

# RVCC STRATEGIC PLAN

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2026 - 2028



**RIVER VALLEY**  
Community College

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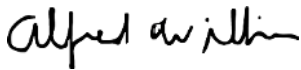
## A Message from the President

# Welcome

I am pleased to share River Valley Community College's (RVCC) 2026–2028 Strategic Plan. RVCC exists to serve—our students, our employees, our partners, and the communities that rely on us as a gateway to opportunity. This plan reflects a shared commitment to organizational sustainability, academic excellence, and community engagement. At RVCC we are grounded in the belief that a strong college is welcoming, fiscally responsible, and deeply connected to those it serves. As higher education continues to evolve, this strategic plan provides a clear framework for stewarding our resources wisely, investing in our people, and ensuring that RVCC remains an employer of choice and a trusted community partner.

At the heart of this plan is our unwavering focus on student success, equitable access, and post-graduate achievement. Through high-quality academic programs, innovative teaching and learning practices, robust wrap-around supports, and meaningful partnerships with regional employers and educational institutions, RVCC will continue to open doors for learners of all backgrounds and stages of life. We know that successful students create a successful community. This is joyful work, and we take it seriously. Over the next two years, guided by these strategic initiatives, we will strengthen RVCC's role as a catalyst for individual achievement, workforce readiness, and community vitality across the regions we proudly serve. I am deeply grateful to our faculty and staff, who take great pride in their work and whose dedication makes this vision possible.

Sincerely,



President Alfred Williams, IV

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## River Valley Community College Mission Statement

River Valley Community College transforms lives by providing a quality and affordable education through innovative personal approaches to lifelong learning and career pathways.

## CCSNH Mission Statement

Our purpose is to provide residents with affordable, accessible, high-quality education and training that aligns with the needs of New Hampshire's businesses and communities, delivered through an innovative, efficient, and collaborative system of colleges. We are dedicated to the educational, professional, and personal success of our students; a skilled workforce for our state's businesses; and a strong New Hampshire economy.

## CCSNH Vision Statement 2023-2026

The vision behind CCSNH's 2023-2026 strategic planning effort is that the execution will lead to two overarching outcomes:

1. By providing affordable, accessible, and high-quality education focused on student success, we will ensure that our students have access to meaningful learning that is well-aligned with their personal and professional aspirations and with the needs of New Hampshire's workforce today and into the future; and
2. CCSNH will be recognized as a foremost and essential postsecondary resource for a well-educated workforce in New Hampshire.

## CCSNH Pillars

Pillar I: Student Success

Pillar II: Employer of Choice

Pillar III: Workforce Development

Pillar IV: Financial Sustainability and Stewardship

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## Planning Groups and Membership

### **Executive Team**

President Alfred Williams, Dr. Jennifer Cournoyer, Lori Leary, Jill Spurr, Kelly F. Clark

### **Strategic Planning Team**

President Alfred Williams, Dr. Jennifer Cournoyer, Dr. Kim-Laura Boyle, Jillian Davis, Theresa D. Fuller, Dr. Eileen Glover, Suzanne Groenewold, Judy Hoffman, Aimee Jahn, Hagen Mendrykowski, Nickole Milo, Denise Ruby, Morgan Sailer, Eric Sutphin

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# Strategic Initiatives

## Strategic Initiative I: Organizational Sustainability

RVCC is dedicated to the success of its community—its employees, students, partners, and the public. To achieve this success, we must shepherd our resources to benefit those we serve and those we employ. To be sustainable is to be welcoming to all, fiscally solvent, an employer of choice, and a strong community partner.

RVCC commits to:

- Maintain financial support for faculty and staff professional development.
- Develop long-range budget strategies and contingency plans to appropriately plan for variations in enrollment and state appropriations.
- Support a financial commitment to the belonging and safety of our students and employees.
- Continue to identify methods to be an engaged and supportive partner by providing outreach to benefit the communities we serve.
- Determine new revenue sources for the college and new scholarship opportunities for students.

