



Rappahannock
Community
College

Strategic Plan
2006-2010



Strategic Plan for 2006-2010

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President's Letter



In fall semester 2005, Rappahannock Community College began its process to create a new Strategic Plan for 2006-2010. The President's Planning Advisory Council (PPAC), a college governance committee charged with facilitating the planning process and assuring institutional effectiveness, led this effort. Initially, the college Institutional Research Director, provided data to describe the college's current strengths and weaknesses, and the college community used this as a basis to develop its Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis.

The college mission was reviewed extensively by the college community by special meetings and electronic comment. The revised mission statement was approved by the local college board on March 8, 2006.

The PPAC group was expanded in spring semester 2006 to include the Institutional Effectiveness Committee (IEC), all other interested college employees, and college board members, for the purpose of achieving greater review and discussion in the planning process. The enclosed Timeframe and related documents demonstrate that much discussion ensued, wherein Strategic Priorities were developed for the college, with activities and measures attached. These Strategic Priorities will be addressed during the next four years by each annual plan developed by the president and operational units at the college. PPAC will determine success of progress on the Priorities and make suggestions concerning implementation.

The RCC Strategic Plan for 2006-2010 describes the planning process and all of the documents resulting from that process. The college community examined data carefully and determined the need to adopt a more strategic approach to improving student learning and overall institutional effectiveness. RCC is confident that its Strategic Priorities provide a solid foundation for strengthening the student learning experience. The college is devoted to the use of data to define and improve its processes. It is also committed to using the college governance structure to gain widespread involvement, review, and improvement.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Elizabeth Hinton Crowther". The signature is written in dark ink and is positioned above the printed name.

Elizabeth Hinton Crowther
RCC President

College Mission

The Rappahannock Community College mission is to promote the personal growth of our students and prepare them for success as learners, professionals, and citizens by providing quality educational experiences.

College Profile

Chartered in 1970, Rappahannock Community College opened for classes at the Glens Campus in September 1971 and at the Warsaw Campus in fall 1973. The two campuses, a satellite site at King George, and multiple interactive video sites provide education and training for approximately 4,000 students.

Rappahannock Community College is a comprehensive community college, one of 23 institutions within the Virginia Community College System (VCCS). As such, RCC offers a university transfer degree (AA&S), four occupational (AAS) degrees in Business Management, General Engineering Technology, Nursing, and Administration of Justice, and multiple certificate programs leading to career enhancement.

The college, serving twelve eastern Virginia counties over 2,459 square miles, is the sole physical higher education entity in the region. In this role, RCC provides opportunities to bring the area together for cultural and community building events, as well as for excellent educational opportunities.

Transitions from secondary and to senior institutions are strong. Dual enrollment comprises 29% of RCC's enrollment, and the Chesapeake Bay Governor's School is located at the two RCC campuses. In addition, RCC has 14 Guaranteed Admission Agreements with colleges and universities for its RCC degree graduates.

Rappahannock Community College is a partner with local economic development and regional planning districts. RCC provides well-trained graduates to local businesses. In addition, the college's Center for Workforce and Community Development offers contract training for industry and personal enrichment classes, generally through the new state-of-the-art Workforce Centers at both campuses.

Credit enrollment is growing at a record rate for the college, nearly 10% in 2005-2006, topping at 1,470 annualized FTEs. Students are increasingly younger and taking more credits, a trend RCC would like to continue.

The Commonwealth of Virginia's State Board for Community Colleges is the governing body for the VCCS. A 12-member local board acts as an advisory board to RCC, assuring that it is responsive to its service region. RCC's chief executive officer is Elizabeth H. Crowther, president.

President's Planning Advisory Council (PPAC)

Purpose. The purpose of the President's Planning Advisory Council is to: 1) assist the president in identifying issues that are critical to the college and to advise the president on possible resolution; 2) serve as a forum for discussion of institutional policies, procedures, and practices through representative participation of the faculty, staff, and student body; and 3) facilitate the planning process by overseeing college-wide planning activities and assuring that institutional effectiveness recommendations for improvement are institutionalized and supported in the college budget, where necessary.

In 2005-2006, PPAC will:

1. Facilitate establishment and accomplishment of 2005-2006 Strategic Priorities.
2. Facilitate a strategic planning exercise in spring 2006.
3. Assist in determining the college-wide improvement cycle.
4. Facilitate discussion and organization of SACS reaffirmation of accreditation activities.

Committee Members

Elizabeth Crowther, chair
Larry Olanrewaju, vice chair
Heather Adams
Brenda Callis
Sandy Darnell
Paula Fisher
Mary Gaskins
Glenda Lowery
Scott Mabe
Karen Newtzie
Petie Norris
John Paden

Patricia Parker
Joe Swonk
Cheryll Tassone
Bob Whitney
Chair, FAAC
Chair, IAC
Chair, SAC
ES members (ex officio)
VPC members (ex officio)
Student, GC
Student, WC

Governance Committee Role

The governance committee structure at RCC was revised in 2004-2005 to improve the ability of the college to institutionalize improvement suggestions and to include greater discussion of college-wide issues. Purpose and charge information exist for each governance committee in this document's Appendix.

The Strategic Priorities Objectives Grid shows which committees were assigned to develop activities and measures for each Strategic Priority, in parenthesis after each Priority statement. It also lists which committee and/or other individuals are responsible for the activities mentioned.

Planning Process Description

Strategic Planning, a key component of institutional effectiveness at RCC, is facilitated by the President's Planning Advisory Council (PPAC). PPAC reports to the president and its members are chosen from the staff, faculty, administration, and students. It meets at least once a month and is open to all members of the college community. Minutes of the meetings are posted in public folders on Microsoft Outlook.

RCC's Strategic Priorities result from wide input from the college community, as described in the president's letter. After reviewing college-wide data in fall 2005, the college, through PPAC, developed a Strategic Planning Timeline in December and began to articulate its Assumptions and SWOT. By March, PPAC had assimilated comments and suggestions from the SWOT in Strategic Priorities, which were finalized by April. In April, the college governance committees contributed action plans and measures for the Strategic Priorities. These Priorities and action plans were posted for comments and finalized in June.

