

Rock Valley College Board of Trustees
Community College District No. 511
3301 N. Mulford Road, Rockford, IL 61114

Special Meeting – Retreat
Woodward Technology Center (WTC), Room 1308
8:00 a.m., Saturday, January 25, 2025

Livestreaming Link: https://www.youtube.com/channel/UCwa3Fs614pWAR_4iDZPTNZA
(The link opens to the YouTube page; access the Board meeting by clicking on the “Live” video icon with the date shown above)

Agenda

- A. Call to Order**
- B. Roll Call**
- C. Board Member Attendance by Means Other Than Physical Presence**
- D. Communications and Petitions (Public Comment)**
- E. Recognition of Visitors**
- F. Legislative Update: Jim Reed, Executive Director ICCTA**
- G. Discussion:**
 - 1. State of the College and Executive Summary – V.P. Heather Snider and V.P. Ellen Olson
 - 2. 10-Year Financial Projections – V.P. Ellen Olson
 - 3. Workforce Development Noncredit Metrics Report – Dr. Hansen Stewart
 - 4. Return on Investment Academic Program Report – Dr. Amanda Smith
 - 5. Strategic Plan Update – V.P. Heather Snider and Dr. Terrica Huntley
 - 6. Future of Higher Education: Strengths, Weaknesses, Opportunities and Threats (SWOT)
- F. Date of Next Regular Meeting:** Tuesday, January 28, 2025 at 5:15 p.m. Meeting to be held in the Performing Arts Center (Room 0214) in the Educational Resource Center (ERC) on the main campus.
- H. Date of Next Committee of the Whole Meeting:** February 11, 2025, 5:15 p.m. Meeting to be held in the Performing Arts Center (Room 0214) in the Educational Resource Center (ERC) on the main campus.
- L. Regular Board of Trustees Meeting:** February 25, 2024, at 5:15 p.m.; The meeting will be held in the Performing Arts Room (PAR, Room 0214) in the Educational Resource Center (ERC) on the main campus.
- M. Adjourn**

Robert Trojan, Board Chair



State of the College Executive Summary

Board of Trustees Retreat - January 25, 2025

Process

The State of the College is presented to the Board of Trustees as part of its annual retreat. On January 14, 2025, trustees received the State of the College video from President Spearman. This video and corresponding PowerPoint document were prepared by Heather Snider, Vice President of Institutional Effectiveness and Communications, and Ellen Olson, Chief Financial Officer. Trustees had until January 20, 2025 to submit questions to President Spearman and his Cabinet. Those questions will be addressed during the January 25, 2025 Board of Trustees Retreat.

The State of the College contains a summary of the College's mission, vision, core values, and strategic plan followed by six data sections. These sections consist of information about district demographics, enrollment, student success, employees, finance, and community. This information is used to make decisions and monitor success.

Mission, Vision, Core Values & Strategic Plan

Rock Valley College's (RVC) mission is to empower students and community through lifelong learning. The College's vision is to empower the community to grow as a society of learners through well-designed educational pathways, leading to further education, rewarding careers, cultural enrichment, and economic-technological development. This vision is supported by the core values of learner-centered community, mutual respect, excellence, diversity, collaboration, innovation, and public trust.

The mission, vision, and core values are further supported by the four pillars of the Strategic Plan: Access, Exceptional Educational Opportunities, Exceptional Training Opportunities, and Diversity, Equity, and Inclusion.

District Demographics

Over the last 10 years, the combined population of Boone, Ogle and Winnebago counties has declined by 7,366 people (a decline of 1.9%). The population of this tri-county region is expected to decline another 1.1% over the next five years. The population of 15–19-year-olds is expected to decline by 6% between 2024 and 2029, while the population of 20–24-year-olds is expected to remain relatively flat. RVC will continue to recruit students in these age groups and intends to target more nontraditional students without a college degree.

Educational attainment in the RVC Region is lower than in the state and nation. Approximately one-third (35%) of adults aged 25 and older living in the tri-county region have earned an associate degree or higher, compared with 46% in Illinois and 44% nationally. Educational attainment data reveal equity gaps among Asian, White, Black/African American, and Hispanic adults in the region. More than half (52%) of Asian

adults in the RVC Region have earned a college degree, compared to 37% of White adults, 26% of Black/African American adults, and 20% of Hispanic adults.

In addition to population demographics, the State of the College considers labor market and industry characteristics. In 2020, the COVID-19 pandemic created a spike in unemployment rates. Since then, rates have approximately returned to pre-covid rates for the tri-county region and the Nation. The state of Illinois' unemployment rate is about one percentage point higher than the pre-COVID rate.

From 2018 to 2023, the number of jobs in the tri-county region declined by 5.7%. This change fell short of the national growth rate of 4.5%. The number of jobs in the region is projected to remain flat through 2028. Industries projected to grow include Health Care and Social Assistance; Transportation and Warehousing; Arts, Entertainment, and Recreation; Utilities; and Information. Manufacturing remains the top employer in the region; however, manufacturing jobs are declining and Health Care and Social Assistance jobs are projected to surpass Manufacturing jobs by 2027.

Enrollment

There was an increase in credit hour enrollment from FY 2019 to FY 2020 before the pandemic forced the College to transition to remote learning. The first full year of COVID impact on enrollment was FY 2021 (consisting of Fall 2020 and Spring 2021), which may explain the decrease in credit hour enrollment after the one-year increase. Enrollment has since stabilized. Nearly half (48%) of the College's enrollment comes from the city of Rockford.

The ratio of Liberal Arts and Sciences (LAS) credits to Career and Technical Education (CTE) credits has changed over the last ten years. Historically, 20% of credits came from CTE courses and 80% of credits came from LAS courses. In FY 2024, 29% of credits sold were for CTE courses and 71% of credits sold were for LAS courses.

Like credit hour enrollment, non-credit enrollment was experiencing a steady decline in the years leading up to the COVID-19 pandemic. The number of seats sold increased in both FY 2022 and FY 2023, then decreased in FY 2024. The decrease was primarily due to the number of seats sold in the largest category, which is Personal and Social Development. There was also a decrease in seats sold for Professional/Vocational Development. The numbers of seats sold in the categories of Business & Industry Contract and Youth Programs increased from FY 2023 to FY 2024.

Student Success

The RVC fall-to-fall retention rate of 64% for first-time, full-time students is comparable to the peer (64%) and state (63%) averages and higher than the national (60%) average. Thirteen percent (13%) of first-time, full-time students who began in Fall 2019 graduated within normal time (i.e., two years for an associate degree), which is less than the peer (22%), state (22%), and national (25%) averages. When considering 150% of normal time and 200% of normal time, RVC graduation rates are comparable to the peer, state, and national averages. These data suggest that, although RVC students are retained well, they take longer to graduate than students at other public, two-year colleges.

There have been notable improvements in on-time completion rates when considering the cohort that began in Fall 2020. On-time completion rates have improved by 12 percentage points over the last ten years, from 7% for the 2011 cohort to 19% for the 2020 cohort. On-time completion rates are on track to meet the 2027 goal of 20%. Case management advising was implemented for new students in Fall 2023 and for all students in Fall 2024 to further impact student success.

When all students are considered (i.e., full-time, part-time, first-time, and transfer-in), earning an RVC credential is most likely for first-time, full-time students. After eight years, 47% of first-time, full-time students and 39% of transfer-in, full-time students complete a degree or certificate, compared to 24% of first-time, part-time students and 14% of transfer-in, part-time students.

While graduation rates have improved for Black/African American, Hispanic/Latino, and White students over the last 10 years, racial inequities still exist for student success. Black/African American students are less likely to be retained and graduate when compared to their White and Hispanic peers.

Employees

In Fall 2021 and Fall 2023, RVC administered an Employee Culture Survey. Ratings improved in all areas and the College has been working on communication since the 2023 survey administration. The survey will be administered again in Fall 2025 to determine if actions related to communication have positively impacted culture.

Racial and ethnic equity gaps exist for faculty and staff when compared to community demographics. Equity gaps are most notable for the Hispanic population, which is underrepresented by 15 percentage points among faculty and 6 percentage points among staff.

Employee culture and equity can impact turnover. Overall, annual turnover increased by 4.1 percentage points from 2020 to 2022 then decreased by 3.9 percentage points from 2022 to 2024. The decrease may be partly related to the compensation study conducted in FY 2023.

While low turnover and staff consistency is important for effective operations, sometimes staffing changes happen because of enrollment changes or other revenue source fluctuation. The number of full-time staff was reduced after the FY 2016 State budget impasse, followed by a reduction in force for full-time faculty. Staffing for support services has been built back gradually as funding allows. Recent increases in full-time staff reflect the addition of grant funded positions. The number of full-time faculty continued to decline until stabilizing around 120 full-time faculty in recent years. In Fall 2023, at least 53% of credit hours were taught by full-time faculty (more if faculty carried overload). This is lower than the state average of 59%.

Finance

The four largest sources of revenue for RVC are local property tax, federal grants and contracts, student tuition and fees (net), and state revenue. Revenue from local property taxes, which is dependent upon the Equalized Assessed Value of properties, increased by 42% (approximately \$6.8M) from FY 2015 to FY 2024. Federal grants and contracts, which include revenue from COVID relief funds, increased from FY 2019 through FY 2021, then decreased from FY 2022 to FY 2024. State funding has been restored and grown since the FY 2016 state budget crisis; however, future state funding still remains uncertain. Revenue from student tuition and fees has increased since FY 2014. Increases in tuition rates and differential tuition for CTE courses offset enrollment declines. Then increases in credit hour enrollment also contributed to an increase in revenue for FY 2023 and FY 2024.

Instructional expenses represent the largest portion of the College's expenses (29%). From FY 2023 to FY 2024, expenses for instruction, academic support, student services, public service, and auxiliary services increased. Over the same time period, expenses for plant/operations/maintenance, institutional support, depreciation, and scholarships/grants/waivers decreased.

The operating fund balance increased from FY 2023 to FY 2024. The operating fund balance as a percentage of operating budget has been over 50% for the last four years, regardless of whether or not SURS on behalf is included.

In addition to revenues by source and expenses by function, the College monitors non-credit net revenue (loss) and instructional (credit) unit cost. Aside from FY 2020, non-credit programs have operated at a net loss since FY 2018. From FY 2021 through FY 2024, unit revenue has exceeded unit cost for credit programs.

Per the Illinois Community College Act, the College's in-district tuition and fees cannot exceed one-third of its per capita cost. From FY 2017 to FY 2024, the maximum in-district rate has increased from \$127.19 to \$203.55. The current in-district tuition and universal fee rate is \$144.00 per credit hour for LAS courses and \$169.00 per credit hour for CTE courses. RVC tuition remains lower than the peer and state averages.

Community

The scorecard includes two targets related to community engagement. The first of these targets is to "increase industry partner engagement by 2027." RVC has developed a model by which it can measure industry partner engagement and work towards this target. Data required to fulfill this model, including advisory committee membership, internships, and partnerships have been collected for several industry partners. Data regarding donations from the foundation need to be added.

The second community target is to "increase the amount of RVC contractual dollars awarded to Business Enterprise Partner (BEP) recognized vendors to between 10% and 20% by 2027." BEP recognized vendors are defined as businesses owned by underrepresented racial and ethnically diverse people, women, people with disabilities, and protected veterans. RVC exceeded its goal in FY 2024 with 21% of contractual dollars awarded to BEP recognized vendors.

State of the College

Board of Trustees Retreat
January 25, 2025





Agenda

- Mission, Vision, Core Values & Strategic Plan
- District Demographics
- Enrollment
- Student Success
- Employees
- Finance
- Community

MISSION, VISION, CORE VALUES & STRATEGIC PLAN





Mission & Vision

Mission Statement

Rock Valley College empowers students and community through lifelong learning.

Vision Statement

Rock Valley College empowers the community to grow as a society of learners through well-designed educational pathways, leading to further education, rewarding careers, cultural enrichment, and economic-technological development.



Core Values

Learner-centered Community

Rock Valley College is dedicated to providing affordable lifelong learning opportunities that foster student success.

Mutual Respect

At all times, Rock Valley College upholds the dignity of each individual by being ethical, respectful, fair, and courteous in communications and actions.

Excellence

Rock Valley College maintains high expectations for teaching and learning and holds itself accountable for promoting continuous improvement.

Diversity

Rock Valley College promotes, celebrates, and embraces differences, including cultural and ethnic diversity and diversity of thought.

Collaboration

Rock Valley College fosters innovative, enriching partnerships within the college community and among others that serve the region.

Innovation

Rock Valley College is a forward thinking institution that explores creative approaches for the future.

Public Trust

Rock Valley College honors and upholds its commitment to the community through integrity of actions and efficient use of resources.



Strategic Plan 2022-2027



rockvalleycollege.edu/about/leadership/strategic-plan



Scorecard Metrics

- Enrollment/Growth
- Student Success/Retention/Graduation
- Employees
- Finance
- Community (Revenue Producing/Cost Efficiencies/ROI)

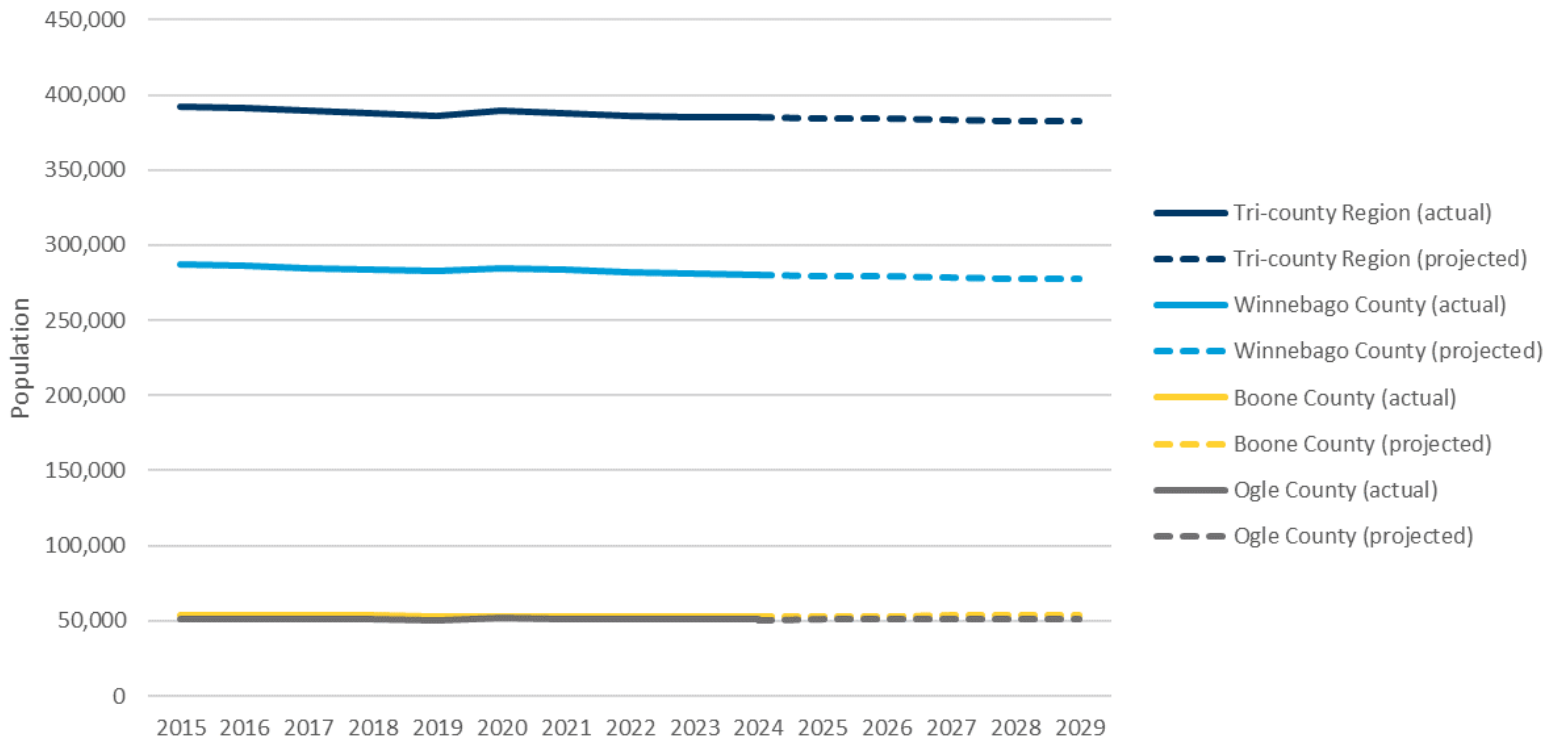


DISTRICT DEMOGRAPHICS



Population by County

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-year Change #	%
Boone	53,571	53,559	53,481	53,368	53,281	53,343	53,173	53,068	53,202	53,237	(334)	-0.6%
Ogle	51,572	51,174	51,021	50,802	50,660	51,692	51,464	51,345	51,265	51,395	(177)	-0.3%
Winnebago	287,237	286,171	284,658	283,588	282,465	284,916	283,333	281,542	280,922	280,381	(6,856)	-2.4%
Tri-county Region	392,380	390,904	389,160	387,758	386,406	389,951	387,970	385,955	385,389	385,014	(7,366)	-1.9%





