



STRATEGIC PLAN 2021-2026



MESSAGE FROM THE CHANCELLOR



CHANCELLOR
QUINTIN D. TAYLOR

As Chancellor of River Parishes Community College, I am privileged to unveil our updated college strategic plan, a blueprint that charts our collective vision for RPCC through 2026. The Core College Initiatives (CCI) established within the strategic plan remain steadfast as the cornerstones of our strategic direction. However, recognizing the evolving landscape of higher education and transitions within RPCC's leadership team, we have revised the objectives within each CCI to ensure they are finely tuned to our current context.

In the wake of the pandemic, our focus on enrollment growth and student success has never been more critical. The revised strategic plan reaffirms our commitment to expanding academic credit, non-credit workforce training, and adult education programs. Our objective for increasing completers now aligns closely with the Louisiana Technical and Community College System's (LCTCS) strategic plan, "Reaching Equitable Prosperity by 2030," underscoring our dedication to serving our community's needs effectively.

Furthermore, we have introduced a renewed emphasis on delivering "legendary service" and establishing a center of excellence for professional development in our strategic plan. To drive enrollment and completion rates upward, we must prioritize unparalleled support and care for our students, colleagues, and industry partners. Additionally, equipping our faculty and staff with top-tier training and resources is paramount to delivering excellence both inside and outside the classroom.

RPCC is positioned at the epicenter of generational expansion along the river region. As a college community, we are presented with unparalleled opportunities for growth. Our revised strategic plan serves as the roadmap, directing us to seize these opportunities and become catalysts for prosperity in the communities we serve. Together, we embark on a journey to fulfill our mission, embracing change, and shaping a brighter future for all.

A handwritten signature in black ink, appearing to read "Q. D. Taylor".



ABOUT RPCC

Vision

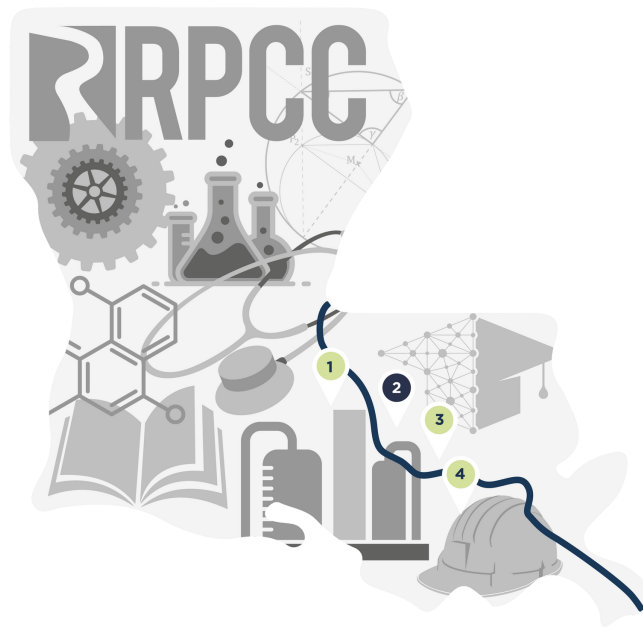
As a premier comprehensive community college, River Parishes Community College is a valued community partner, catalyst for economic growth, and a source of opportunities for our diverse student body to achieve their unique goals.

Mission Statement

River Parishes Community College is an open admission institution that partners with the communities and businesses of the river parishes region of Louisiana to provide workforce training, certificates, diplomas, and Associate Degrees.

Service Area & Locations

RPCC's primary service area includes Ascension, Assumption, Iberville, St. Charles, St. James, and St. John the Baptist Parishes. With campus locations in Westside (1), Gonzales (2), Reserve (3), and St. Charles (4), RPCC is your community college of the river region.



ABOUT THE COLLEGE STRATEGIC PLAN

The River Parishes Community College strategic planning process is a key facilitator towards realization of the mission and continuous improvement efforts of the college. Strategic Planning is the core of the RPCC's institutional effectiveness plan.

Strategic Planning Process

RPCC serves its constituents through established Core College Initiatives (CCI), which are essential to the College's strategic planning. Within the College Strategic Plan, goals, objectives, and key performance indicators are identified for each CCI to drive progress through the five-year planning period. A strategic goal is a broadly stated achievable outcome that further focuses the CCI. Objectives are specific, measurable actions the college commits to achieve the CCI and strategic goal. A key performance indicator (KPI) is the identified measure of the performance target established to determine goal achievement.

Revision

The College Strategic Plan was revised in 2024 to establish better alignment with a change in executive leadership and to strategic plans released by the Louisiana Community and Technical College System (Reaching Equitable Prosperity [REP] by 2030) and the Louisiana Board of Regents (Louisiana Prospers). After multiple strategy sessions held with the executive cabinet and college leadership committee, the revised strategic plan was approved by the cabinet on March 18, 2024.

Evaluation

Progress towards achievement of goals and objectives included with the College Strategic Plan is evaluated annually and included in the Institutional Effectiveness Report.



COLLEGE CORE INITIATIVES (CCI)

RPCC serves its constituents through the following Core College Initiatives, which are essential to the College's strategic planning. Data collected and reported from these initiatives are utilized in RPCC's ongoing efforts for improvement.