During July and August, the college operational leaders—the president's executive staff members—will complete annual unit plans derived from the Strategic Priorities and the President's 2006-2007 Goals. Charges from the president to governance committees will reflect action on the Strategic Priorities.

Throughout the Strategic Planning process, and continuing into its implementation, input from the college community was generated from PPAC meeting attendance, email, and an online classroom site on Blackboard. The plan was composed based on consensus of participants.

The Strategic Planning Timeline and documents that follow illustrate the content of the discussions and plans for action on the college's Strategic Priorities.

Strategic Planning Timeline – 2006

January 20	Assumptions and SWOT
February 17	Finalize Assumptions and SWOT Begin to Identify Strategic Priorities
February 21-28	Initial Strategic Priorities draft available to college community for comment
March 3	PPAC workshop, developing Strategic Priorities
March 6-17	Revised Strategic Priorities draft available to college community for comment
March 17	Finalize Strategic Priorities Assign Area Tasks to Governance Committees
April 18	Deadline for Governance Committee Action Plans
April 21	Review Task Action Plans from Committees Revised Action Plans Circulate to College Community
May 15	Finalize Strategic Priorities and Action Items
June 12	Circulate Draft Strategic Plan for Final Comments
June 30	Final 2006-2007 Strategic Plan Published
July 30	Executive Staff completes annual unit plans, incorporating Strategic Priorities Objectives.
August 17	Strategic Plan with annual operating plan distributed to all employees.
Fall 2006	PPAC Leads Discussion to Implement Planning Activities

Strategic Planning Assumptions

2006-2010

- RCC's current mission and vision will continue to guide its planning.
- RCC will remain a comprehensive community college, offering transfer and occupational programs at the career studies, certificate, and associate degree levels, as well as non-credit instruction for industry and personal interest.
- The academic program will continue to include a strong developmental studies sequence, expert faculty advising, nurturing student services and counseling support, and supplemental programs such as student support services.
- There will be workforce attrition, as through retirements, and RCC must adequately grow and replace individuals who add value to its community.
- Enrollment should continue to grow at a rate of at least 6 percent each year through 2010. Beneficial growth will be in the recent high school graduate who is full-time enrolled in an associate degree curriculum. This growth assures that RCC receives acceptable funding through the VCCS funding model.
- RCC will continue to assess its curriculum and to assure that it is offering high-demand, high quality programs for its region.
- Fundraising will play an increasing role in assuring quality and sustainable RCC programs. Significant endowment growth, annual fund growth, and community involvement are essential.
- An updated campus Master Plan will guide RCC facility development. Attention will be given to academic classrooms, community needs, safety, attractiveness, parking, and recreational areas.

Strategies, Weaknesses, Opportunities, Threats (SWOT) Analysis

STRENGTHS

- Employee retention
- Strong, seasoned, dedicated staff, administrators, and faculty members
- Faculty, staff, and administrators who respect each other and students
- Clear, comprehensive mission
- Guaranteed Admissions Agreements for AA&S graduates
- Focused Educational Foundation and advancement processes
- Clear governance processes
- TRIO programs: Student Support Services, Upward Bound
- Strong professional development for faculty and staff
- Successful fund/friend-raising events
- Adequate, attractive campus acreage for future growth
- Strong dual enrollment participation
- Excellent technology for learning
- Phi Theta Kappa at both campuses
- Honors curriculum to attract the best students
- Community awareness of and support for the college, good reputation
- Math contest promotes regional awareness
- Bay Region Science Fair
- Chesapeake Bay Governor's School on both campuses
- Strong public information function
- Good student transfer success
- Good nursing board pass percentages
- Size allows individual attention and opportunity to influence student ethics and values
- A good financial investment, the best educational value
- Strong collaboration/ relationship with public schools
- No local higher education competition
- Low risk environment which encourages innovation

WEAKNESSES

- Outdated Master Plan
- High percentage of part-time students
- Low alumni participation
- Low penetration/participation rate in region
- Spotty student outcomes assessment routines and ties to resource allocation and improvement action
- Low retention rate
- Low percentage of full-time faculty
- Ability to recruit highly qualified and diverse faculty, administrators, and staff
- Ability to recruit recent high school graduates
- No endowed general scholarship fund
- No endowed faculty development or master teacher fund
- No capital campaign
- Low annual fund participation from faculty and staff
- Low percentage of minority faculty members
- Limited student activities and facilities
- History of less than optimum use of the governance structure
- Inadequate career placement services
- Few continuing education/personal interest classes
- Limited variety in course offerings
- Limited Occupational Technical programs
- Need to clarify communication channels and improve communication opportunities
- Upcoming retirements will reduce experience level
- Reduced ratio of state funding
- Need more employee excitement

OPPORTUNITIES

- Leadership training to develop individuals in-house
- Prepare for beneficial SACS reaffirmation process: QEP
- Increase diversity in staff as we hire
- Understand and address methods to improve developmental education success
- Continue to build relationships with the community to create additional recognition, good will, and sources of revenue
- Understand and provide student activities that will increase a sense of connection to the campus
- Prepare the college Foundation to undertake a feasibility study to prepare for a capital campaign to (1) build new buildings and (2) endow scholarships, teaching faculty
- Prepare and implement a college-wide Strategic Planning Process resulting in long-term strategic priorities, responsibilities, and timeframes for accomplishment
- Create a marketing message and image
- Strengthen the use of student outcomes assessment data to improve programs
- Understand and address skills our graduates need in the 21st century
- Increase the number of new students coming directly from high school
- Improve articulation information for transferring students
- Increase grant applications
- Capitalize on new advising program
- Provide better overall management of dual enrollment
- Provide career coaches and job placement partnering with local agencies such as VEC
- Expand services in the region