Population by Age

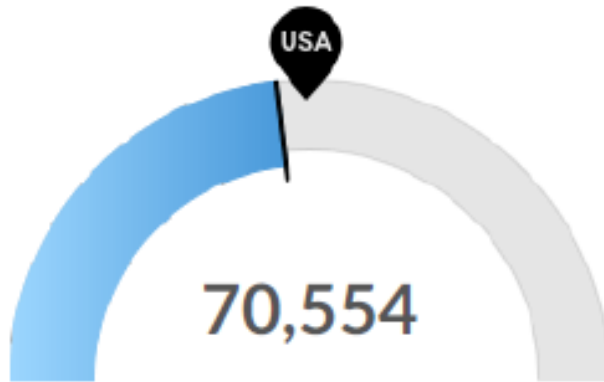
Projected Change in Population by Age Tri-county Region (Boone, Ogle, and Winnebago Counties)

Age Cohort	2024 Population	2029 Population	Change	% Change	2029 % of Cohort
Under 5 years	21,881	21,878	(3)	(0%)	5.7%
5 to 9 years	24,816	23,163	(1,653)	(7%)	6.1%
10 to 14 years	25,043	25,621	579	2%	6.7%
15 to 19 years	25,487	24,021	(1,466)	(6%)	6.3%
20 to 24 years	23,092	23,278	186	1%	6.1%
25 to 29 years	23,038	22,868	(170)	(1%)	6.0%
30 to 34 years	24,616	23,371	(1,245)	(5%)	6.1%
35 to 39 years	23,181	24,990	1,808	8%	6.5%
40 to 44 years	23,514	23,535	21	0%	6.2%
45 to 49 years	21,808	23,083	1,275	6%	6.0%
50 to 54 years	23,990	21,742	(2,248)	(9%)	5.7%
55 to 59 years	23,945	22,966	(979)	(4%)	6.0%
60 to 64 years	25,764	22,383	(3,381)	(13%)	5.9%
65 to 69 years	23,340	23,398	58	0%	6.1%
70 to 74 years	19,451	20,539	1,089	6%	5.4%
75 to 79 years	14,893	16,470	1,577	11%	4.3%
80 to 84 years	9,251	10,689	1,437	16%	2.8%
85 years and over	7,904	8,341	437	6%	2.2%
Total	385,014	382,337	(2,677)	(1%)	100.0%

Contains
Traditional
College-age
Students

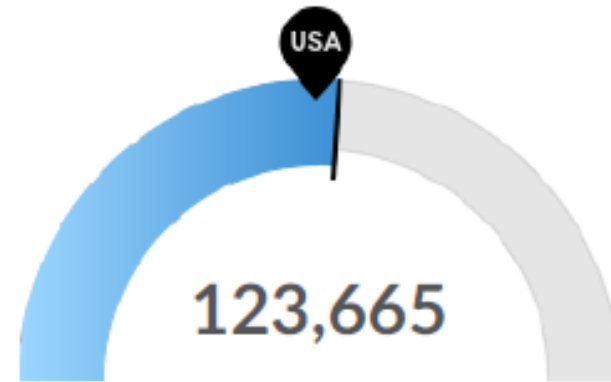


Retirement Risk



Millennials

Your area has 70,554 millennials (ages 25-39). The national average for an area this size is 78,305.

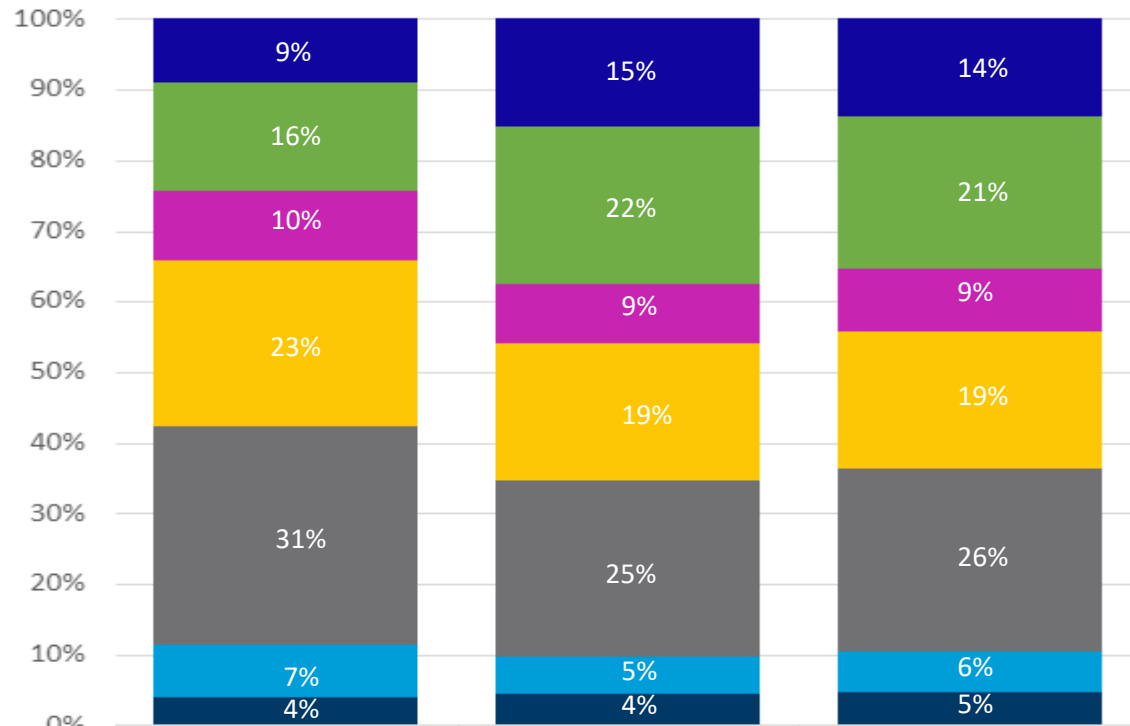


Retiring Soon

Retirement risk is about average in your area. The national average for an area this size is 116,340 people 55 or older, while there are 123,665 here.



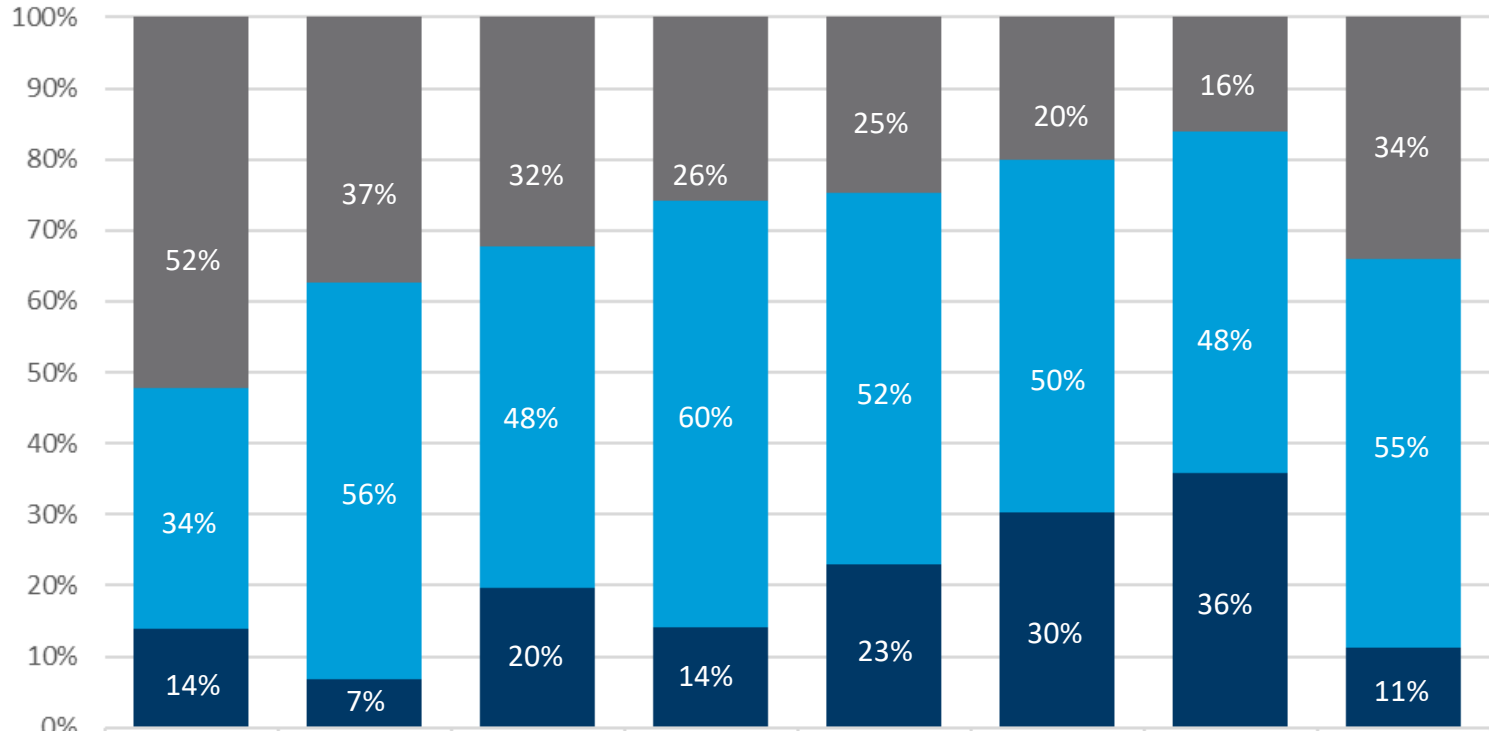
Population by Educational Attainment



	Tri-county Region	Illinois	United States
■ Graduate degree and higher	23,528	1,321,462	32,466,186
■ Bachelor's degree	41,131	1,946,633	50,090,471
■ Associate's degree	25,679	743,310	20,863,505
■ Some college	62,180	1,689,031	45,057,518
■ High school diploma	82,341	2,184,884	60,751,682
■ 9th grade to 12th grade	19,196	450,579	13,607,956
■ Less than 9th grade	10,640	386,418	10,748,580



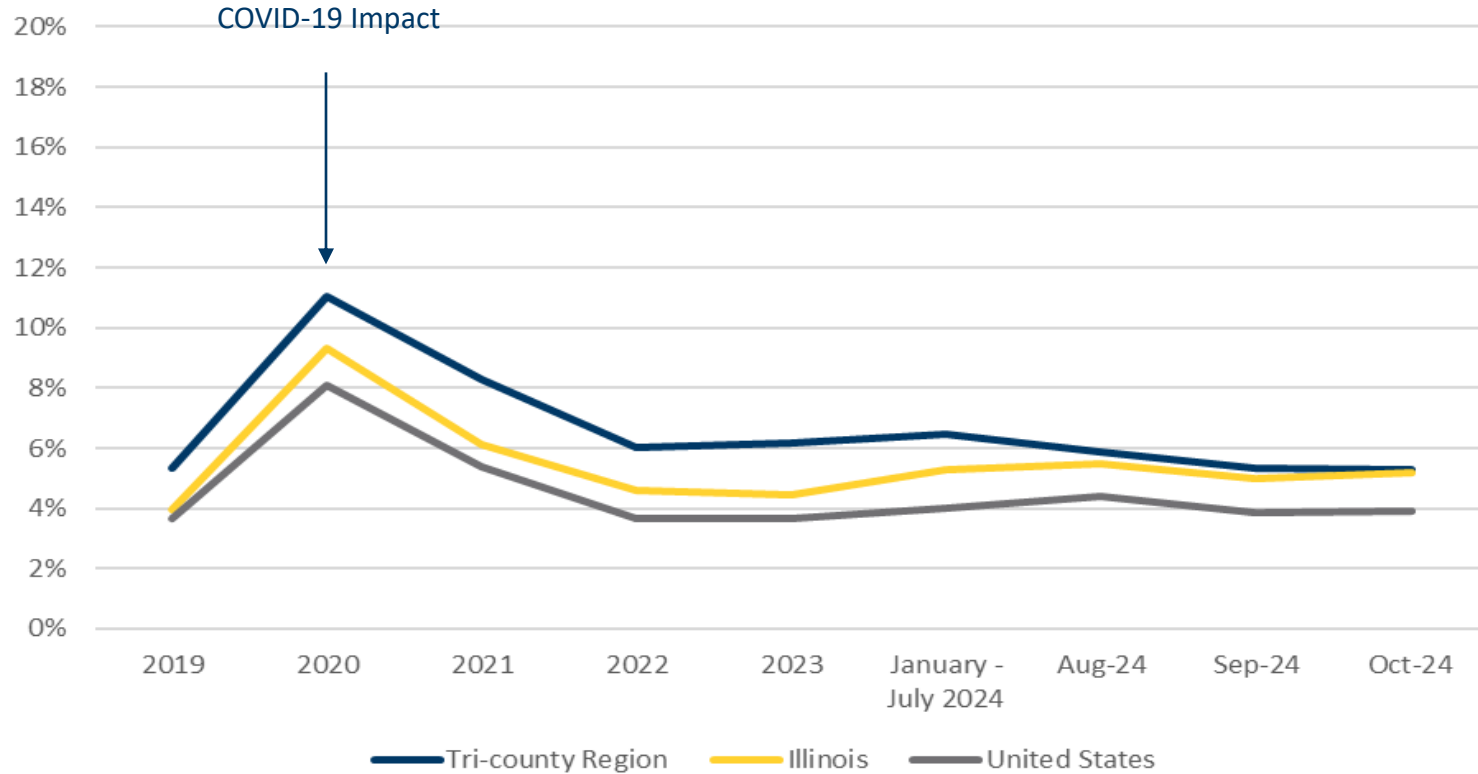
Educational Attainment by Race/Ethnicity: Tri-county Region



