



Rappahannock Community College
Strategic Plan
2020-2025

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Message from the President

In October 2019, Rappahannock Community College began its process to create a new Strategic Plan for 2020-2025. The Administrative Council, a college governance committee, led this effort. Initially, the College institutional research dean 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. The mission statement was revised slightly and approved by the local College Board in November 2019. The mission is reviewed and approved yearly. A vision statement and core values were also developed and approved by the local College Board.

The values, which the entire college community had input in the development of, are the basis for the goals of the Strategic Plan. The enclosed timeframe and related documents demonstrate that much discussion occurred, wherein Strategic Priorities were developed for the College, with activities and measures attached. These Strategic Priorities will be addressed during the next five years by each annual plan developed by the president and operational units at the College. The Administrative Council will review progress on Priorities and make suggestions concerning implementation.

The RCC Strategic Plan for 2020-2025 describes the planning process and all of the documents resulting from that process. The college community examined data carefully and developed a strategic approach to improving student learning and overall institutional effectiveness. RCC is confident that its Strategic Priorities will further enhance the student learning experience. The College is devoted to using data to define and improve its processes. It is also committed to using the college governance structure to gain widespread involvement, review, and improvement.

Sincerely,



Shannon L. Kennedy, Ed.D.
RCC President

College Profile

Rappahannock Community College (RCC) is one of twenty-three community colleges that make up the Virginia Community College System. The College serves the residents of Essex, Gloucester, King and Queen, King George, King William, Lancaster, Mathews, Middlesex, New Kent, Northumberland, Richmond, and Westmoreland Counties, and is governed by policies set by the State Board for Community Colleges with support and advice from the Local RCC Board. Funding for the college derives primarily from student tuition, followed by state appropriations, grants, and local funds contributed from the twelve counties that make up the RCC service area.

RCC was established in 1970 as a comprehensive, open-enrollment community college with two campuses (one at the North (Warsaw) and one at the South (Glenns) ends of the region.). RCC enrolls approximately 4,000 credit and 1,000 noncredit students annually. Students receive instruction at Glenns campus, Warsaw campus, seventeen off-campus sites (13 serving dual enrollment students, 1 serving postsecondary students, and 3 serving both), and online.

In 2019-20, RCC's annualized headcount was 3,780. The credit student population was 61% program placed (including 11% dual enrolled), 41% dual enrolled, and 9% unclassified. Sixty-six percent were female, 31% minority, and 69% were 21 years old or younger. Of the program-placed students, 51% were in the AA&S transfer program, 13% in Applied Science Degree (AAS) programs, and 37% in CTE certificate programs. Eighty-four percent attended part-time and 25% took all their courses online.

RCC Mission, Vision and Values

Mission

Rappahannock Community College provides inclusive access to exceptional training and educational opportunities meeting the community's needs and preparing individuals for success as learners, employees, and citizens.

Vision

RCC transforms lives, strengthens communities, and inspires excellence.

Values

IDEAL – Integrity, Diversity and Inclusion, Excellence, Access, Learning for Life.

Values Expanded:

Integrity – We expect honesty and model accountability.

Diversity and Inclusion – We value cultural and individual perspectives in our workplace, classroom, and community.

Excellence – We maintain high academic standards through student-centered learning, relevant curricula, and holistic support services.

Access – We provide convenient, affordable, and flexible educational opportunities for all.

Learning for Life – We educate for today and tomorrow.

Planning Process Description

On July 1, 2019, Rappahannock Community College (RCC) welcomed a new President, Dr. Shannon L. Kennedy. In August 2019, Dr. Kennedy replaced the President's Planning and Effectiveness Council (PPEC) with the Administrative Council. The new Council consists of leaders from all areas of the college and includes the Faculty Senate and Support Staff Association presidents (Appendix A). All members participate in making decisions for the College and lead RCC Strategic Planning. The Council meets weekly and minutes of the meetings are posted in iRCC, the College's intranet.

Prior to Dr. Kennedy's arrival, an Enrollment Management Committee began work on the development of a college-wide Enrollment Management Plan. Dr. Kennedy led the completion of the plan. Using data analysis, the RCC 2019-2021 Enrollment Management Plan (Recruit, Retain, and Re-engage) documented strategic goals and objectives that supported the College mission and ensured student success by managing college enrollment. The overarching goal of the plan was to develop and support a sustainable integrated system that maximizes student access and success, maintains fiscal stability, and allows the College to anticipate scheduling needs. All areas of the College coordinated to connect the budget, scheduling, staffing, and marketing processes. The Plan was presented to the Administrative Council on September 4, 2019 along with six initiatives: Advising, Athletics, Credit by Credential/Credit for Prior Learning, Home School Dual Enrollment Academy, Online Course Improvement, and Summer Melt.