THREATS

- Reduction/lack of progress in state proportion of funding; consequent tuition hike
- Imminent retirements and lack of individuals prepared to step in
- Reduction/stasis in financial aid to students
- Competition from other institutions
- Poor retention
- Lack of support activity for students, with attention to learning styles
- Not having a campus master plan
- Growing without sufficient resources

RAPPAHANNOCK COMMUNITY COLLEGE

Strategic Priorities **2006-2010**

1. Strengthen the quality of the teaching and learning environment.

- Using research data and student outcomes objectives
- Developing quality, varied course offerings (credit and non-credit)
- Giving attention to individual student learning style
- Improving articulated programs with 4-year partners
- Encouraging faculty and staff innovation
- Utilizing technology for learning
- Increasing faculty and staff professional development
- Institutionalizing the SACS QEP learning project
- Assuring relevant, high-demand occupational programs
- Increasing full-time faculty positions
- Utilizing library services

2. Strengthen activities and support systems that develop the whole student.

- Providing a variety of student activities
- Maximizing tutoring and other support services
- Utilizing library services
- Encouraging honors programs
- Developing service programs
- Identifying and enhancing retention efforts
- Improving orientation
- Offering quality advising

3. Strengthen access and enrollment.

- Growing FTEs to 1700-1800
- Increasing the full-time student base
- Enhancing dual enrollment management
- Realizing participation increase in all age groups in service region
- Providing convenient scheduling
- Enhancing/targeting recruiting efforts
- Improving articulated programs with high schools
- Utilizing technology for access and enrollment

4. Improve the use of college systems and resources.

- Utilizing the governance structure
- Institutionalizing improvement observations from the SACS reaffirmation process
- Developing employees
- Assuring workplace diversity to match the region's
- Assuring adequate, attractive facilities
- Strengthening student outcomes assessment routines
- Protecting state portion of funding

5. Improve internal and external communication.

- Communicating with students clearly and in a timely fashion.
- Improving procedures and policies
- Strengthening marketing and recruitment
- Using appropriate, dynamic publications
- Communicating with partner organizations

6. Protect and diversify funding base.

- Developing grant opportunities
- Developing partner opportunities
- Developing RCC EFI endowments, annual giving, major gifts, and fundraising events

RAPPAHANNOCK COMMUNITY COLLEGE
Strategic Priorities 2006-2010 Action Plan

1. Strengthen the quality of the teaching and learning environment (IAC).

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Using research data and student outcome objectives	IE Director VP Council All Governance Committees	<ul style="list-style-type: none"> • Data is systematically produced and utilized • Faculty suggest and make improvements • Data implications reflect in committee charges 	<ul style="list-style-type: none"> • Produce Governance Committee minutes & annual reports • Produce Annual Assessment Reports • Produce periodic topic reports and studies • Complete SACS Review • Conduct Regular Surveys
Developing quality, varied course offerings (credit and non-credit)	VP Council VP Workforce IAC	<ul style="list-style-type: none"> • Identify high need/ interest areas in service region 	<ul style="list-style-type: none"> • Survey students and employers
Giving attention to individual student learning styles	VP Council IAC	<ul style="list-style-type: none"> • Train faculty in learning style theory • Tailor PDOs to the topic 	<ul style="list-style-type: none"> • Measure Number of PDOs , participants • Survey students and faculty
Improving articulated programs with 4-year partners	VP Council SAC IAC	<ul style="list-style-type: none"> • Increase the number of specific program articulations with GAA partners • Improve transfer guide information and access 	<ul style="list-style-type: none"> • Determine if the number of students utilizing GAAs has grown • Determine if the number of specific program articulations has increased
Encouraging faculty and staff innovation	Executive staff VP council FAAC IAC	<ul style="list-style-type: none"> • Expand opportunities for PDO participation • Consider released time or grant opportunities • Expand tuition reimbursement and professional development support 	<ul style="list-style-type: none"> • Increase the number and amount of professional development funds utilized

1. Strengthen the quality of the teaching and learning environment (IAC).

Objectives	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Utilizing technology for learning	VP Council IAC SAC	<ul style="list-style-type: none"> • Establish standards and expectations for technology usage 	<ul style="list-style-type: none"> • Increase the number of learning technology PDOs • Increase the number of grants for learning technology innovation
Increasing faculty and staff professional development	Executive staff FAAC IAC	<ul style="list-style-type: none"> • Improve the value of IDPs • Expand tuition reimbursement and professional development support 	<ul style="list-style-type: none"> • Increase meaningful IDPs with accomplishments • Increase the number and amount of professional development funds utilized
Institutionalizing SACS QEP learning project	Executive staff VP Council IAC SAC	<ul style="list-style-type: none"> • Complete data gathering and review • Governance Committees suggest topics • College community selects QEP project 	<ul style="list-style-type: none"> • College community agrees upon QEP project • Budget, schedule, and workflow reflect support for QEP project implementation
Assuring relevant, high demand occupational programs	VP Council VP Workforce IAC	<ul style="list-style-type: none"> • Identify areas of highest need in service region 	<ul style="list-style-type: none"> • Survey students and employers
Increasing full-time faculty positions	Executive staff VP Council IAC	<ul style="list-style-type: none"> • Determine the highest need areas for full-time instructors • Increase current faculty productivity to be in line with other successful VCCS/ National community Colleges • Hire additional full-time instructors when possible 	<ul style="list-style-type: none"> • Track productivity and faculty load data to determine needs • Improve the ratio of full-time instructors
Utilizing library services	VP Council FAAC	<ul style="list-style-type: none"> • Expand activities requiring involvement from every class 	<ul style="list-style-type: none"> • Provide user statistics by subject area