	Asian	White	Native Hawaiian or Pacific Islander	Black/African American	Two or More Races	Hispanic	American Indian or Alaskan Native	Overall
■ College Degree	3,369	72,842	29	6,158	834	7,639	93	90,965
■ High School Diploma	2,192	108,423	42	14,246	1,767	18,812	278	145,760
■ Less Than High School	900	13,467	17	3,357	772	11,541	207	30,262



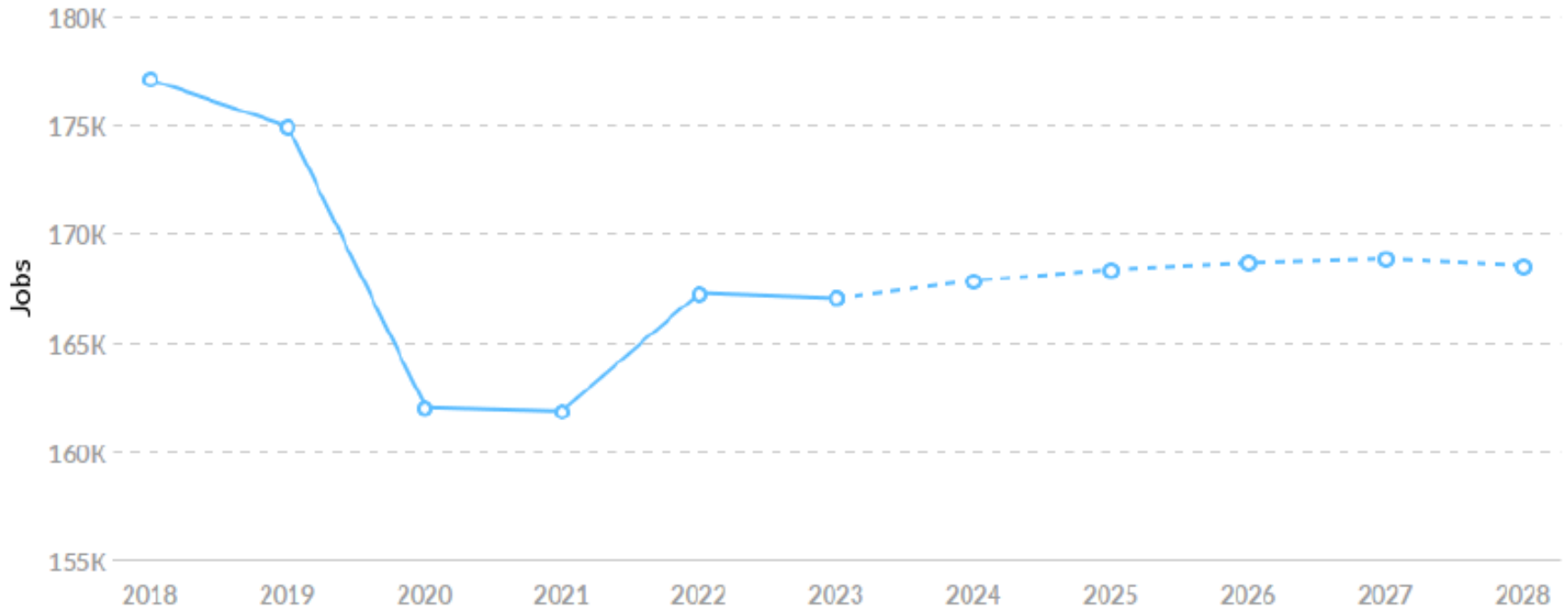
Unemployment Rate



Region	October 2019	October 2024	5-year Change
Tri-county Region (Boone, Ogle, and Winnebago Counties)	5.33%	5.27%	-0.06
Illinois	3.98%	5.17%	1.19
United States	3.67%	3.93%	0.26



Job Trends – Tri-county Region

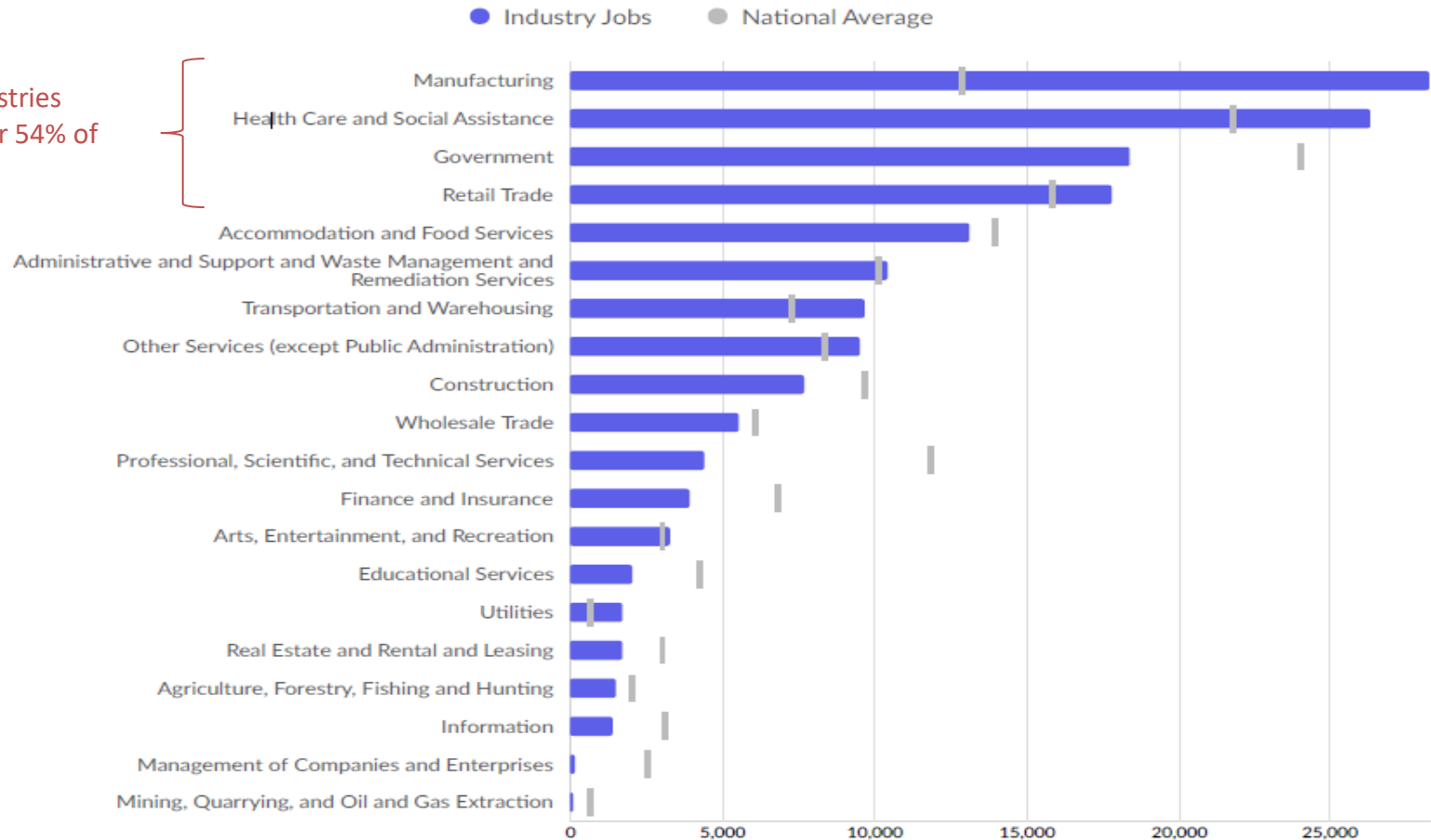




Largest Industries

Largest Industries

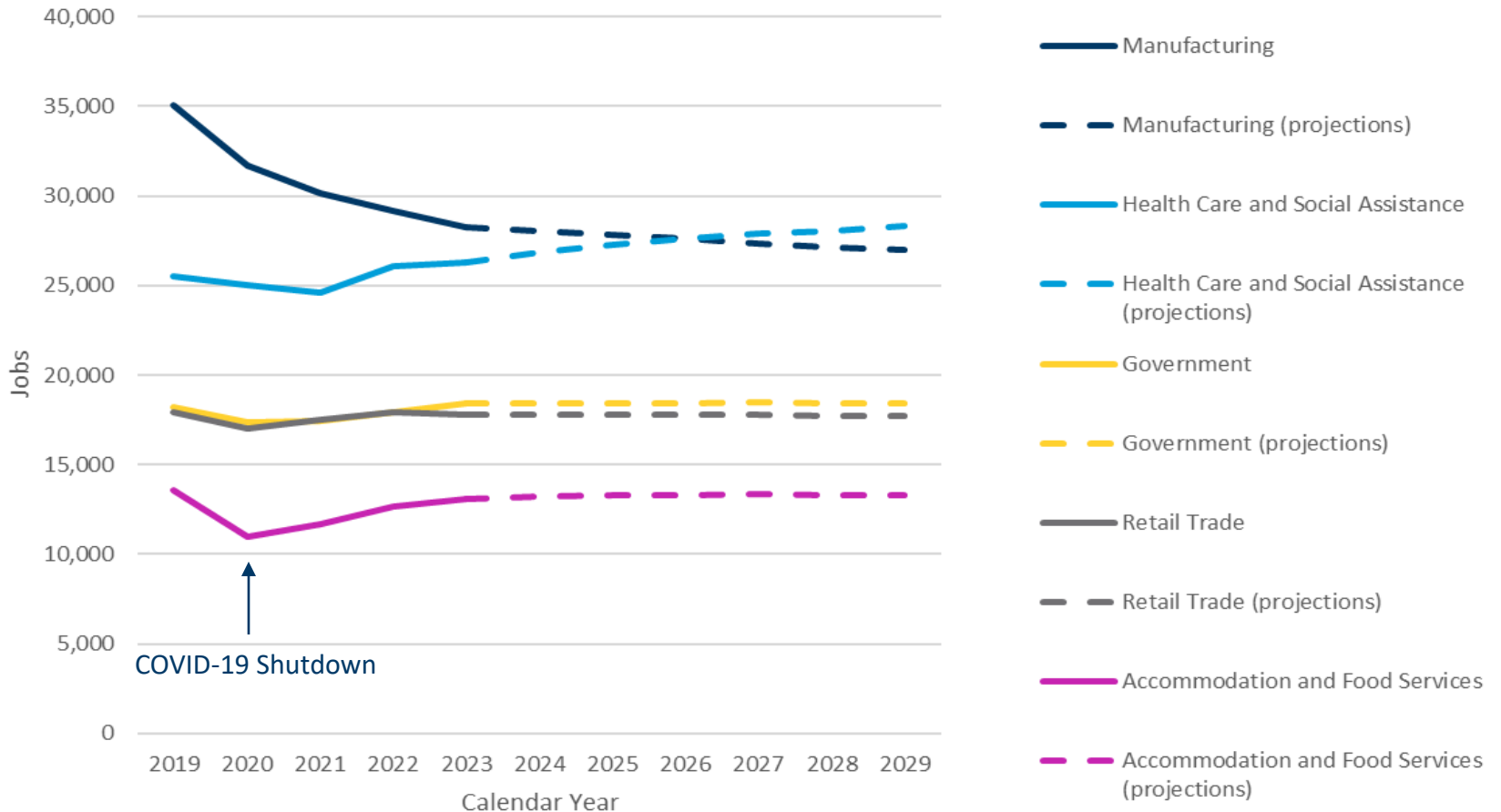
Top 4 industries account for 54% of all jobs.





Job Trends: Top Industries

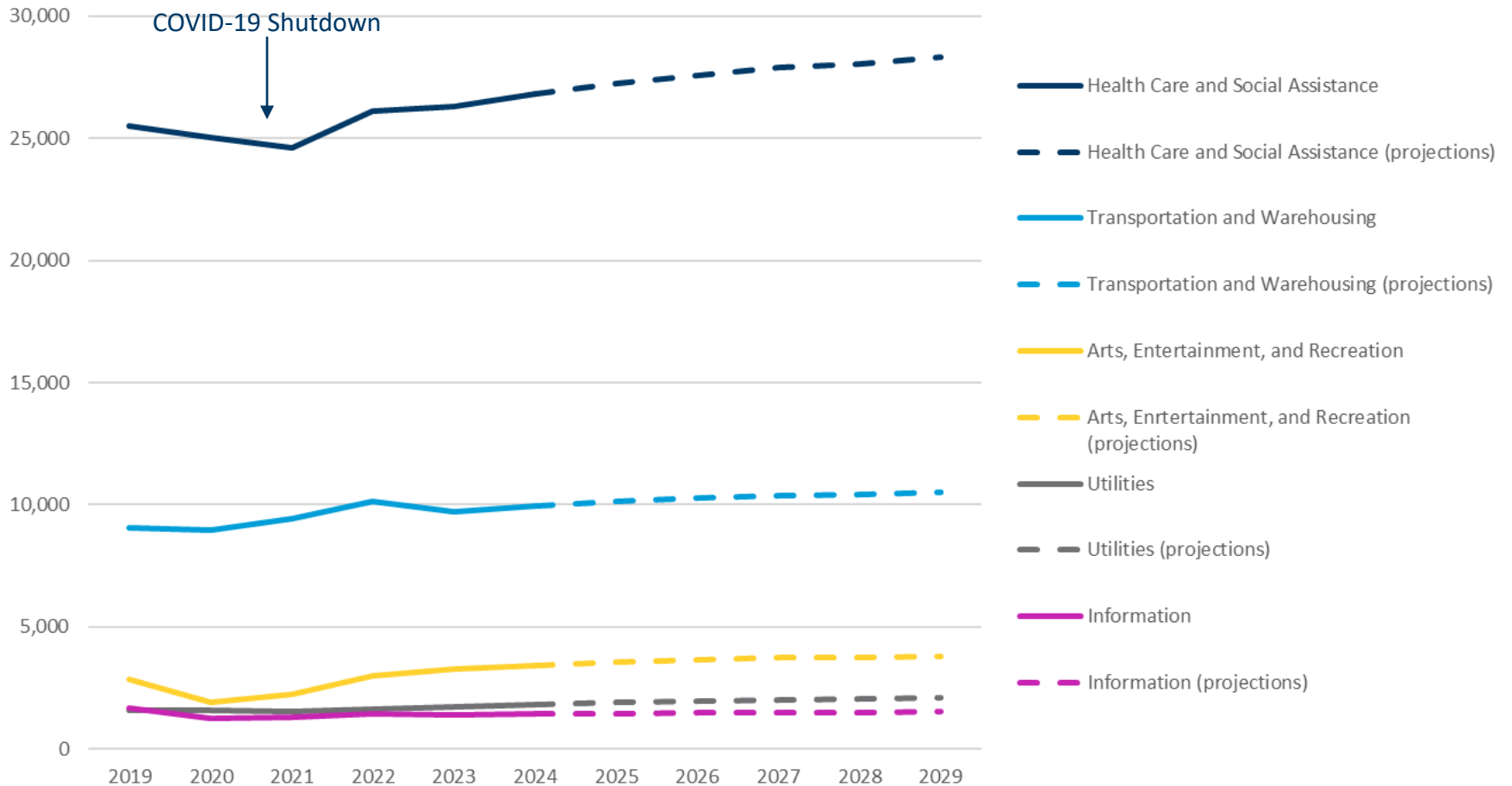
Job Trends in Top 5 Industries





Job Trends: Growing Industries

Job Trends in Top Growing Industries





ENROLLMENT



Enrollment Target 1: Credit Hour Enrollment

Enrollment/Growth						
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	FY2024 Outcome	Related Metrics
Access	I.1: Provide district residents improved accessibility to credit programs and certificates.	Sustain 110,000 credit hours annually through 2027.	111,994.5 credit hours	112,590 credit hours	115,517 Credit hours	<ul style="list-style-type: none"> • Credit hour enrollment by category • LAS and CTE enrollment • Enrollment by region • Market distribution by region

