all faculty and trainers 	<ul style="list-style-type: none"> •Student evaluations •List of PDOs offered •List of participants •Conference feedback posted in SharePoint by participants
Improving adjunct recruitment and assimilation in the college community	<ul style="list-style-type: none"> •Academic Deans •Director of Human Resources •Teaching faculty •College Staff 	<ul style="list-style-type: none"> •Review current adjunct hiring procedures and orientation •Consider college-wide events and in-services which encourage adjunct participation •RCC web pages devoted specifically to adjuncts 	<ul style="list-style-type: none"> •Report of adjunct recruitment by deans •Survey of satisfaction by adjunct faculty

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Defining and implementing a leadership development plan	<ul style="list-style-type: none"> •Executive Staff 	<ul style="list-style-type: none"> •Develop plan for leadership training/development •Implement program for potential leaders within RCC 	<ul style="list-style-type: none"> •Plan posted on Professional Development website. •Evidence of leadership activities according to plan

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Facilities and Student Activities. Expand and effectively support student activities and commons facilities.

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Developing Student Commons facilities at both campuses	<ul style="list-style-type: none"> •President's office 	<ul style="list-style-type: none"> •Craft a viable plan which includes a funding model, and design a practical facility that meets student needs 	<ul style="list-style-type: none"> •Both campuses will have completed student commons facilities
Increasing student gathering and learning spaces throughout the campus	<ul style="list-style-type: none"> •VP of Finance and Administrative Services 	<ul style="list-style-type: none"> •Increase student gathering and learning spaces throughout the campus 	<ul style="list-style-type: none"> •The ongoing renovation project includes many student gathering and learning spaces. The return to full functionality for Glens and Warsaw Campuses should be accomplished by fall 2011
Expanding student clubs, sports, and activities. Provide opportunities for cross-campus student activities, especially for student leaders.	<ul style="list-style-type: none"> •Dean of Student Development •Student Affairs Governance Committee 	<ul style="list-style-type: none"> •Invest in a Student Activities Coordinator •Complete position proposal forms including a position description submitted to Human Resources and Executive Staff for approvals •Encourage student club sponsorship 	<ul style="list-style-type: none"> •Student Activities Coordinator employed to enhance student clubs, sports and activities
Developing additional athletic facilities on both campuses	<ul style="list-style-type: none"> •Dean of Student Development •VP of Finance and Administrative Services •Student Affairs Governance Committee 	<ul style="list-style-type: none"> •Assess the current state of athletic facilities •Develop plan for additional athletic facilities 	<ul style="list-style-type: none"> •Plan in place

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College and Student Resources. Properly staff operations and student support functions. Continue to expand Educational Foundation and grant funds to support college needs.

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Filling existing full time faculty slots and expanding to meet student enrollment needs	<ul style="list-style-type: none"> •Executive Staff •VP Council 	<ul style="list-style-type: none"> •Evaluate student enrollment and program needs and provide instructional support 	<ul style="list-style-type: none"> •PAS report, program enrollments, and Full Time /Part Time faculty ratio
Assuring support staffing is adequate to support increased student enrollment and learning needs	<ul style="list-style-type: none"> •Executive Staff •VP Council 	<ul style="list-style-type: none"> •Evaluate student enrollment and program needs and provide student support for instruction, security, and student development 	<ul style="list-style-type: none"> •Faculty survey (adequacy of student support for instruction) •Reports from academic deans
Eliminating unnecessary bureaucracy where possible within the organization to gain employee efficiency and effectiveness.	<ul style="list-style-type: none"> •Executive Staff •Unit managers 	<ul style="list-style-type: none"> •Assess unit expectations to meet constituency needs •Provide training on efficiency, effectiveness, and project management in serving customer needs 	<ul style="list-style-type: none"> •Units demonstrate increased effectiveness
Pursuing additional private and grant funds to support college instructional needs	<ul style="list-style-type: none"> •Executive Staff •VP Council •Teaching faculty 	<ul style="list-style-type: none"> •Provide training on selecting, finding, and managing grant resources to support college goals 	<ul style="list-style-type: none"> •Increased financial resources
Assuring that satellite centers in King George and Kilmarnock are productive and effective	<ul style="list-style-type: none"> •VP of Instruction and Student Development •VP Council •Off-campus site directors 	<ul style="list-style-type: none"> •Assess program needs •Increase enrollments at off-campus sites •Ensure provision of instructional and support services 	<ul style="list-style-type: none"> •Off campus site annual report
Securing funds to maintain high quality technology and equipment infrastructure	<ul style="list-style-type: none"> •Executive Staff •VP Council 	<ul style="list-style-type: none"> •Assess program needs to identify adequate technology and equipment support 	<ul style="list-style-type: none"> •Increased financial resources •Unit goal reports—VP Council

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Community. Expand partnerships with, presence throughout, and services to the community.

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Strengthening relationships with local K-12 school personnel	<ul style="list-style-type: none"> •Rappahannock Educational Consortium (REC) Coordinator •Dual Enrollment Coordinator •Academic Deans •VP for Workforce Development •VP of Instruction and Student Development 	<ul style="list-style-type: none"> •Develop Training Opportunities to connect K-16 •Conduct High School and Postsecondary Summit 	<ul style="list-style-type: none"> •Staff Development reports
Expanding a satellite location to Kilmarnock	<ul style="list-style-type: none"> •Academic Deans •VP for Workforce Development •VP of Instruction and Student Development •VP of Finance and Administrative Services 	<ul style="list-style-type: none"> •Design open house for new location •Create surveys to establish community need for services •Create request for proposal (RFP) for new location 	<ul style="list-style-type: none"> •Memorandum of Understanding (MOU) with stakeholders
Strengthening the King George site	<ul style="list-style-type: none"> •Academic Deans •VP for Workforce Development •VP of Instruction and Student Development •VP of Finance and Administrative Services 	<ul style="list-style-type: none"> •Design open house for new location •Create surveys to establish community need for services •Create RFP for new location 	<ul style="list-style-type: none"> •Memorandum of Understanding (MOU) with stakeholders
Enhancing university partners on campus	<ul style="list-style-type: none"> • VP Council 	<ul style="list-style-type: none"> •Form discussion groups to include higher education partners 	<ul style="list-style-type: none"> •Enrollment reports •Memorandum of Understanding (MOU) with stakeholders
Strengthening RCC's economic development role in the region	<ul style="list-style-type: none"> •Workforce Program Manager •VP for Workforce Development 	<ul style="list-style-type: none"> •Conduct workforce advisory meetings 	<ul style="list-style-type: none"> •VCCS and Four Year Enrollment reports •Minutes from advisory meetings •RCC Fact Book
Promoting social and cultural services to the community	<ul style="list-style-type: none"> •VP Council 	<ul style="list-style-type: none"> •Promote social and cultural events in community 	<ul style="list-style-type: none"> •Participation reports •Promotional materials

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Safety, Security, and Preparedness. Assure that the college community practices strong student and employee safety, security, and preparedness measures.

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Improving college physical and information security and safety awareness for employees and students	<ul style="list-style-type: none"> •Facilities Manager •VP of Finance and Administrative Services 	<ul style="list-style-type: none"> •Conduct Drills and Simulations 	<ul style="list-style-type: none"> •Pre and Post assessment reports
Enhancing the security guard presence on both campuses	<ul style="list-style-type: none"> •Facilities Manager •VP of Finance and Administrative Services 	<ul style="list-style-type: none"> •Provide additional staffing and training 	<ul style="list-style-type: none"> •Security Log