2. Strengthen activities and support systems that develop the whole student (SAC).

Objective	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Providing a variety of student activities	VP Council SAC	<ul style="list-style-type: none"> • Use student survey data to plan a variety of events for academic year • Explore hiring activity coordinators on each campus • Encourage faculty to sponsor student clubs and organizations 	<ul style="list-style-type: none"> • Survey students about activity interests • Determine funding for increased activities • Increase number of new activities and sponsors • Add activity coordinator(s)
Maximizing tutoring and other support services	VP Council SAC FAAC	<ul style="list-style-type: none"> • Implement recommendations of the tutoring task force • Refine campus spaces for tutoring and support activities 	<ul style="list-style-type: none"> • Task force recommendations are implemented • Student lab space on campus is increased
Encouraging honors programs	VP Council IAC	<ul style="list-style-type: none"> • Encourage faculty and students to pursue honors projects 	<ul style="list-style-type: none"> • Increase number of faculty, students, and discipline areas in which honors instruction has occurred
Developing service programs	VP Council SAC	<ul style="list-style-type: none"> • Research community college service learning initiatives • Encourage faculty, student services, and community to plan for RCC program by end of year 2007 	<ul style="list-style-type: none"> • Plan exists by May 2007 • Implement plan in stages

2. Strengthen activities and support systems that develop the whole student (SAC).

Objective	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Identifying and enhancing retention efforts	VP Council SAC	<ul style="list-style-type: none"> • Develop a student retention plan cooperatively between student development and academic division • Review appropriate data to understand retention issues and help determine improvement areas 	<ul style="list-style-type: none"> • Plan exists by January 2007 • Data produced and reviewed by November 2006 • Implement plan in stages
Improving orientation	VP Council SAC	<ul style="list-style-type: none"> • Improve orientation events for new and returning students • Enforce enrollment in the SDV courses that have specific learning outcomes • Develop a series of first year events and activities 	<ul style="list-style-type: none"> • Orientation events have been reviewed and improved • SDV courses are enrolled with appropriate students • VP Council and SAC have suggested an appropriate first-year activities
Offering quality advising	VP Council SAC IAC	<ul style="list-style-type: none"> • Repeat PDOs on Student Academic Advising • Maintain activity to implement 2005 Advising Task Force recommendations 	<ul style="list-style-type: none"> • Survey students and faculty to determine improvement areas • Provide resources to assure Task Force recommendations are implemented

3. Strengthen access and enrollment (VP Council).

Objective	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Growing FTEs to 1700 - 1800	VP Instruction and Student Development VP Council Executive Staff	<ul style="list-style-type: none"> • Develop and implement marketing plan • Strengthen relationships with high schools • Strengthen relationships with the VEC 	<ul style="list-style-type: none"> • Comparative enrollment reports • Enrollment increase of 5% annually over three years
Increase full-time student base	VP Instruction and Student Development VP Council	<ul style="list-style-type: none"> • Develop and implement marketing plan • Strengthen relationships with high schools 	<ul style="list-style-type: none"> • Comparative enrollment reports • Increase of 3% annually
Enhancing dual enrollment management	VP Instruction and Student Development VP Council	<ul style="list-style-type: none"> • Streamline dual enrollment process • Continue meetings with superintendents, principals, and counselors 	<ul style="list-style-type: none"> • Fewer registration problems
Realizing participation increase in all age groups in service region	VP Instruction and Student Development VP Council	<ul style="list-style-type: none"> • Strengthen relationships with high schools • Strengthen relationships with the VEC • Strengthen relationships with citizen's advisory committees 	<ul style="list-style-type: none"> • Percentage enrollment increase in all categories.
Providing convenient scheduling	VP Instruction and Student Development VP Council	<ul style="list-style-type: none"> • Conduct routine schedule analysis after each enrollment period • Survey students every two years as to scheduling preferences 	<ul style="list-style-type: none"> • Increase in full-time student enrollment • Fewer cancelled classes
Enhancing/targeting recruitment efforts	VP Council	<ul style="list-style-type: none"> • Develop and implement marketing plan 	<ul style="list-style-type: none"> • Increase in participation of 18-24 year old students
Improving articulated programs with high schools	VP Council	<ul style="list-style-type: none"> • Hire new Tech Prep coordinator • Develop pathways for marine trades, business management, and health technologies 	<ul style="list-style-type: none"> • Increase in AAS degree students
Utilizing technology for access and enrollment	VP Council	<ul style="list-style-type: none"> • Monitor online applications and registration • Continue outreach to high schools via compressed video 	<ul style="list-style-type: none"> • Increase in number of students who apply and register online

4. Improve the use of college systems and resources (FAAC & IEC).

Objective	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Utilizing the governance structure	Executive Staff All Governance Committees	<ul style="list-style-type: none"> • Develop a PDO to educate the college about the governance structure • Governance committee charges reflect tasks associated with Strategic Priorities 	<ul style="list-style-type: none"> • Committee minutes and year-end reports show action on Strategic Priorities • Committee improvement recommendations are implemented and tied to budget where necessary
Institutionalizing improvement observations from the SACS reaffirmation process	Executive staff VP Council All Governance Committees	<ul style="list-style-type: none"> • Include improvements in each executive staffer's annual plan • Provide necessary resources through the budget process 	<ul style="list-style-type: none"> • Track improvement actions and results annually through area plan accomplishments
Developing employees	Executive Staff FAAC	<ul style="list-style-type: none"> • Increase academic and training opportunities • Make IDPs more meaningful 	<ul style="list-style-type: none"> • Survey employees annually • Show increased job satisfaction and performance
Assuring workplace diversity to match the region's	Executive Staff FAAC	<ul style="list-style-type: none"> • Adhere to EEO hiring guidelines • Recruit directly from graduate schools, especially HBCUs 	<ul style="list-style-type: none"> • Determine if more qualified minority candidates are applying • Measure percentage of minority placement at RCC
Assuring adequate, attractive facilities	Executive staff FAAC EFI	<ul style="list-style-type: none"> • Allocate resources to complete Master Plan • Allocate resources, write case study, and plan for feasibility study 	<ul style="list-style-type: none"> • Complete Master Plan • Complete space utilization study • Complete EFI Feasibility Study
Strengthening student outcomes assessment routines	IE Director IEC IAC Instructional VP VP Council	<ul style="list-style-type: none"> • Refine the college assessment cycle • Systematize data production and review • Produce appropriate measurable program objectives 	<ul style="list-style-type: none"> • Annually review the assessment report to assure that improvement suggestions are implemented • Assure appropriate and measurable program objectives
Protecting state portion of funding	President	<ul style="list-style-type: none"> • Represent RCC's contributions in our service area to legislators • Work with VCCS presidents to assure RCC gets a fair/increased portion of the VCCS allotment 	<ul style="list-style-type: none"> • Continue to increase funding for RCC by the legislature • Increase RCC portion of VCCS allotment