1 = Alert

2 = Area of Concern

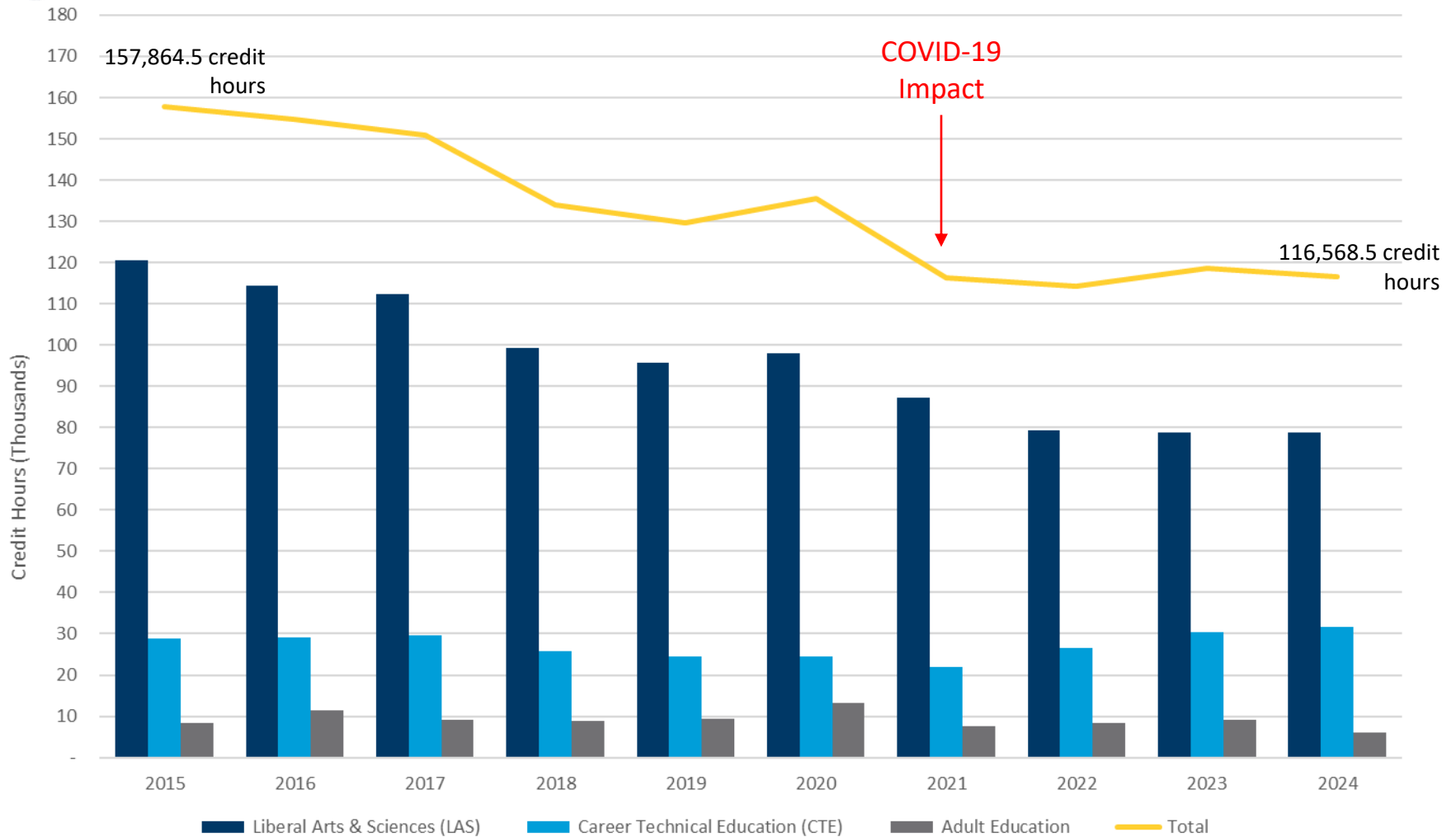
3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal

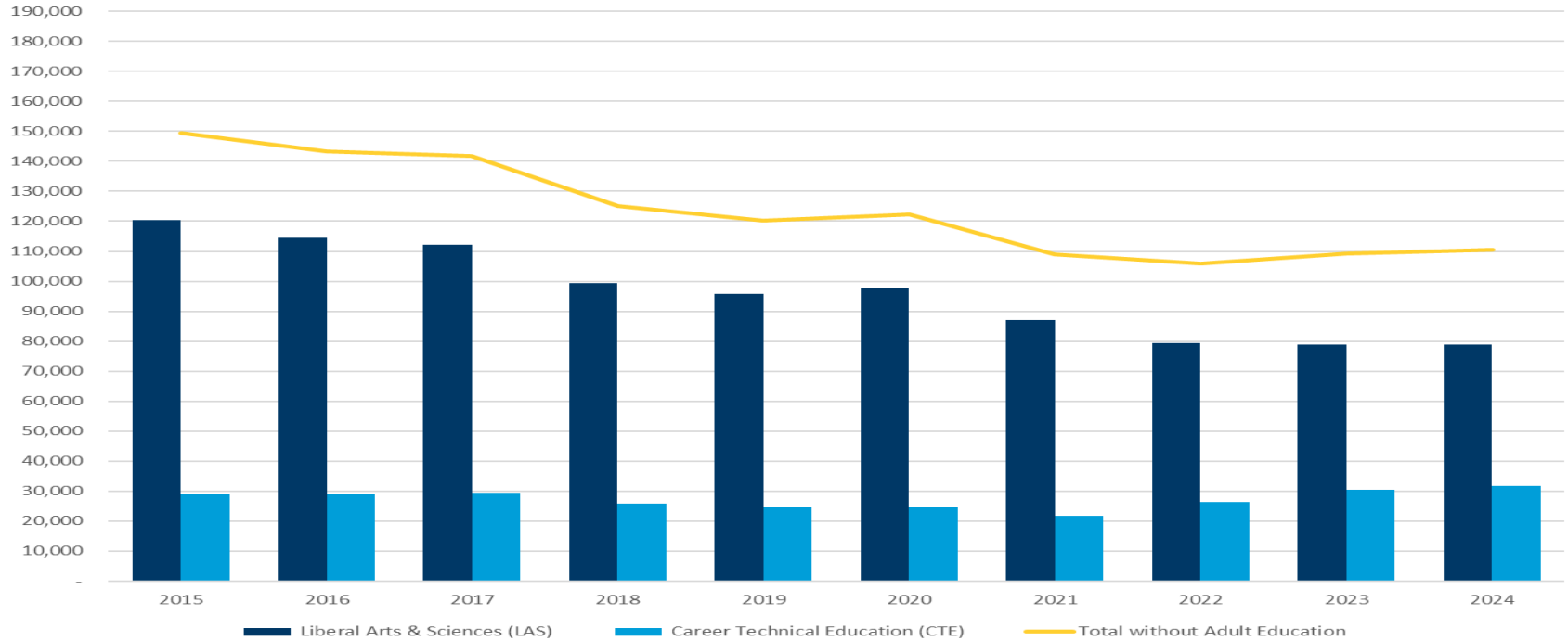


Credit Hour Enrollment by Category





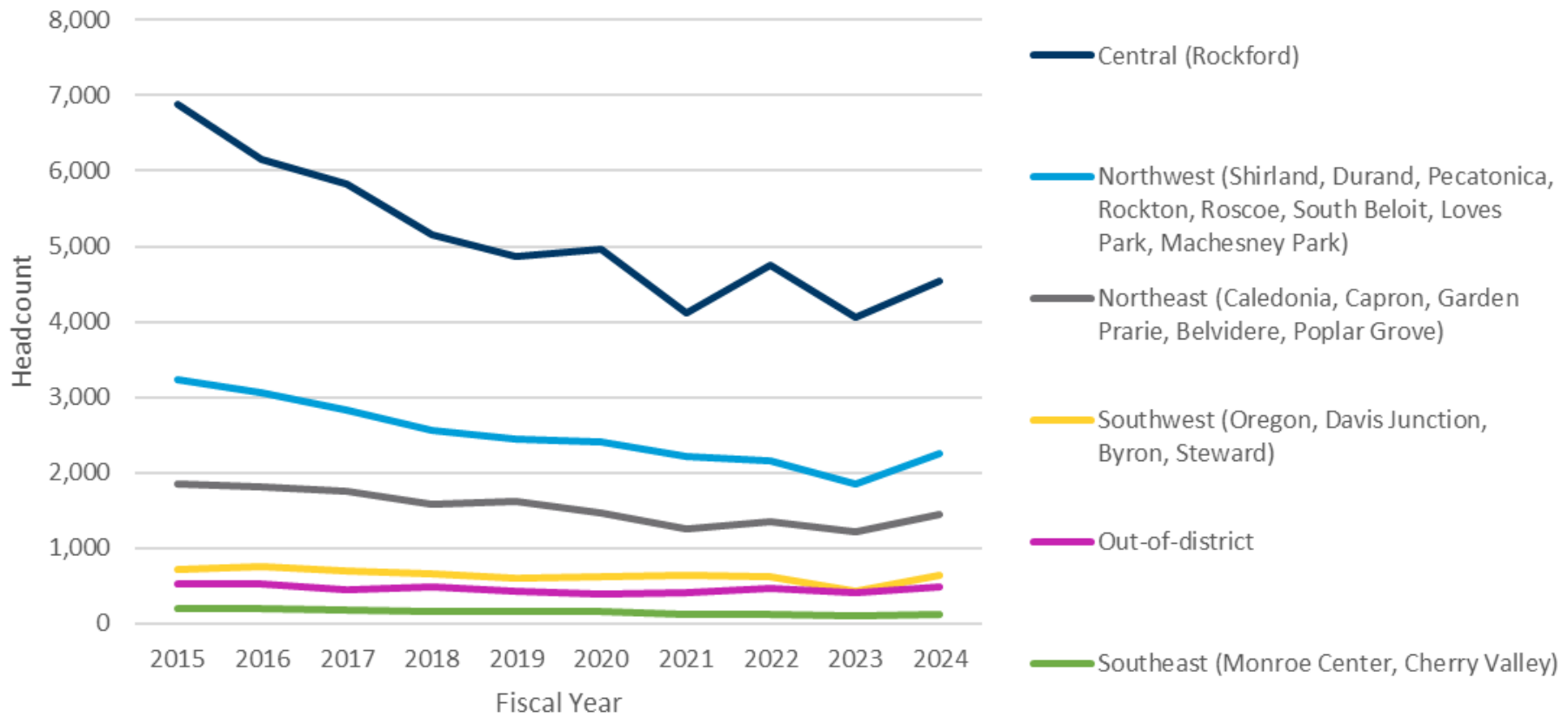
Credit Hour Enrollment: LAS and CTE



Category	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Liberal Arts & Sciences (LAS)	81%	80%	79%	79%	80%	80%	80%	75%	72%	71%
Career & Technical Education (CTE)	19%	20%	21%	21%	20%	20%	20%	25%	28%	29%