CCI 1: Student Success

Enhance the quality of academic instruction through a continued focus on student learning outcomes assessment. Create campus environments that encourage better-quality learning experiences that reinforce the value of cultural and economic diversity, mutual respect, and each person's ability to become a more productive Louisiana citizen.

CCI 2: Stakeholder Success

Strengthen mutually beneficial partnerships with secondary and other postsecondary institutions, business and industry, government agencies, economic development entities, and community-based organizations that leverage resources to expand educational opportunities for current and future students.

CCI 3: Financial Stewardship

Develop new funding streams through annual, major gifts and capital campaigns through the RPCC Foundation and successfully apply to appropriate federal, state, and private grant programs to significantly enhance the mission and vision of the College.

CCI 4: Internal Processes & Organizational Capability

Attract, recruit, retain and support exemplary faculty and staff; effectively manage resources allocated by the State for capital and operational expenses to support the mission of the College. Make effective use of new and emerging technology to improve teaching and learning in the College's classrooms, laboratories, and telecommunication networks.

CCI 1: STUDENT SUCCESS

Enhance the quality of academic instruction through a continued focus on student learning outcomes assessment. Create campus environments that encourage better-quality learning experiences that reinforce the value of cultural and economic diversity, mutual respect, and each person's ability to become a more productive Louisiana citizen.

Strategic Goal: Impact student achievement

Objective 1.1: Increase completions in academic (credit) and workforce training (non-credit) programs from 1,013 in AY21 to 2,046 (102% increase) by AY26 in (as defined by REP 2030).

Objective 1.2: Advance student achievement measures in academic programs.

- Achieve 34% graduation rate by the 2026 IPEDS Data Feedback Report
- Award 265 associate degrees, 327 certificates and diplomas of at least one year, and 105 certificates of less than 1 year annually by the 2026 IPEDS Data Feedback Report
- Achieve 60% fall-to-fall retention rate by the 2026 IPEDS Data Feedback Report
- Maintain a transfer rate between 15-20% through the 2026 IPEDS Data Feedback Report
- Achieve a 71% course completion ration by the 2026 Postsecondary Data Partnership Report through the National Student Clearinghouse

Note: RPCC identifies academic student achievement goals (target levels of performance) and thresholds (minimum acceptable performance), publishes outcomes (actual results), and evaluates the extent to which goals are achieved at the following link: <https://www.rpcc.edu/about-us/institutional-research-and-effectiveness/student-achievement>

Objective 1.3: Increase high school equivalency (HSE) completers through Adult Education programming from 68 in AY21 to 100 by AY26 (47% increase).



CCI 2: STAKEHOLDER SUCCESS

Strengthen mutually beneficial partnerships with secondary and partnered postsecondary institutions, business and industry, government agencies, economic development entities, and community-based organizations that leverage resources to expand educational opportunities for current and future students.

Strategic Goal: Be a valued community partner and serve as a catalyst for economic growth.

Objective 2.1: Increase the number of students served annually (unduplicated) across academic (credit), workforce training (non-credit), and adult education programs from 3,938 in AY22 to 5,098 (29.5% increase) by AY26.

Objective 2.2: Reach or exceed average graduate earnings of 150% above the median state income annually (as defined by REP 2030).

Objective 2.3: Increase student access to and participation in work-based learning opportunities (internship, externship, and apprenticeship) by 35% from a total of 187 in AY21-2022 to 250 by AY2025-26.

Objective 2.4: Enhance engagement of business and industry partners in program development and oversight through formal participation in program advisory committees.



CCI 3: FINANCIAL STEWARDSHIP

Develop new funding streams through annual, major gifts and capital campaigns through the RPCC Foundation and successfully apply to appropriate federal, state, and private grant programs to significantly enhance the mission and vision of the College.

Strategic Goal: Establish sustainable growth.

Objective 3.1: Increase foundation assets from \$1,545,808 in FY21 to \$1,839,180 (19% increase) in FY26 and scholarship value to \$86,810 in FY21 to \$153,730 (77.1% increase) by FY26.

Objective 3.2: Enhance the financial health of the College in management of state general funds as demonstrated by achievement of “green flag” status for 2 out of 4 indicators (no red flags) within the annual LCTCS Financial Health Index.

Objective 3.3: Enhance the utilization of Carl D. Perkins grant funds in support of career and technical education programs through 100% annual utilization throughout the strategic planning period.

Objective 3.4: Expand annual revenues in the Workforce Training division from \$636,344 in FY20 to \$1,000,000 (57.1% increase) by FY26.



CCI 4: INTERNAL PROCESSES & ORGANIZATIONAL CAPABILITY

Attract, recruit, retain and support exemplary faculty and staff; effectively manage resources allocated by the State for capital and operational expenses to support the mission of the College. Make effective use of new and emerging technology to improve teaching and learning in the College's classrooms, laboratories, and telecommunication networks.

Strategic Goal: Execute operational excellence and optimize assets

Objective 4.1: Enhance organizational efficiency through regular review and revision (as necessary) of all College policies.

Objective 4.2: Deliver legendary service throughout the institution to both internal and external stakeholders as assessed by a 'secret shopper' program.

Objective 4.3: Enhance College facilities by prioritizing of projects through a developed facility master plan.

Objective 4.4: Enhance professional development efforts through implementation of individual annual professional development plans for all full-time faculty and staff.