5. Improve internal and external communication (SAC).

Objective	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Communicating with students clearly and in a timely fashion	VP Council Executive Staff Public Information	<ul style="list-style-type: none"> • Assure that current Catalog and website are accurate • Make information sources a part of student orientation • Advisors and instructors proactively communicate with students about college policies, procedures, and opportunities 	<ul style="list-style-type: none"> • Catalog is current • Website is reviewed, attractive, compelling • Communication methods are clear to students
Improving procedures and policies	Executive staff VP Council All Governance Committees	<ul style="list-style-type: none"> • Comprehensively review current policies and procedures 	<ul style="list-style-type: none"> • Committee minutes, VP Council and Executive Staff minutes reflect progress in revising procedures and policies
Strengthening marketing and recruitment	VP Council SAC Public Information	<ul style="list-style-type: none"> • Develop marketing and recruitment plan • Identify target audience 	<ul style="list-style-type: none"> • A marketing and recruiting plan exists by May 2007
Using appropriate, dynamic publications	Executive Staff VP Council Public Information	<ul style="list-style-type: none"> • Produce efficient, cost effective publications • Consult extensively to determine the best approach to appeal to RCC's audience 	<ul style="list-style-type: none"> • Publications are reviewed; appropriate materials exist which are attractive, informative, and not duplicative
Communicating with partner organizations	Executive Staff VP Council	<ul style="list-style-type: none"> • List our partners, our primary partner contacts, and the appropriate RCC contacts, to avoid duplication and confusion 	<ul style="list-style-type: none"> • Contact list is complete by December 2006

6. Protect and diversify funding base (EFI).

Objective	Responsible for Assignment and Implementation	Suggested Activities	Suggested Measures
Developing grant opportunities	EFI (incl. Board) Executive Staff VP Council	<ul style="list-style-type: none"> • Confirm and refine RCC internal processes • Confirm or solicit responsible parties • Identify opportunities • Apply for grants 	<ul style="list-style-type: none"> • Increase number of awards and applications • Increase amount of grant funds awarded
Developing partner opportunities	Executive Staff VP Council	<ul style="list-style-type: none"> • Create clear process for soliciting • Avoid duplicate efforts contacting prospects • Establish expectations • Practice partner stewardship 	<ul style="list-style-type: none"> • Determine levels of: <ul style="list-style-type: none"> Financial support In-kind support New programs Facilities provided Volunteer time expended Expertise offered
Developing RCC EFI endowments, annual giving, major gifts, and fundraising events	Executive Staff EFI Board & Staff All	<ul style="list-style-type: none"> • Set EFI priorities and annual timelines • Establish action plans • Set realistic budget • Conduct annual fund campaign and special events fundraisers • Cultivate and steward donors • Create and execute case study and feasibility study for major gifts campaign 	<ul style="list-style-type: none"> • Meet quantitative dollar targets/goals • Meet expectations for board and college employee percentage giving to annual fund • Complete feasibility study • Begin major gifts campaign

APPENDIX

Rappahannock Community College President's Goals 2006-2007

1. Enrollment—The VCCS must serve at least 16,000 new students by 2009.

RCC will:

- Increase FTE enrollment by at least 4%.
- Revise Campus Master Plan to assure facilities improvement and expansion.
- Increase the percentage of fulltime student enrollment at RCC.
- Improve Schedule of Courses to maximize student enrollment opportunities.
- Improve instructional productivity, increasing the fulltime faculty percentage to better accommodate enrollment growth.
- Create an RCC Marketing Plan.
- Implement 2 new OT curricula to expand student opportunities.

2. Workforce Training—By 2009 the VCCS will provide workforce training programs for 225,000 individuals annually, an increase of nearly 80 percent—from 125,000 to 225,000.

RCC will:

- Implement the first year of a dual-enrolled Marine Trades program carrying industry certification.
- Implement a Culinary and Hospitality program.
- Study opportunities to focus RCC's WDC on priority areas to support the college's 2006-2010 Strategic Priorities.
- Increase contract training, career coach, and transition programs.
- Implement the Career Switchers program.

3. Graduation, Retention, and Placement Rates—To expand its capacity and provide greater economic opportunity, by 2009, the VCCS will rank in the top ten percent in the nation with respect to graduation rates, retention, and job placement.

RCC will:

- Improve data availability and student outcomes assessment routines, to improve college information for making improvements to student learning.
- Recruit more minority applicants for positions, contacting graduate schools--particularly HBCUs--directly.
- Determine the QEP project for the SACS reaffirmation of accreditation and plan its implementation.
- Increase local financial aid by 3% over 2005-2006.
- Increase student activities to attract and retain students on campus.
- Expand available student support lab time and services.
- Design student service "pavilions" at both campuses to cater to comprehensive student needs.
- Implement Learning Center Lab at Glens Campus.
- Increase professional development funds to include training for advising, instructional technology, and staff cross-training with the goal of enhancing student success.
- Continue to implement 2005 Advising Task Force recommendations.

4. Transfer to Four Year Colleges and Universities—The VCCS will triple the number of graduates who successfully transfer to four-year colleges and universities by 2009.

RCC will:

- Create student program articulation guides for the 14 RCC Guaranteed Admission Agreement partners.
- Improve transfer advising information for advisors and students.
- Create a Schedule of Courses which assures students access to a fulltime general education load each semester.