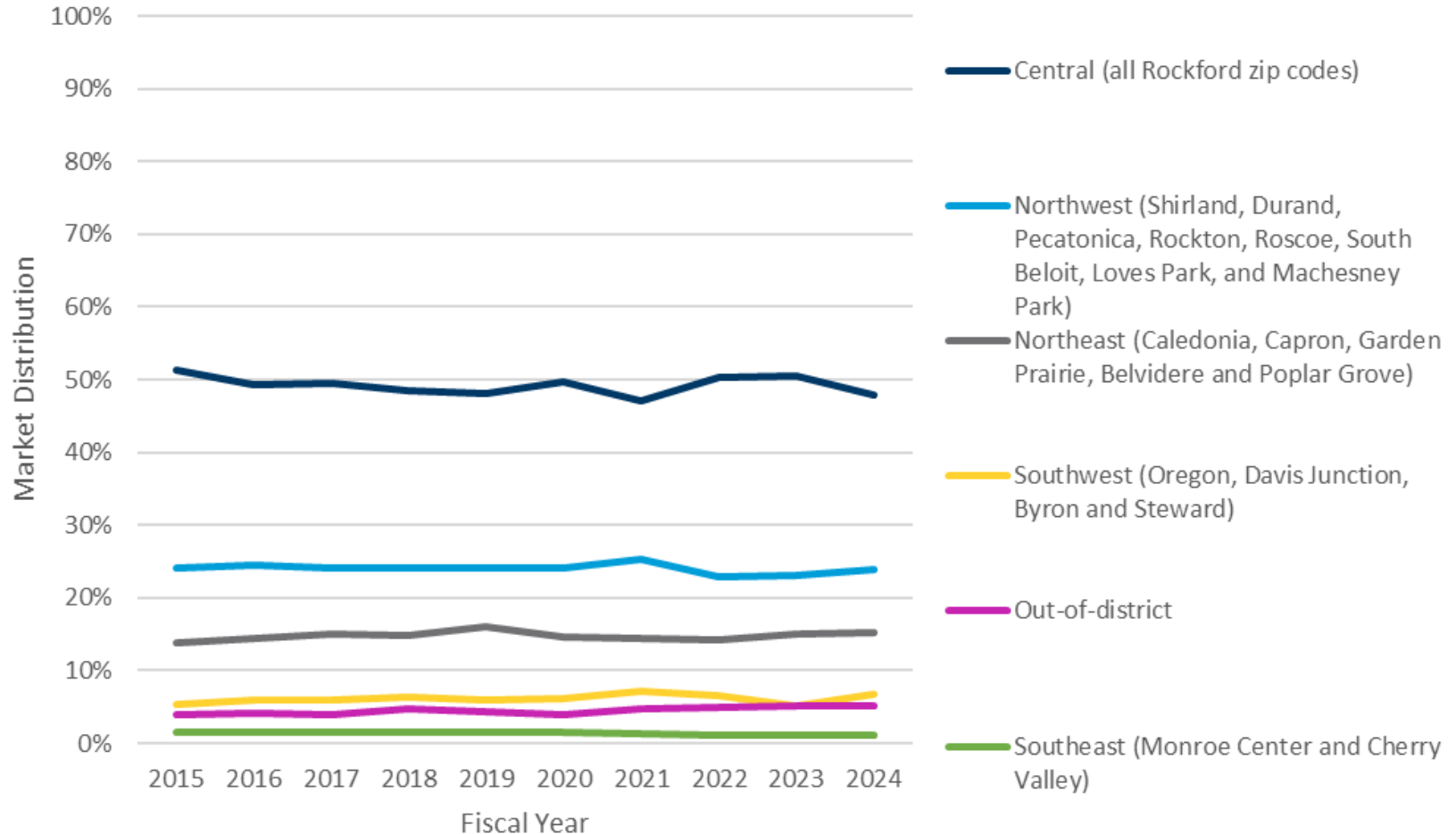


Headcount Enrollment by District Region





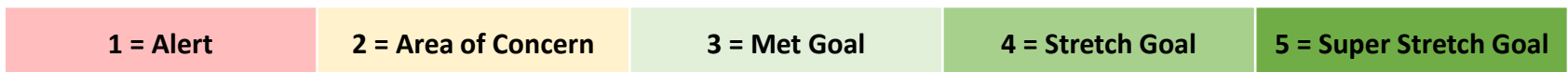
Market Distribution by District Region





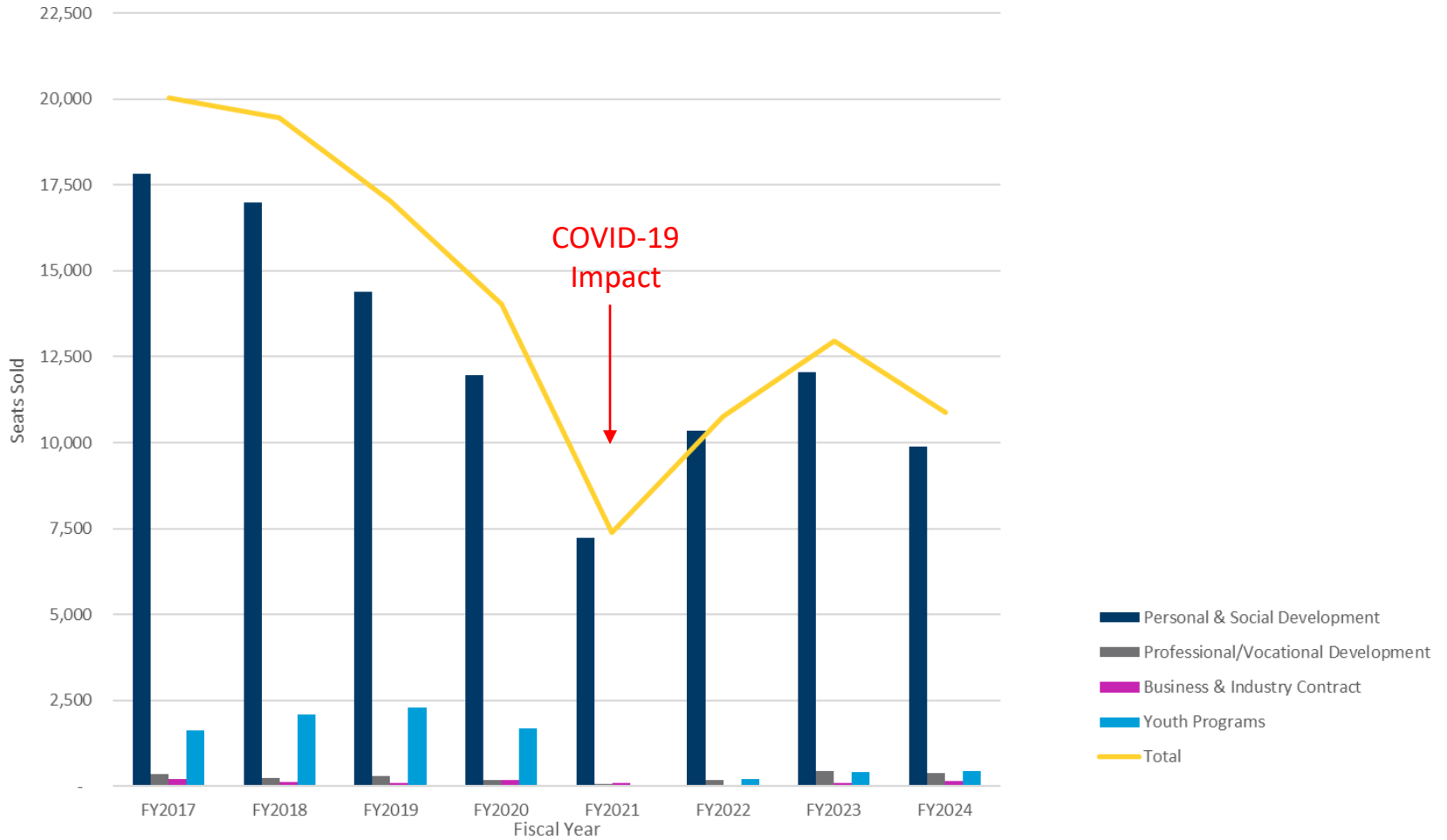
Enrollment Target 2: Non-credit Enrollment

Enrollment/Growth						
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	FY2024 Outcomes	Related Metric(s)
Access	I.2: Provide district residents improved accessibility to noncredit programs, certificates, and training.	Achieve 20,000 seats sold by 2027.	10,767 seats sold	12,971 seats sold	10,867 seats sold	<ul style="list-style-type: none"> Noncredit enrollment by category





Noncredit Enrollment by Category





STUDENT SUCCESS



Student Success Target 1: On-time Completion

Enrollment/Growth						
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	FY2024 Outcome	Related Metric(s)
Exceptional Educational Opportunities	II.2: Improve student readiness, academic success, and sense of belonging.	Improve on-time completion rate to 20% for first-time, full-time cohort by 2027.	14% on-time completion rate	13% on-time completion rate	19% on-time completion rate	<ul style="list-style-type: none"> Retention Rates Graduation Rates

1 = Alert

2 = Area of Concern

3 = Met Goal

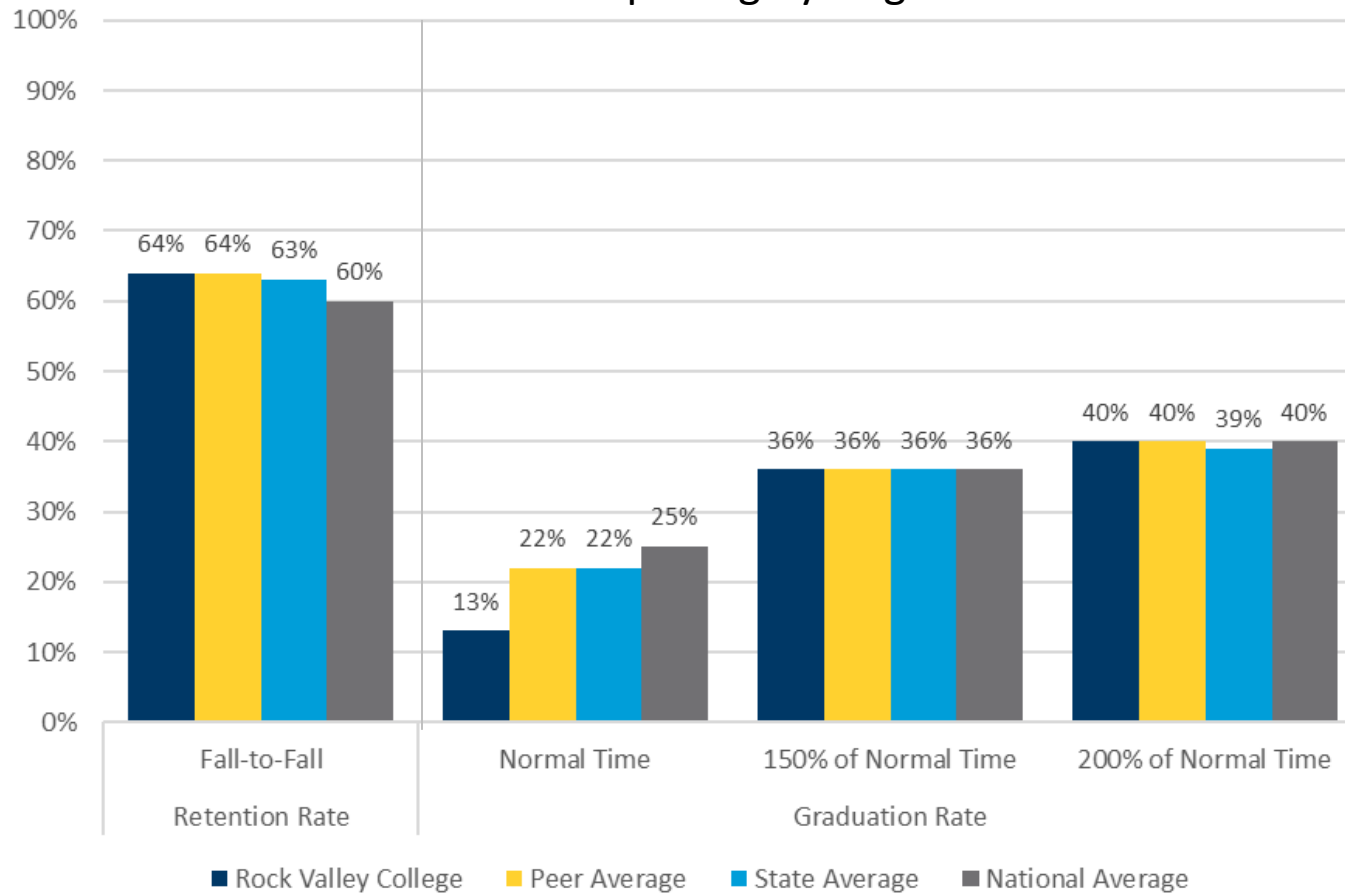
4 = Stretch Goal

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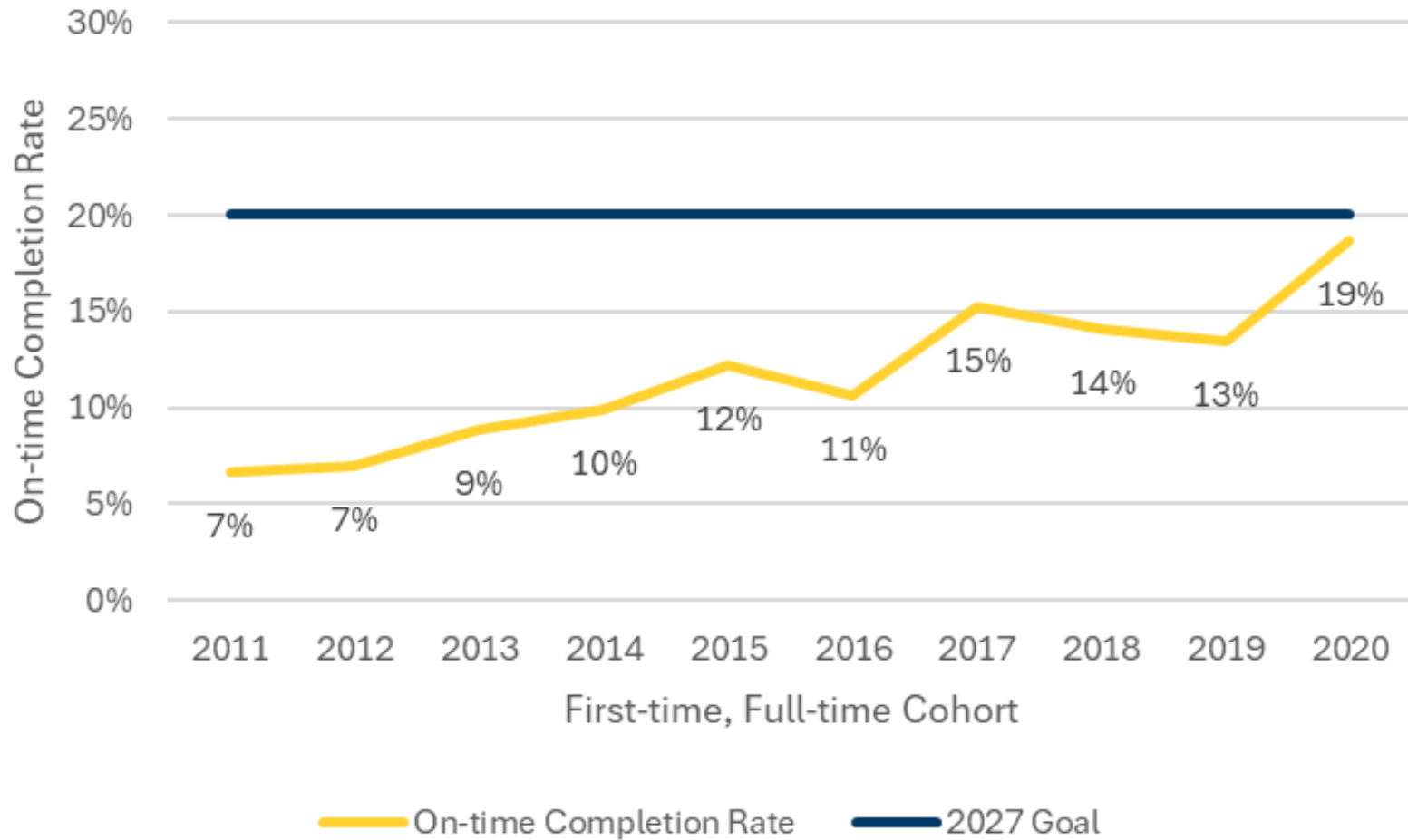


Retention & Graduation Rates

Retention and Graduation Rates by Completion Time:
First-time, Full-time Cohort beginning in Fall 2019
and Completing by August 2023



On-time (“normal”) Completion Rates





Student Success Target 2: Outcome Measures

Enrollment/Growth						
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	FY24 Outcome	Related Metric(s)
Exceptional Educational Opportunities	II.2: Improve student readiness, academic success, and sense of belonging.	Improve IPEDS outcome measures (certificate/degree completion, still enrolled, transfer-out) to 65% by 2027.	61%	61%	65%	Outcomes for: <ul style="list-style-type: none"> • First-time, full-time students • First-time, part-time students • Transferred-in, full-time students • Transferred-in, part-time students

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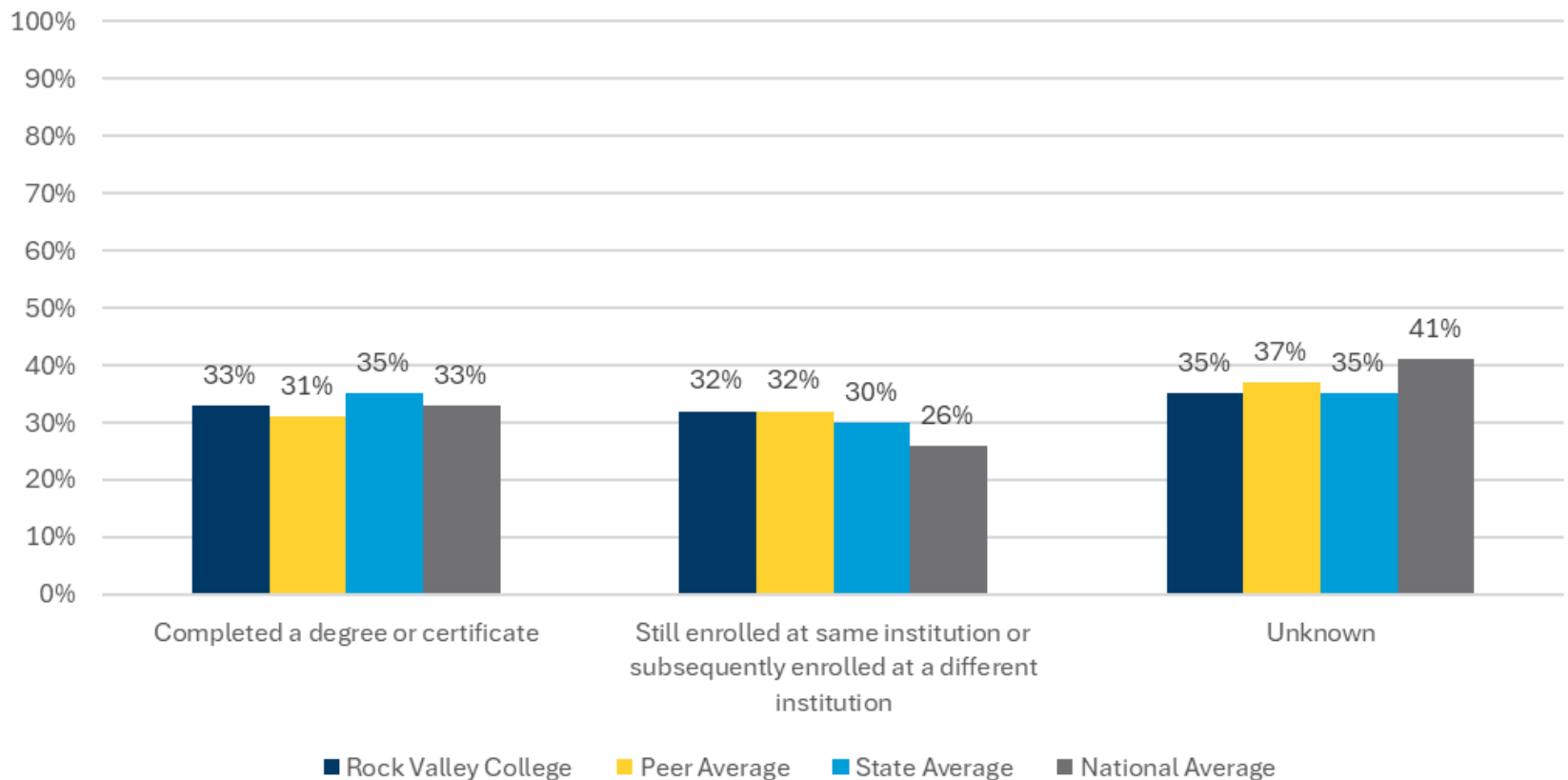
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Student Outcomes