On October 2, 2019, an Administrative Council Retreat was led by Dr. Kennedy. Using extensive data review before and during the retreat, new draft mission, vision, and values were written. A draft SWOT was also prepared. The draft mission, vision, and values along with the SWOT were presented to the full-time faculty and staff at the fall Convocation on October 8, 2019. Additions to the SWOT were solicited and a final SWOT was finalized (Appendix B).

The entire RCC faculty, staff, and local Board members were surveyed in October and November 2019 concerning approval of the draft mission, vision, and values. There was 95% approval. The final version of the mission, vision, and values was approved by the RCC Local Advisory Board on November 12, 2019.

A draft of five overarching goals were presented to the Administrative Council in January, 2020. At the February meeting of Administrative Council, it was decided that a special session would be held to finish the Plan. The pandemic caused the cancellation of that session and subsequent plans to involve Citizens Advisory Committees. Members of Executive Staff developed objectives around the goals shared with the Administrative Council. Approval of the Plan was delayed because COVID caused the cancellation of the Local Board's May meeting.

The Plan was approved by Administrative Council on August 27, 2020, and subsequently approved by the Local Board on September 9, 2020. Implementation began immediately following the Board's approval.

RCC Strategic Plan 2020-2025 Goals and Objectives

Integrity – We expect honesty and model accountability.

Goal 1: Strengthen communication and transparency both internally and externally.

Objectives

1. All RCC committees, councils, and administrative units will post minutes on iRCC in a timely fashion and links will be shared with college staff and faculty.
2. The RCC website, social, and printed media will be maintained and up-to-date as the main source of external communication and marketing for the College. Press releases and radio spots/interviews will supplement these efforts.
3. The e-newsletter for employees, The Squall Street Journal, will be distributed monthly.
4. RCC faculty and staff will regularly communicate with our community partners, serving on Boards when requested.
5. The RCC Local Board, Educational Foundation Board, and college alumni will serve as communication links to the community.
6. All financial reports will be accurate, complete and compliant and the business office will explore opportunities to share resources to increase efficiency.
7. Budget information will be shared regularly with the campus community.
8. All financial audits will be unqualified or “clean.”

Diversity and Inclusion – We value cultural and individual perspectives in our workplace, classroom, and community.

Goal 2: Promote diversity, equity, and inclusion in all RCC settings.

Objectives

1. The staff and faculty diversity percentages will model the service region percentages.
2. Student success rates will be equivalent across gender, age, and ethnicity.
3. Diversity, equity, and inclusion training and professional development will be required annually.
4. RCC Educational Foundation competitive scholarship recipient percentages will be equivalent to the gender, age, and ethnicity of the post-secondary student population.
5. RCC will provide opportunities for faculty, staff, and student diversity, equity, and inclusion discussions.

Excellence -- We maintain high academic standards through student-centered learning, relevant curricula, and holistic support services.

Goal 3: Maintain high academic standards through student-centered learning, relevant curricula, and holistic support services.

Objectives

1. RCC will have a systematic review of programs and services that results in continuous improvement and demonstrates that RCC is effectively accomplishing its mission.
2. RCC will utilize student and staff focus groups to maintain the highest level of academic standards.
3. All navigators will be cross-trained on college-credit and short-term training programs to further develop one-door support services.
4. RCC will provide high quality professional development focused on improving instruction, with an emphasis in remote learning.
5. RCC will use a professional advising model with extensive use of Navigate and early alerts and the expectation that proactive, individualized, and mandatory advising is provided for all students.

Access -- We provide convenient, affordable, and flexible educational opportunities for all.

Goal 4: Provide all students access to convenient, affordable, and flexible educational opportunities.

Objectives

1. RCC will maximize grant funding opportunities and provide ongoing training to staff related to existing and new grants.
2. RCC will partner with external stakeholders to continue and expand grant funding and charitable giving opportunities.
3. RCC will engage with the Department of Corrections/Division of Education to provide the technologies necessary to offer high quality educational programs for incarcerated people.
4. RCC will increase the total dollar amount awarded in RCC Foundation competitive scholarships.
5. RCC will take reasonable steps to provide a healthy, safe, and secure environment for all members of the campus community.
6. RCC will maintain sound financial resources that support the College mission and the scope of its programs and services.
7. RCC will partner with local government and community agencies to provide classes and programs at convenient locations in our service region.

8. RCC will advocate with legislative officials for increased and accessible broadband access for the service region.

Learning for Life -- We educate for today and tomorrow.

Goal 5: Provide educational opportunities that meet both current and future needs of students

Objectives

1. RCC will conduct and disseminate program feasibility study information to constituents that will lead to implementation of new programs across the service region.
2. RCC will develop state-of-the-art programs in virtual reality and AI technologies.
3. RCC will provide life-enriching learning experiences for adults through the Rappahannock Institute for Lifelong Learning.
4. RCC will integrate General Education Goals (Civic Engagement, Critical Thinking, Professional Readiness, Quantitative Literacy, Scientific Literacy, and Written Communication) across the curriculum.
5. RCC will model the appropriate use of cutting-edge technology.