5. Affordable Tuition

RCC will:

- Increase student access to local and federal financial aid.

6. Dual Enrollment in High Schools—By 2009 the VCCS will triple the number of high schools students who take college courses and receive college credits, raising the number from 14,000 to 45,000.

RCC will:

- Implement a dual-enrolled Marine Trades curriculum.
- Implement dual enrollment courses at two regional private schools.

7. Private Funding—By 2009 the VCCS will become more proactive in securing private support to ensure its capacity to respond to the needs of the Commonwealth. Collectively, the VCCS foundations will double their holdings, moving from \$75 to \$100 million.

RCC will:

- Expand the annual fund contribution amounts by 10%.
- Achieve at least 85% participation from faculty and staff, 100% from the local college board, and 100% from the EFI board in the RCC EFI Annual Fund Drive.
- Develop a Case Study in preparation for Feasibility Study through the RCC Educational Foundation.
- Begin individual solicitation for at least one major project.

Dateline: 2009

A Strategic Direction for the VIRGINIA COMMUNITY COLLEGE SYSTEM

By 2009, the Virginia Community College System will be recognized as a world-class education and training institution that provides access and opportunity for all Virginians, and others, who can benefit. The Virginia Community College System will be the preferred provider of workforce development programs that respond to the unmet needs of Virginia's businesses.

In a pledge to become world-class by 2009, Virginia's community colleges will respond to the Commonwealth's most pressing needs in the areas of access to higher education, workforce development and economic opportunity. We commit to reaching the following seven goals:

Enrollment

The VCCS must serve at least 16,000 new students by 2009.

Workforce Training

The VCCS will provide workforce training programs for 225,000 individuals annually, an increase of nearly 80 percent—from 125,000 to 225,000.

Graduation, Retention, Placement Rates

To expand its capacity and provide greater economic opportunity, by 2009, the VCCS will rank in the top ten percent in the nation with respect to graduation rates, retention and job placement.

Transfer to 4-Year Colleges and Universities

The VCCS will triple the number of graduates who successfully transfer to four-year colleges and universities.

Affordable Tuition

VCCS tuition will not exceed half of the average cost to attend a public four-year institution in the Commonwealth.

Dual Enrollment with High Schools

The VCCS will triple the number of high school students who take college courses and receive college credits, raising the number from 14,000 to 45,000.

Private Funding

The VCCS will become more proactive in securing private support to ensure its capacity to respond to the needs of the Commonwealth. Collectively, the VCCS foundations will double their holdings, moving from \$75 to \$150 million.