Outcomes 8 years after initial enrollment for all students who entered in 2015-2016

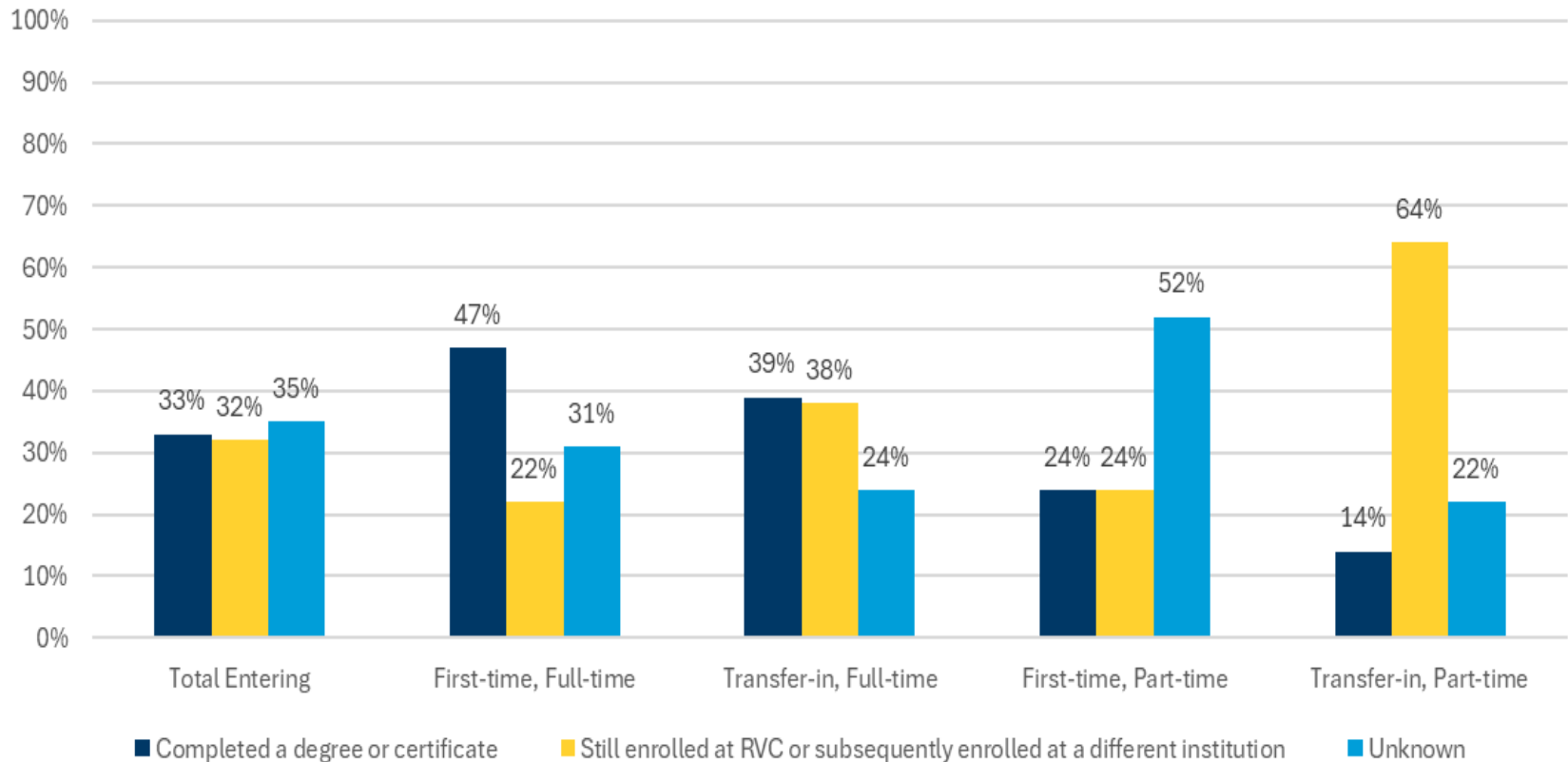




Outcome by Student Type

Rock Valley College

Outcomes 8 years after initial enrollment for students who entered RVC in 2015-2016





Student Success Target 3: Transfer GPA

Enrollment/Growth						
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	FY2024 Outcome	Related Metric(s)
Exceptional Educational Opportunities	II.1: Ensure high-quality and relevant certificate, degree, co-curricular programs.	Achieve at least a 3.00 GPA yearly weighted average in Fall semester at transfer destinations through 2027.	FY21 = 3.19 FY22 unavailable	3.26	3.35	<ul style="list-style-type: none"> Transfer GPA

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Student Success Target 4: Equity Gaps

Enrollment/Growth						
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	FY2024 Outcome	Related Metric(s)
Diversity, Equity, and Inclusion	IV.2: Close equity gaps so that students from diverse racial, gender, and socioeconomic backgrounds can access and achieve their academic and career goals.	Close equity gaps in graduation and transfer-out rates to zero (no difference) by 2027.	Gaps of 16% for Black/African American and 11% for Hispanic	Gaps of 14% for Black/African American and 18% for Hispanic	Gaps of 17% for Black/African American and 12% for Hispanic	Equity gaps for: <ul style="list-style-type: none"> • Retention • Graduation • Transfer out

1 = Alert

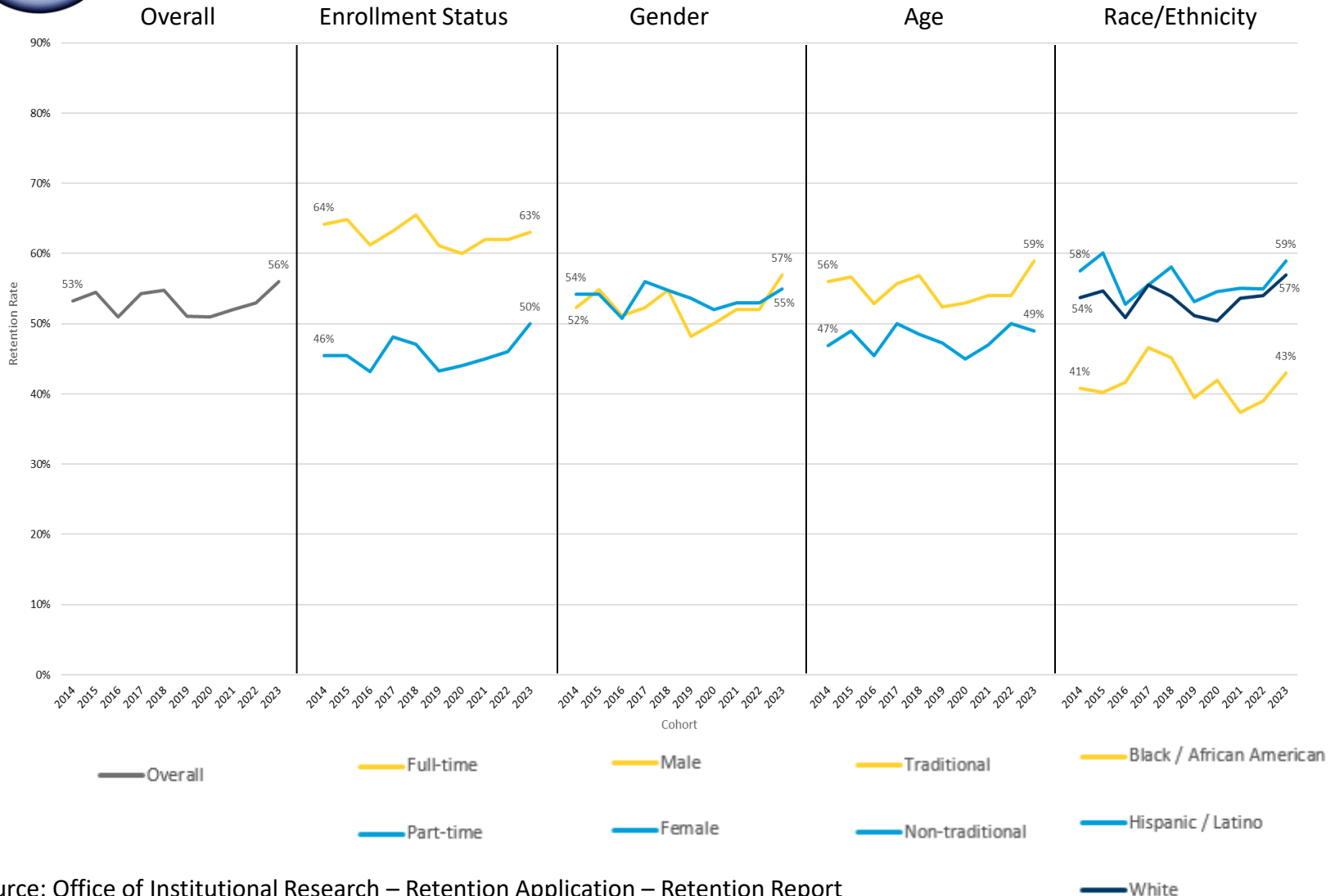
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3 = Met Goal