Appendix A

Administrative Council 2019-20

Name	College Position
Dr. Shannon L. Kennedy, Chair	President
Dr. Eric Barna	Interim Assistant Vice President of Instruction
Cheryl Boltz	Warsaw Campus Building and Grounds Supervisor
Dr. Marty Brooks	Academic Dean
Holly Dixson	Support Staff President
Bill Doyle	Vice President of Finance and Administrative Services
Dr. Glenda Haynie	Dean of Research, Effectiveness, and Planning
Lorraine Justice	Administrative Officer, Student Support Services
Dr. Dave Keel	Dean of Student Development
Marjorie Lampkin	Coordinator for Office of Career and Transition Services
Richard Lewter	Glenns Campus Building and Grounds Supervisor
Jeff Macharyas	Director of Communications and Marketing
Dr. Miles McCrimmon	Dean of Dual Enrollment and Community Outreach
Dr. Jason Perry	Interim Vice President of Academic and Workforce Programs
Sarah Pope	Vice President of College Advancement
Dan Ream	Coordinator of Library Resources
Dr. Charles Smith	Dean of Health Sciences
Chris Stamper, recorder	Administrative Staff Specialist
Caroline Stelter	Director of Human Resources
Lisa Tuckey	Faculty Senate President
Brandin Thompson	IT Security Analyst

Appendix B

SWOT Analysis Strengths

- Data are much better, more granular
- Student focused
- Business engagement for education and training
- Dedicated faculty and staff
- IT
- Nursing
- WIOA
- Scholarships
- Dedication and expertise of full-time faculty
- K-12 and private school connectivity
- Fast Forward
- Strong community engagement
- Dual enrollment model
- Expansion of coaches in the high schools
- Upkeep and maintenance of facilities
- Food pantry
- Innovative faculty and staff
- Campus culture

Weaknesses

- % of part time students
- Not enough FT faculty
- Facilities – multiple campuses / space limited
- Inadequate office space
- Reliance on part-time faculty and staff
- Not enough people in advising and recruitment
- No campus/college experience
- Lack of food service on campus
- Transportation
- Lack of evening technology support
- Dual enrollment reliance
- Diversity in faculty and administration
- IV instruction
- Website-information overload
- Hours to meet needs of our students
- Customer service
- Bookstore (limited hours)
- Phone system issues (forced to use cell phones)

- Not projecting vision far enough out
- Community media does not cover RCC well

Opportunities

- Online expansion
- Go to existing businesses to meet their needs. Be proactive.
- Number of part-time students (convert to FT)
- Multi-campus/sites (Unify)
- King George, New Kent, Gloucester
- High dual population for marketing
- Bring Governor's School students to completion
- Develop more health care programs for elderly growth in our service region
- Scholarships in general
- Scholarships for dual students
- Improve financial aid support
- Consortia agreements to provide faculty across school divisions
- Use foundation assets
- Low penetration on fringe of service area
- Movement toward one door onboarding
- Support FAFSA process
- Improve website
- Improve customer service
- Expand coaches in HS
- Alumni as volunteers (FAFSA, tutoring, mentoring)
- Athletics
- Look to the future
- Focus on Safety and Security
- GAAs
- Co-enrollment
- We are ready for a change
- More presence in HS

Threats

- Competition geographically
- Budget decline
- Population decline
- Fringe community colleges (Germanna, TNCC, Reynolds)
- Fewer RCC personnel
- Full pay students (too many lower income students w/all needs)
- Lack of broadband internet
- Sustainability of grant funding
- Dual enrollment dependent on HS finding qualified faculty
- Only offering student services during daytime hours – no evening hours

Appendix C

Rappahannock Community College Strategic Planning Calendar 2019-20

Date	Event
July 1	Dr. Shannon L. Kennedy begins as President
August	Administrative Council appointed and begins monthly meeting.
September	Enrollment Management Plan completed
October 2	Administrative Council Retreat draft mission, vision, and values. SWOT
Oct 8	Full-time Faculty staff Convocation review draft mission, vision, and values. Add to SWOT
October - November	Administer survey to RCC community
November 12	Local Board approves new mission, vision, and values
January	Overarching Goals reviewed by Administrative Council
March*	Administrative Planning Meeting to finalize Goals and write objectives
May*	RCC Local Advisory Board approves Final Plan
Fall 2020*	Begin implementing new Plan

*Note: COVID 19 crisis delayed these steps. Goals and Objectives were finalized in August 2020 and approved by the RCC Local Advisory Board in September 2020