RAPPAHANNOCK COMMUNITY COLLEGE

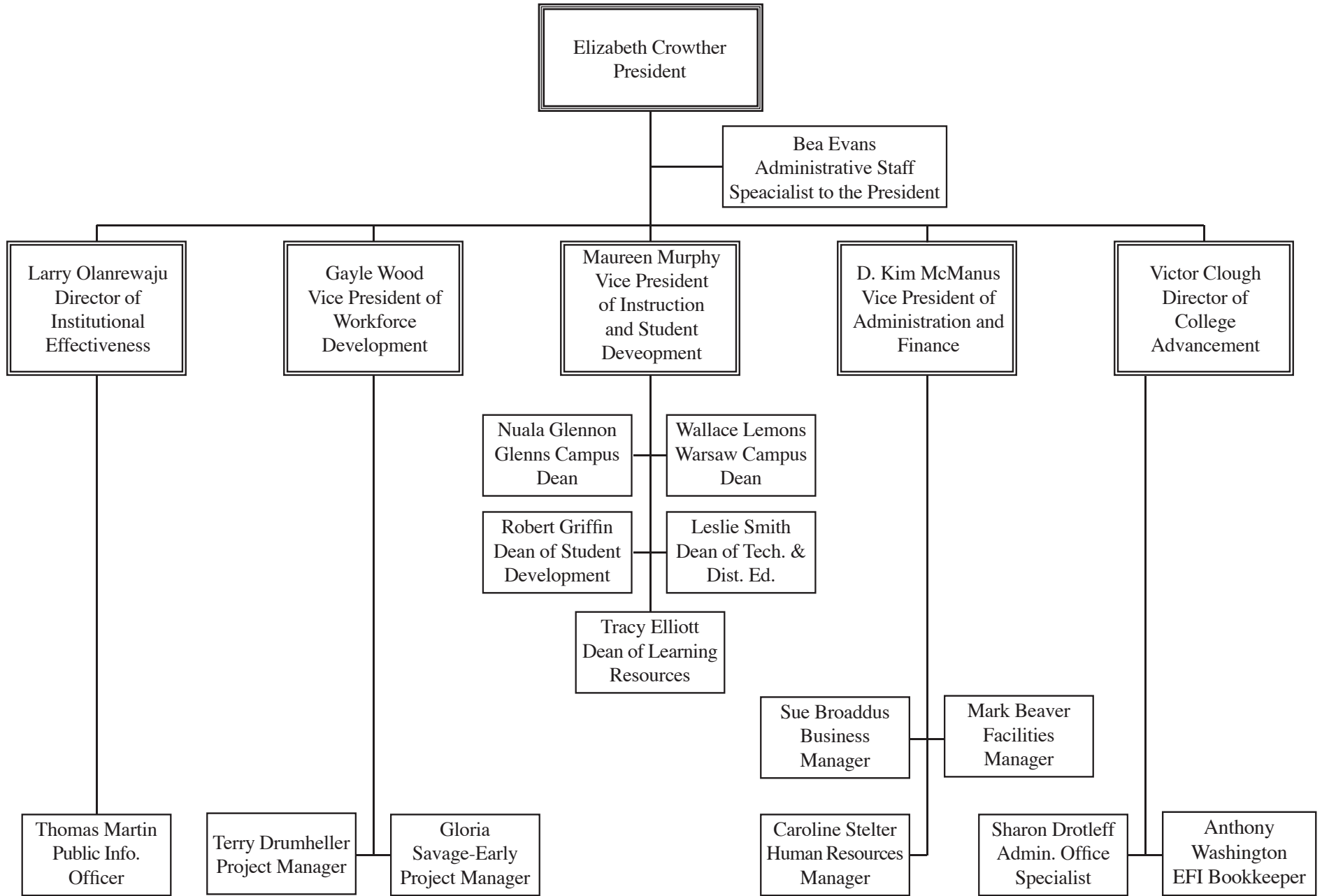
Fact Sheet

2005-2006

Academic Year	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Annualized FTE Enrollment	1253	1370	1368	1340	1470
% Full-Time students	15%	15%	16%	17%	19%
Average student age	26	28	27	26	26
Fall to Spring retention rate	63%	62%	64%	64%	67%
Fall –Fall retention rate	35%	36%	36%	38%	n/a
Graduation rate	20% **				
Transfer rate (Degree Students)	40%	48%	50%		
% of student enrolled in developmental course (Fall semester)	20%	21%	22%	21%	23%
Degrees granted Annually	138	101	136	134	159
Certificates granted Annually	69	70	77	86	76
% Full-Time Faculty	28%	32%	31%	35%	33%
Average age of Faculty					51
Average age Administrators					54
% Dual-Enrollment FTE	25%	29%	28%	30%	30.7%
Average class size	13	15	16	14	

**Based on fall 1999 Cohort. Students earning a degree in three academic years, plus the following summer. This is a 150% completion period which attaches summer awards to the prior year, (example: for a Fall 1995 cohort student group, student who earned a degree in 1995-95, 1996-97, 1997-98, or summer 1998).

Rappahannock Community College Organizational Chart



College Governance Committees

The governance committees, their charges for 2005-2006 and their memberships are listed below.

President's Planning Advisory Council (PPAC)

Purpose. The purpose of the President's Planning Advisory Council is to: 1) assist the president in identifying issues that are critical to the college and to advise the president on possible resolution; 2) serve as a forum for discussion of institutional policies, procedures, and practices through representative participation of the faculty, staff, and student body; and 3) facilitate the planning process by overseeing college-wide planning activities and assuring that institutional effectiveness recommendations for improvement are institutionalized and supported in the college budget, where necessary.

In 2005-2006, PPAC will:

3. Facilitate establishment and accomplishment of 2005-2006 Strategic Priorities.
4. Facilitate a strategic planning exercise in spring 2006.
5. Assist in determining the college-wide improvement cycle.
6. Facilitate discussion and organization of SACS reaffirmation of accreditation activities.

Committee Members

Elizabeth Crowther, chair	Scott Mabe	Chair, FAAC
Larry Olanrewaju, vice chair	Karen Newtzie	Chair, IAC
Heather Adams	Petie Norris	Chair, SAC
Brenda Callis	John Paden	ES members (ex officio)
Sandy Darnell	Patricia Parker	VPC members (ex officio)
Paula Fisher	Joe Swonk	Student, GC
Mary Gaskins	Cheryll Tassone	Student, WC
Glenda Lowery	Bob Whitney	

Instructional Affairs Committee (IAC)

Purpose. The purpose of the Instructional Affairs Committee is to consider matters pertaining to the instructional program of the college, such as coordinating the review of instructional policies and procedures including instructional evaluation; providing advisory assistance concerning instructional research activities; and reviewing and acting upon all new or proposed revisions to curricula, programs, library and testing resources, course numbers, course titles, and/or course descriptions.

In 2005-2006, IAC will:

1. Review curricula and approve appropriate proposals for new or discontinued programs.
2. Lead a faculty review of the faculty evaluation process.
3. Assist the director of institutional effectiveness to measure student outcomes and recommend appropriate curriculum and support service improvements.
4. Provide discussion and feedback to PPAC concerning potential SACS QEP projects.

Committee Members

Jan Clark	Richard Leeper	Tracy Elliott, Dean of Learning Resources
Sandy Darnell	Robert Leitzel	Maureen Murphy, VPISD (ex officio)
Rae Edyvane	Hallie Ray	Wallace Lemons, executive secretary

Student Affairs Committee (SAC)

Purpose. The purpose of the Student Affairs Committee shall be to consider matters pertaining to student affairs including student admissions, student financial aid, student activities, student publications, and student recruitment, to coordinate the review of policies and procedures pertaining to student services, and to hear student disciplinary appeals and student appeals of the application of academic policies and procedures, making recommendations as appropriate to the president and vice president of instruction and student development.

In 2005-2006, SAC will:

1. Review CCSSE and other student outcomes data and recommend improvements to student activities and support systems.
2. Review published materials and recommend appropriate materials and practices to use for student recruitment, information, and retention.
3. Review the RCC web site and make recommendations for improved access or usefulness for current and prospective students.
4. Provide discussion and feedback to PPAC concerning potential SACS QEP projects.

Committee Members

Glenn Courtney	Tom Rockson	Student, WC
Sandy Darnell	Linda Taylor	Student, WC
Marie Marsden	Anne Wortham	Student, GC or WC
Tom Mosca	Student, GC	Paula Fisher (ex officio)
John Paden	Student, GC	Robert Griffin, executive secretary

Financial and Administrative Affairs Committee (FAAC)

Purpose. The purpose of the Financial and Administrative Affairs Committee shall be to review policies, procedures, and practices pertaining to the financial and administrative affairs of the college, including consideration of such matters as health and safety, sexual harassment, and professional development, traffic, purchasing, tuition reimbursement, and affirmative action, and to review financial resource allocations included in the State M&O Budget Proposal for the succeeding year, making recommendations as appropriate to the president.

In 2005-2006, FAAC will:

1. Review the IDP process to encourage use of the IDP to support the college's Strategic Priorities.
2. Lead the effort to structure college-wide customer service guidelines and appropriate training.
3. Review SACS compliance requirements for the reaffirmation of accreditation review in the facilities and finance areas, and recommend routines and checklists that will help the college evaluate the effectiveness of its processes.