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## Strategic Initiative II: Academic Integrity and Student Success

RVCC is committed to providing high-quality programs and courses which meet the needs of both traditional and non-traditional students and the community at large. RVCC engages in continuous internal and external assessment processes to uphold rigorous standards of quality and adapt to the changing demands of higher education. We recognize the importance of a holistic approach to student success, and we are committed to providing both academic support and wrap-around services. RVCC also recognizes faculty and staff as the most important assets of the College and remains committed to investing in their development, supporting their creativity, and celebrating their success.

RVCC commits to:

### Academic Quality

- Ensure our programs stay aligned with research, are current in the field, and meet industry benchmarks and accreditation requirements.
- Maintain both internal and external reviews of academic programs.
- Engage in an ongoing assessment cycle to ensure college, program, and course outcomes are aligned and that students are meeting these outcomes.

### Equitable Access

- Support modern, innovative curricula, equal access to technology and resources, and training for employees and students.
- Continue support for Open Education Resources, the co-requisite model in Math and English, the development of no-cost preparatory classes, and other open-access programs and resources.
- Investigate innovative scheduling practices which accommodate the lives of our students including night and weekend programs, shortened parts of term, and potential new modalities.
- Promote cultural literacy through increased visibility of creative arts programming.

### Student Success

- Provide a robust offering of academic support to students, including individual advising, accessibility & ESOL services, success coaching, career services, library resources, and tutoring.
- Commit to holistic student supports (including but not limited to food pantries, mental health services, transportation, etc.).
- Afford students with opportunities to develop leadership and service skills through curricula, clubs, student government, and by observing professional leadership and



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service role modeling from administration, faculty, and staff.

#### Academic Technology

- Provide financial support and training to facilitate ADA-compliant on-ground, online, and hybrid learning environments.
- Meet current and future student needs by harnessing state-of-the-art technology and considering appropriate industry-standard instructional tools, supplies, and technology.

#### Teaching and Learning

- Cultivate a culture of life-long learning through internal and external professional development opportunities.
- Celebrate the professional and educational accomplishments of all those involved with the College.
- Commit to a balanced approach of content knowledge and teaching expertise when hiring faculty.
- Embrace academic freedom to explore innovative methods of instruction, to pilot new pedagogical and andragogical techniques, and to engage students through the development of various resources and tools.



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## Strategic Initiative III: Community Commitment

RVCC is committed to collaborating with stakeholders to foster economic development and community vitality in the Upper Valley, Sugar River, and Monadnock Regions of New Hampshire. RVCC will support the needs of the community through partnerships involving workforce training, academic programs that align with post-graduate opportunities, and resources that promote healthy communities and a vibrant local economy.

RVCC commits to:

- Deliver academic and training programs in various modalities that align with current high-demand occupations and local workforce needs within the RVCC catchment area.
- Ensure that programs at RVCC tie into strong, clear transfer pathways to Bachelor's attainment or jobs which pay a living wage.
- Expand learning opportunities for community members in partnership with regional stakeholders such as the K-12 schools, colleges, and governmental agencies.
- Develop new community partnerships and continue to support community development through existing partnerships
- Lead and participate in broad regional and state-wide efforts that enrich the resources for our students and improve the quality of life in the communities we serve.
- Enrich the cultural landscape of the community through art exhibitions, special projects and public programs designed to promote dialogue and foster connections.
- Employ holistic strategies to respond to community needs in creative and innovative ways utilizing the assets, unique resources, and capabilities of the college.
- Diversify and grow the number of our employer partnerships.

# Goal Alignment with CCSNH Pillars

		RVCC Strategic Initiatives		
		Organizational Sustainability	Academic Integrity and Student Success	Community Commitment
CCSNH Strategic Goals	Student Success		X	
	Employer of Choice	X		X
	Workforce Development		X	X
	Financial Sustainability and Stewardship	X		

## Goal Alignment with NECHE Standards

		RVCC Strategic Initiatives		
		Organizational Sustainability	Academic Integrity and Student Success	Community Commitment
NECHE Standards for Accreditation	Mission and Purpose	X		X
	Planning and Evaluation	X		X
	Organization and Governance	X		X
	The Academic Program	X	X	X
	Students		X	X
	Teaching, Learning and Scholarship	X	X	X
	Institutional Resources	X		
	Educational Effectiveness		X	X
	Integrity, Transparency, and Public Disclosure		X	