Committee Members

Merita Billups	Petie Norris	Cathie Thomas
Ruth Greene	Roz Stein	Kristy Walker
Leslie Norris	Caroline Stelter	Kim McManus, executive secretary

Institutional Effectiveness Council (IEC)

Purpose. The purpose of the Institutional Effectiveness Council is to oversee college-wide institutional effectiveness efforts. The Institutional Effectiveness Council directs policies and procedures that assess effectiveness of student learning and college programs and services.

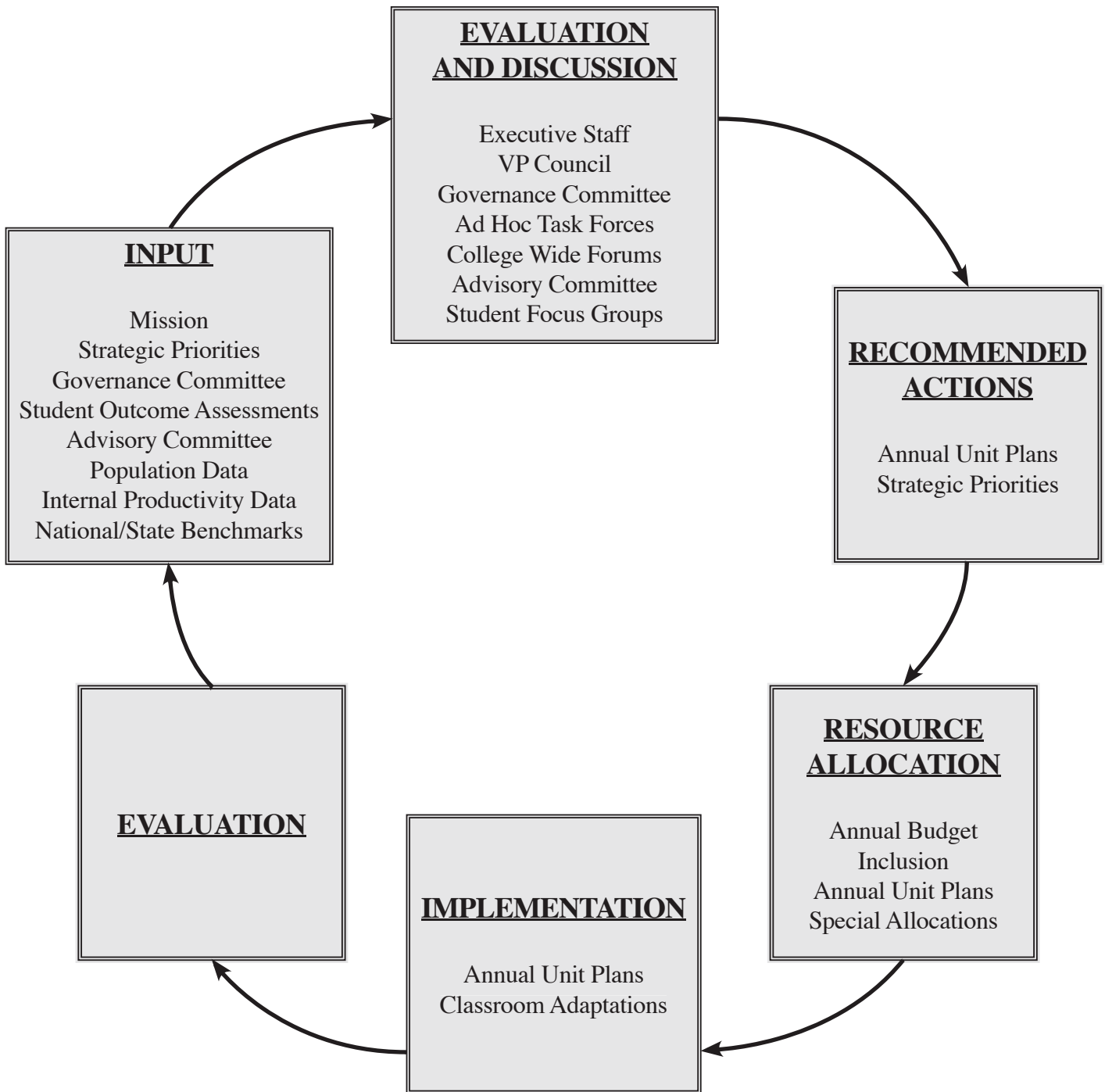
In 2005-2006, IEC will:

1. Review assessment documents submitted by the Institutional Effectiveness Teams and provide feedback to the teams regarding the strengths and weaknesses of the reports.
2. Determine the scope of college assessment—what student outcomes need to be assessed and how often each area, curricular programs, or competency should be assessed.
3. Evaluate the IE Team structure to determine if this is a more effective way to assess student outcome success and program efficiency.
4. Provide an annual report to the president documenting the strengths and weaknesses of the college's overall assessment and institutional effectiveness efforts.
5. Provide discussion and feedback to PPAC concerning potential SACS QEP projects.

Committee Members

Tom Rockson	Fran Miller	Sue Broaddus	<u>Ex-Officio</u>
Ruth Greene	Cheryl Tassoner	Sharon Drotleff	Robert Griffin
Dianne Lucy	Mahmood Kalantar	Larry Olanrewaju	Nuala Glennon
Gayle Wood	Tracy Elliot		Wallace Lemons
Patricia Parker	Marie Marsden		

**RAPPAHANNOCK COMMUNITY COLLEGE
INSTITUTIONAL EFFECTIVENESS PROCESS**



Online Sources of Related Documents

- Microsoft Outlook-Public Folder: Institutional Effectiveness Folder/Strategic Planning
 - Microsoft Outlook-Public Folder: Institutional Effectiveness Folder/Fact book
 - My RCC: Blackboard/Institutional Effectiveness Pavilion
 - My RCC: Blackboard/SAC Pavilion

think **RCC** *first*

*The Right Place
Right Now*