4 = Stretch Goal

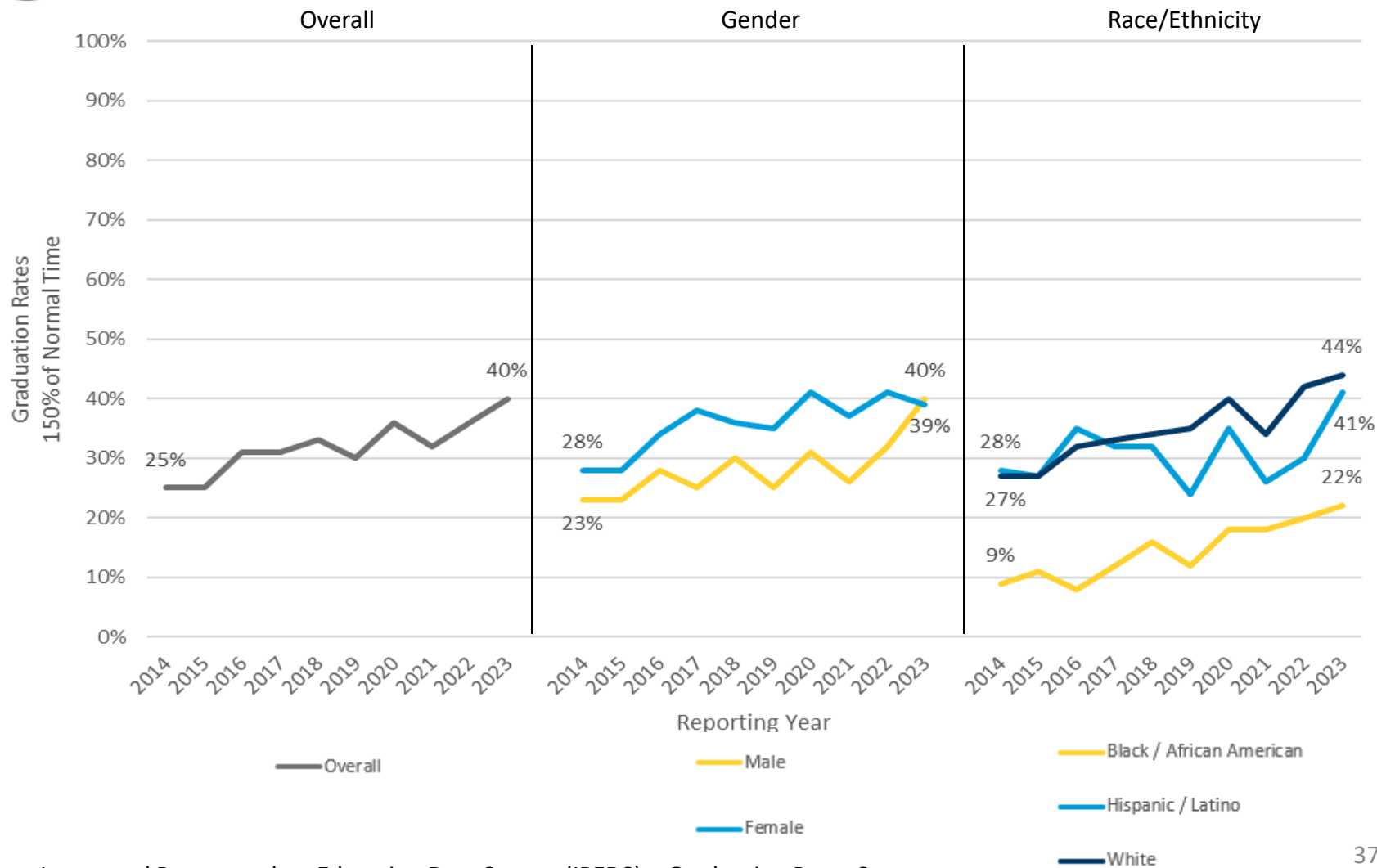
5 = Super Stretch Goal

Disaggregated Retention Rates: All Students



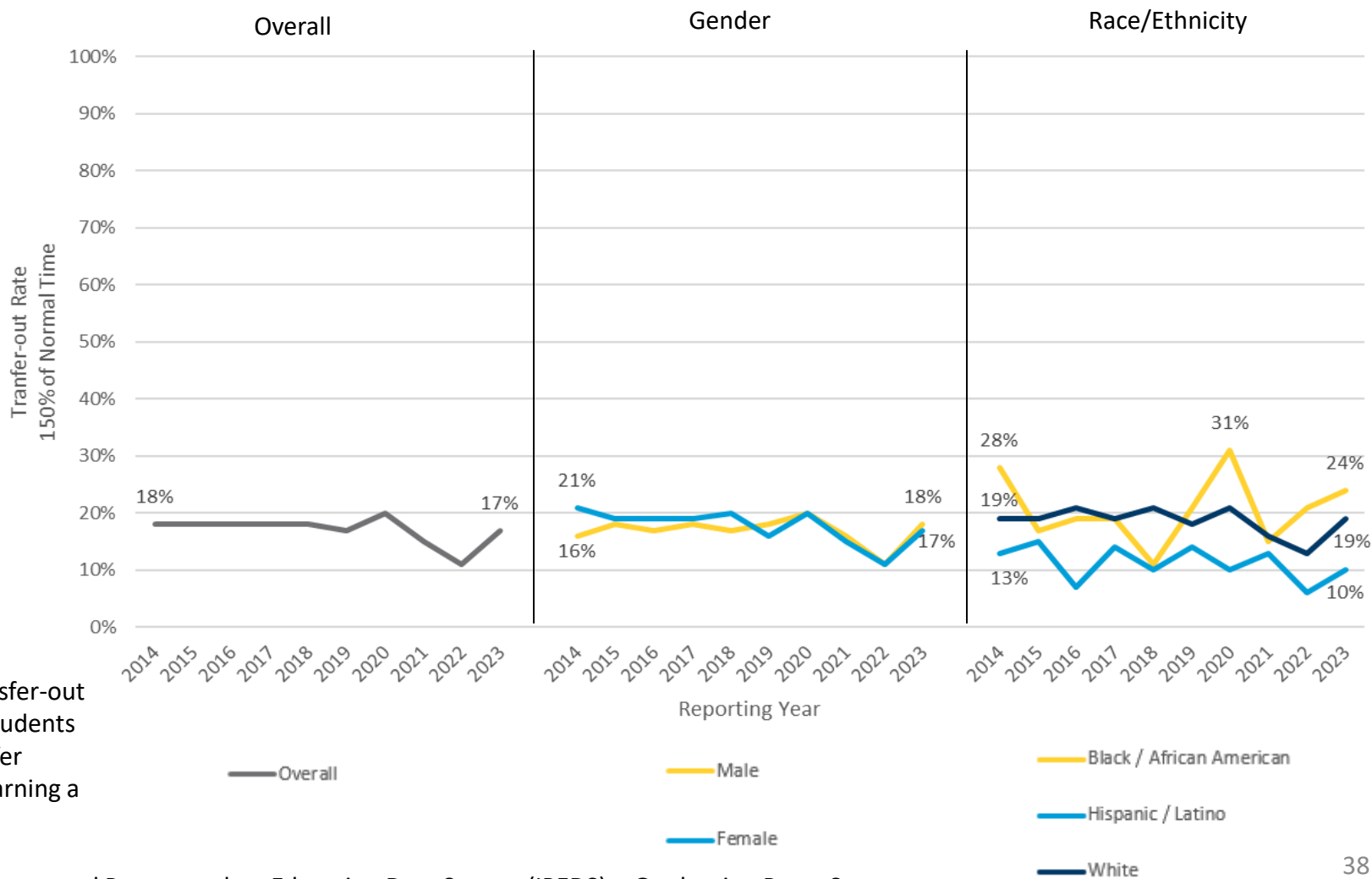


Disaggregated Three-year Graduation Rates: First-time, Full-time Students





Disaggregated Three-year Transfer-out Rates: First-time, Full-time Students



Note: Transfer-out refers to students who transfer **without** earning a credential.

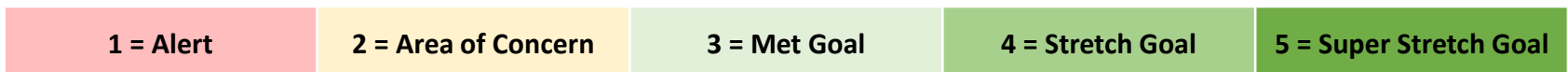


EMPLOYEES



Employee Target 1: Great Place to Work

Employees					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2024 Outcome*	Related Metric(s)
Diversity, Equity, and Inclusion	IV.1: Improve the campus culture by establishing cultural competence, trust, and a sense of belonging among employees and learners.	Increase Score on Culture Survey item "I would recommend RVC as a great place to work" to 3.50 by 2027.	2.85/4.00	3.04/4.00	Culture Survey Item: <ul style="list-style-type: none"> I would recommend RVC as a great place to work.



*The Culture Survey was not administered in FY23. Instead, the College used the Great Places to Work survey. Scorecard outcomes reflect the Fall 2023 (FY24) Culture Survey results.



Employee Target 2: Trust in Leadership

Employees					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2024 Outcome*	Related Metric(s)
Diversity, Equity, and Inclusion	IV.1: Improve the campus culture by establishing cultural competence, trust, and a sense of belonging among employees and learners.	Increase score on Culture Survey composite "Trust in Leadership" to 3.54 by 2027.	2.79/4.00	3.00/4.00	Culture Survey Items: <ul style="list-style-type: none"> • The President and his Cabinet support the needs of our faculty and staff. • The President and his Cabinet have a clear vision for the direction of the College. • I feel respected by senior administrators. • I feel my work is valued by the College. • I am encouraged to share my opinions and viewpoints. • The College operates in a socially responsible manner.

1 = Alert

2 = Area of Concern

3 = Met Goal

4 = Stretch Goal

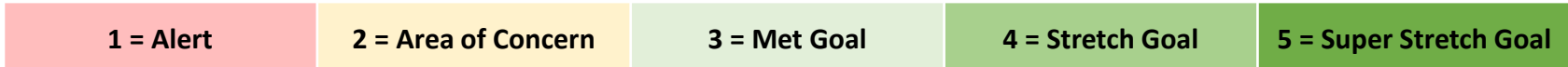
5 = Super Stretch Goal

*The Culture Survey was not administered in FY23. Instead, the College used the Great Places to Work survey. Scorecard outcomes reflect the Fall 2023 (FY24) Culture Survey results.



Employee Target 3: Professional Development

Employees					
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Goal & Status as of 11/15/2022	Related Metric(s)
Exceptional Training Opportunities	III.2: Provide high-quality training and professional development to improve human performance and to bridge the gap between college needs and employees' educational and career goals.	Increase score on Culture Survey composite "Professional Development & Advancement" to 3.47 by 2027.	2.72/4.00	2.85/4.00	Culture Survey Items: <ul style="list-style-type: none"> • I have a development plan in place that will help me grow professionally. • I have the opportunity to develop in my current role. • I have the opportunity to advance into other roles within the College.





Action Steps from Fall 2023 Culture Survey

- Stream Committee of the Whole and Regular Board Meetings
- Publish monthly leadership updates
- Visit various RVC locations





Support Service Excellence Survey

Average Category Ratings by Division

	Human Resources	Institutional Effectiveness & Communication
Service Delivery	3.72	3.94
Customer Focused	3.63	3.89
Positive Interactions	3.87	4.08
Solutions Focused	3.63	3.85
Helping Attitude	3.75	3.98
Overall	3.72	3.95

Source: 2024 Support Service Excellence Survey
Rating scale ranged from 1 (very poor) to 5 (very good).



Employee Target 4: Equity Gaps

Employees						
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	FY2024	Related Metric(s)
Diversity, Equity, and Inclusion	IV.3: Employ a culturally competent workforce that reflects student and community demographics.	Narrow equity gaps between employee and community demographics by 2027.	Largest gap is 15% (Hispanic Faculty), 13% (Hispanic Staff), 7% Black/African American Faculty	Gaps are greater than 12% for Hispanic/Latino Administrators (13%), Supervisory Staff (17%), Full-time Faculty (15%), and Part-time Faculty (13%).	The Hispanic population is underrepresented by 6% for staff and 15% for faculty. The Black/African American population is underrepresented by 2% for faculty. The Asian population is underrepresented by 2% for staff.	<ul style="list-style-type: none"> Faculty equity gaps Staff equity gaps

1 = Alert

2 = Area of Concern

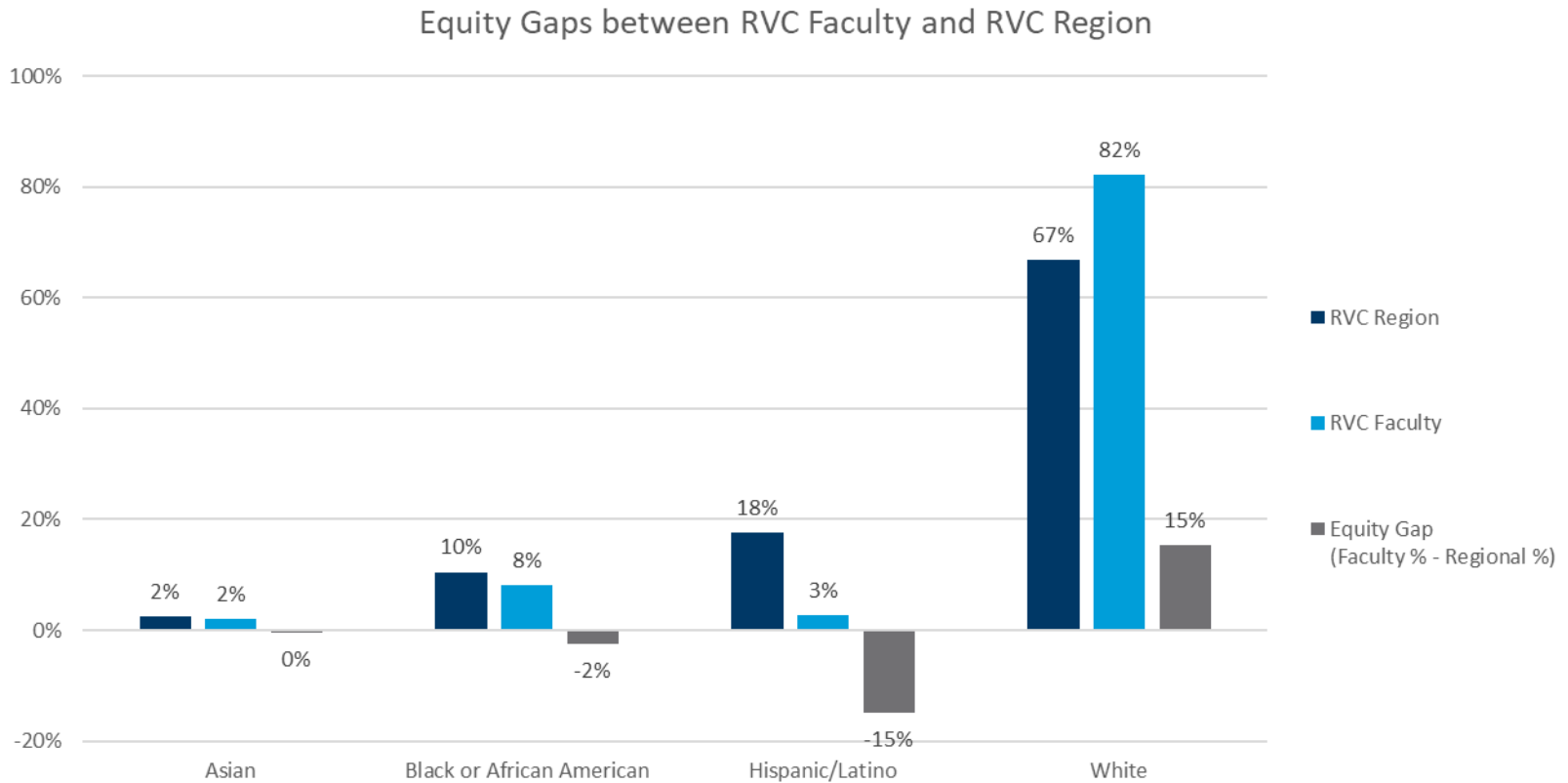
3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal



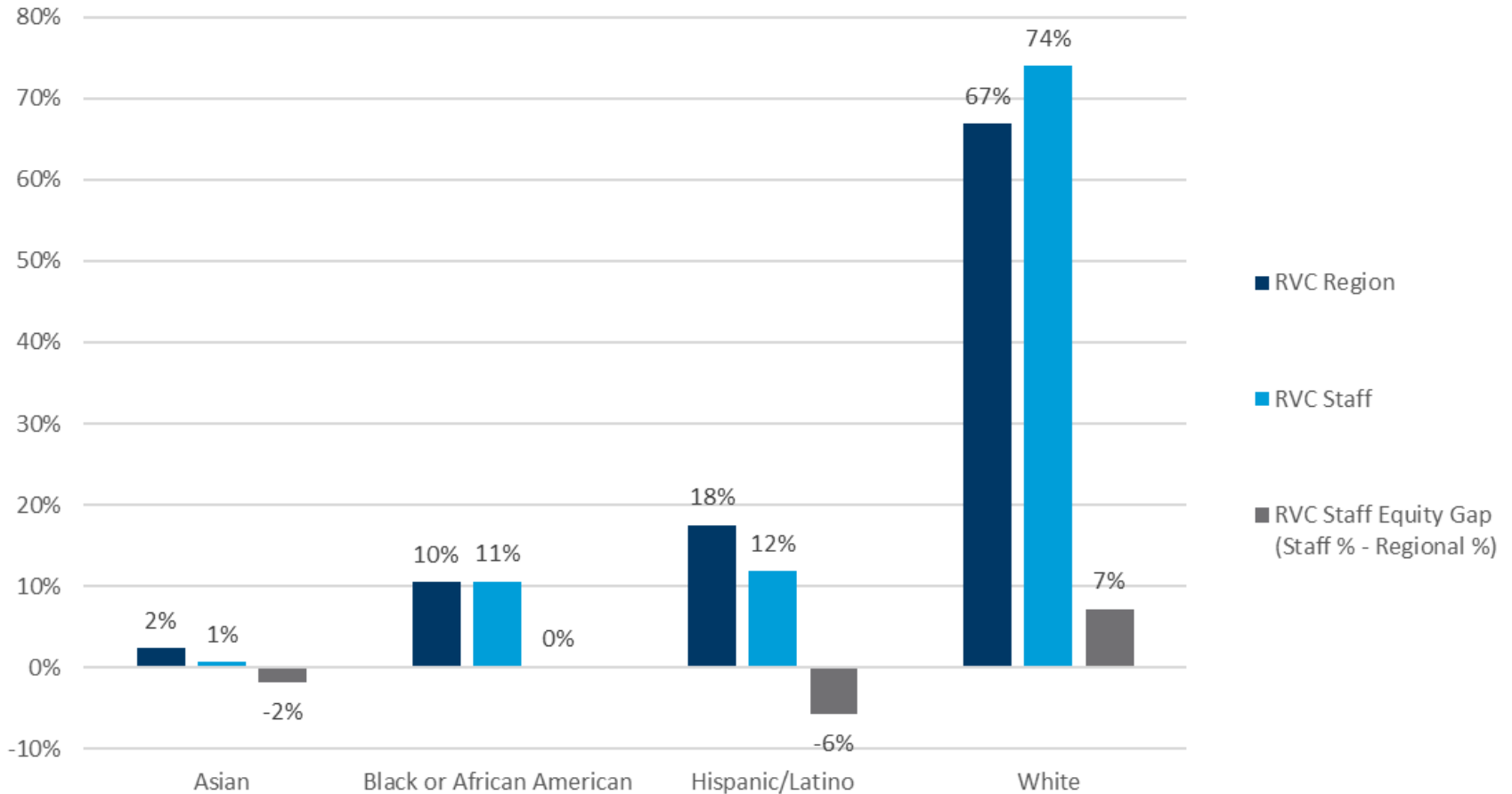
Faculty Equity Gaps





Staff Equity Gaps

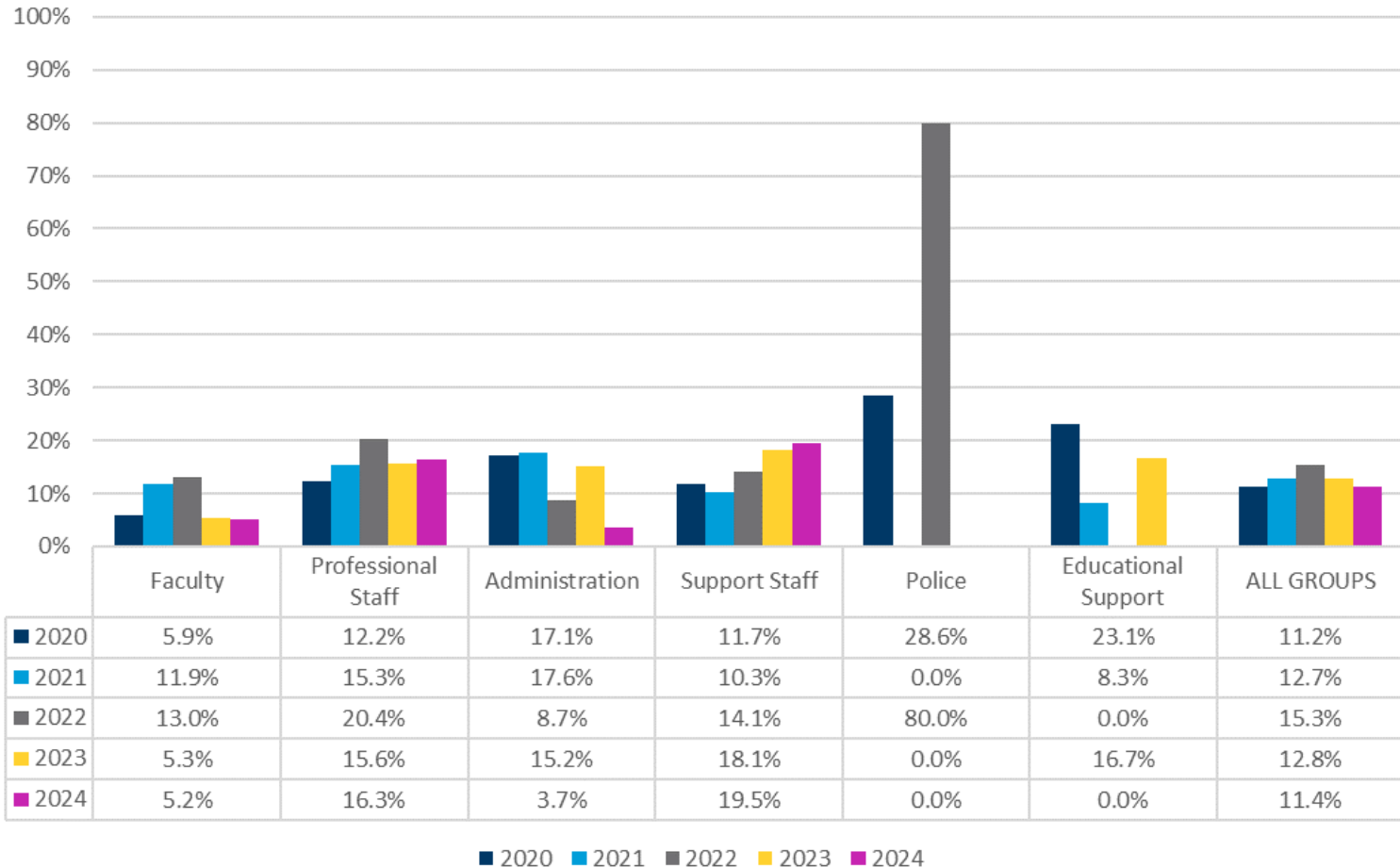
Equity Gaps between RVC Staff and RVC Region





Turnover

Turnover by Employee Group

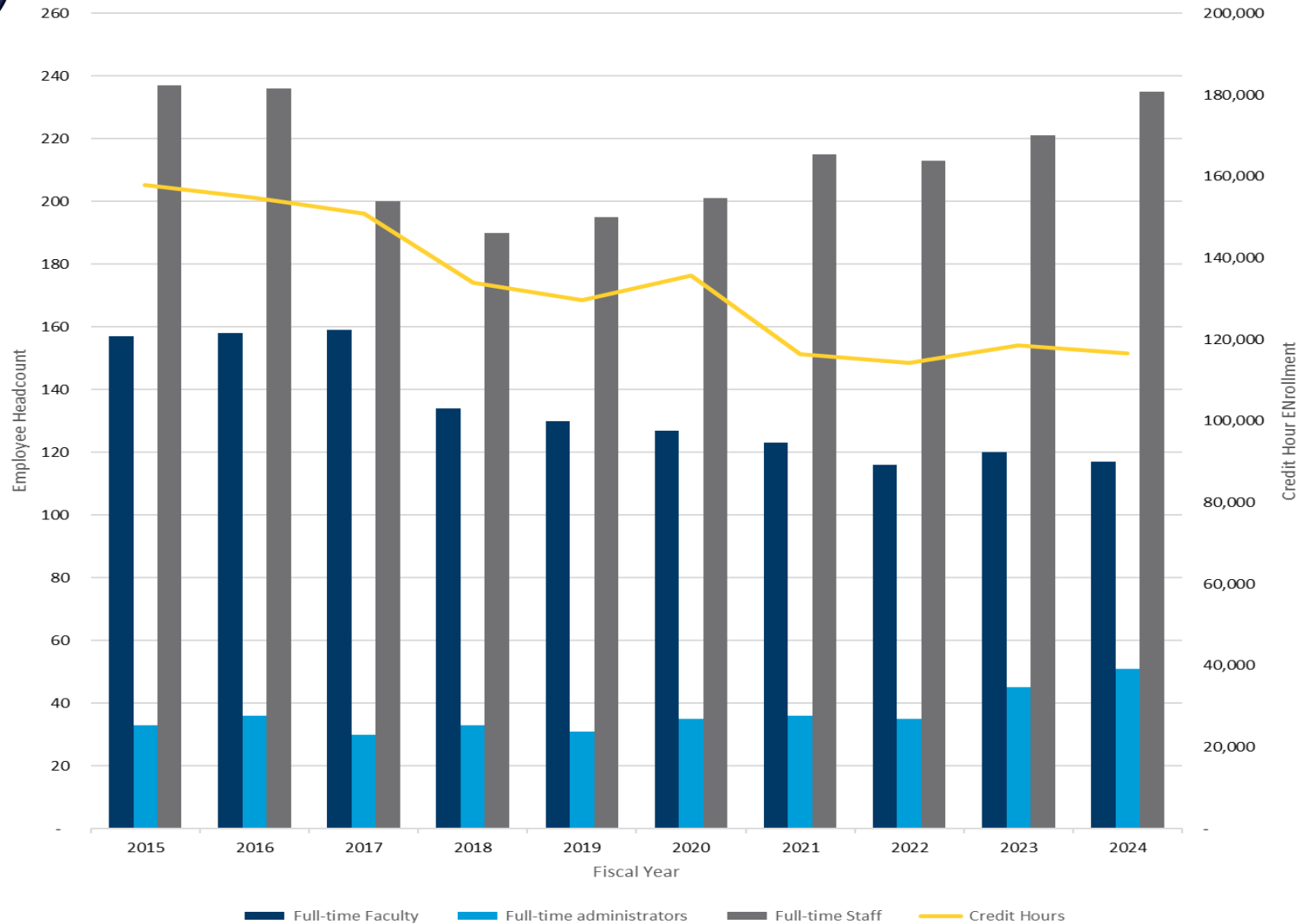


SOURCE: Colleague

NOTES: Turnover = Annual Separations / Annual Headcount



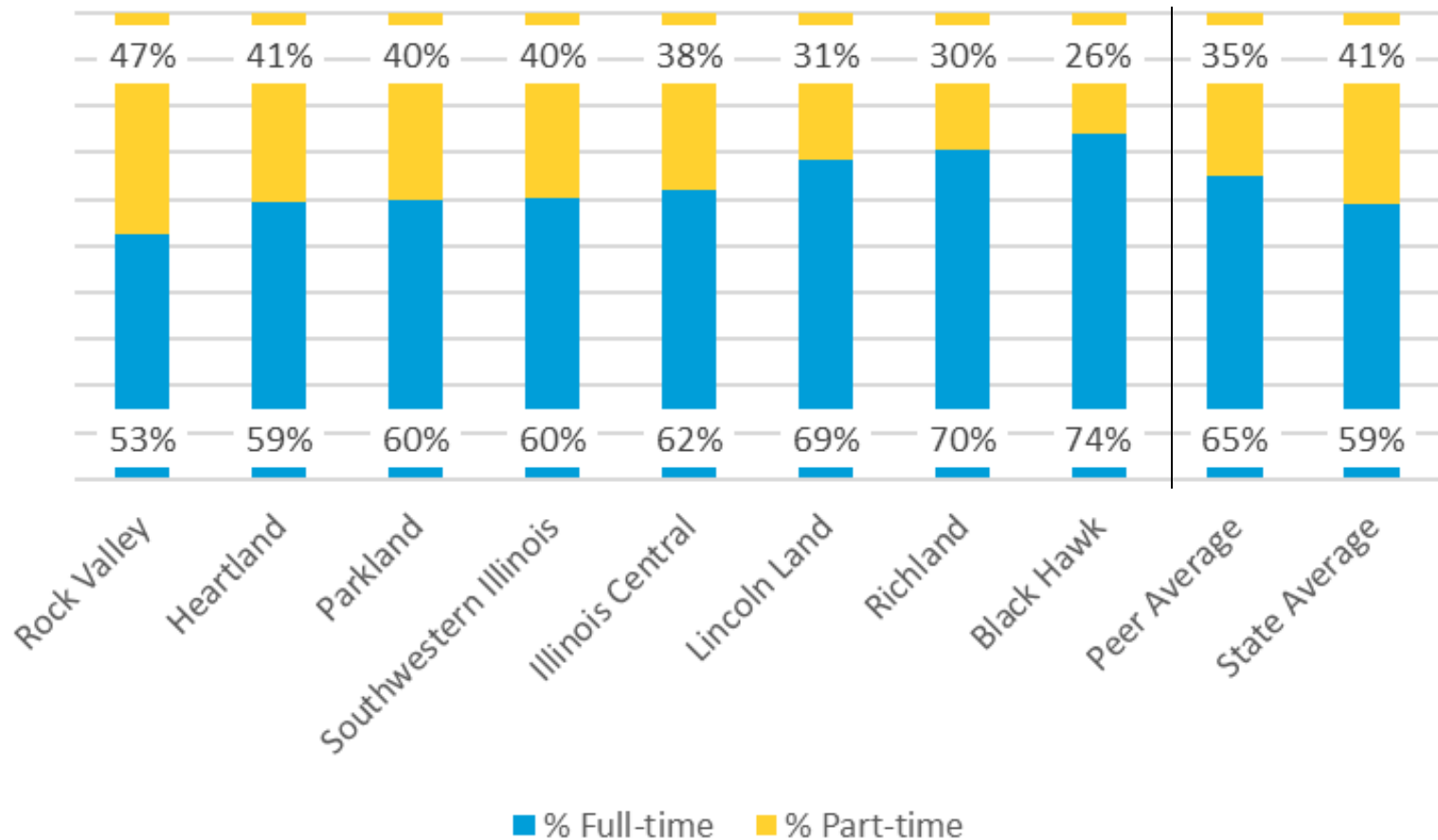
Faculty and Staff





Full-time Equivalent (FTE) Faculty Fall 2023

Percentage of Faculty FTE by Full-time and Part-time Status (Fall 2023)



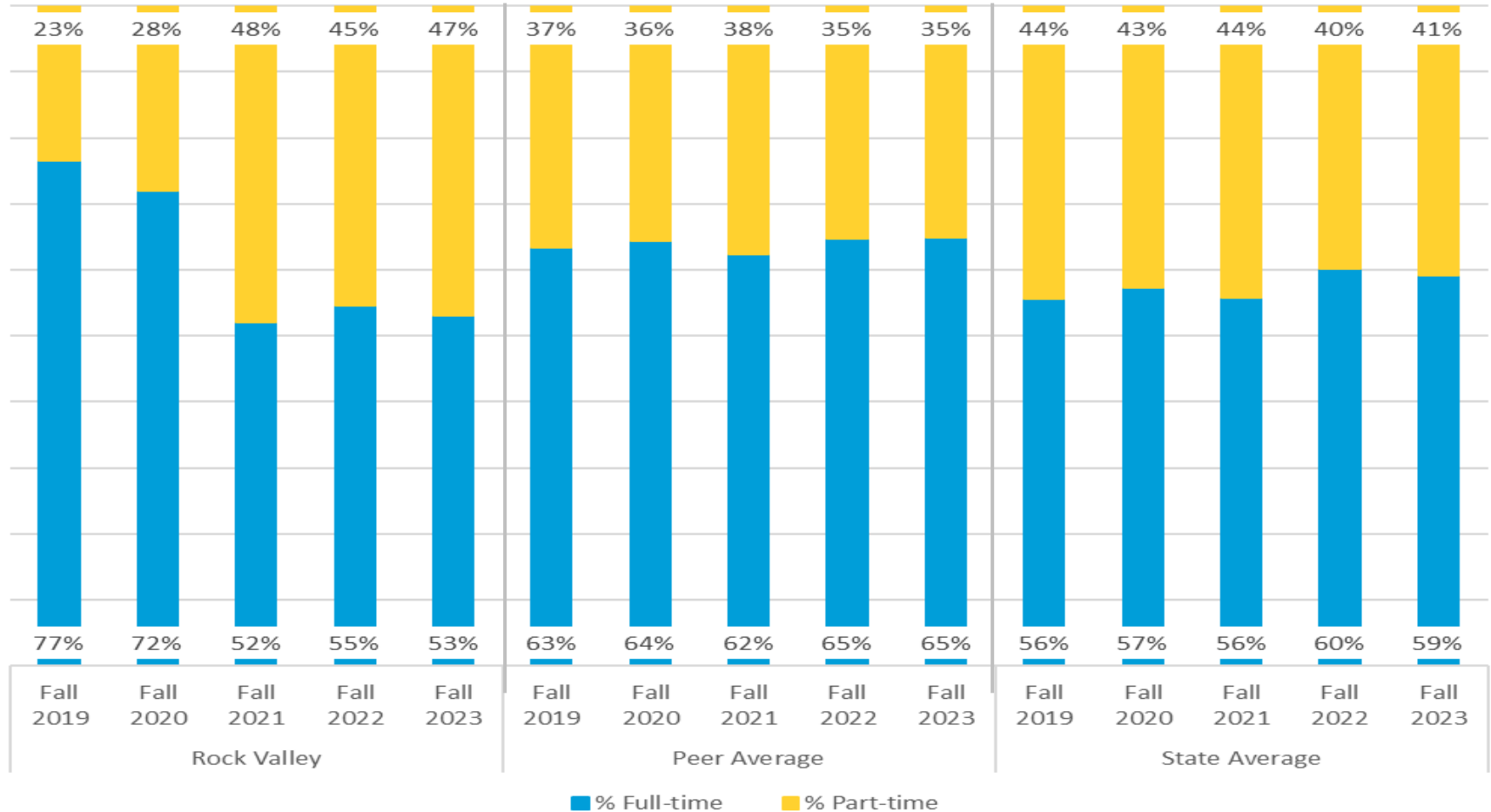
SOURCE: 2024 Illinois Community College Board Data Book, Table II-1

NOTE: Faculty FTE = Full-time Headcount + (Credit hours taught by part-time faculty)/15



Full-time Equivalent (FTE) Faculty Fall 2019 – Fall 2023

Percentage of Faculty FTE by Full-time and Part-time Status



SOURCE: Illinois Community College Board Data Books, Table II-1

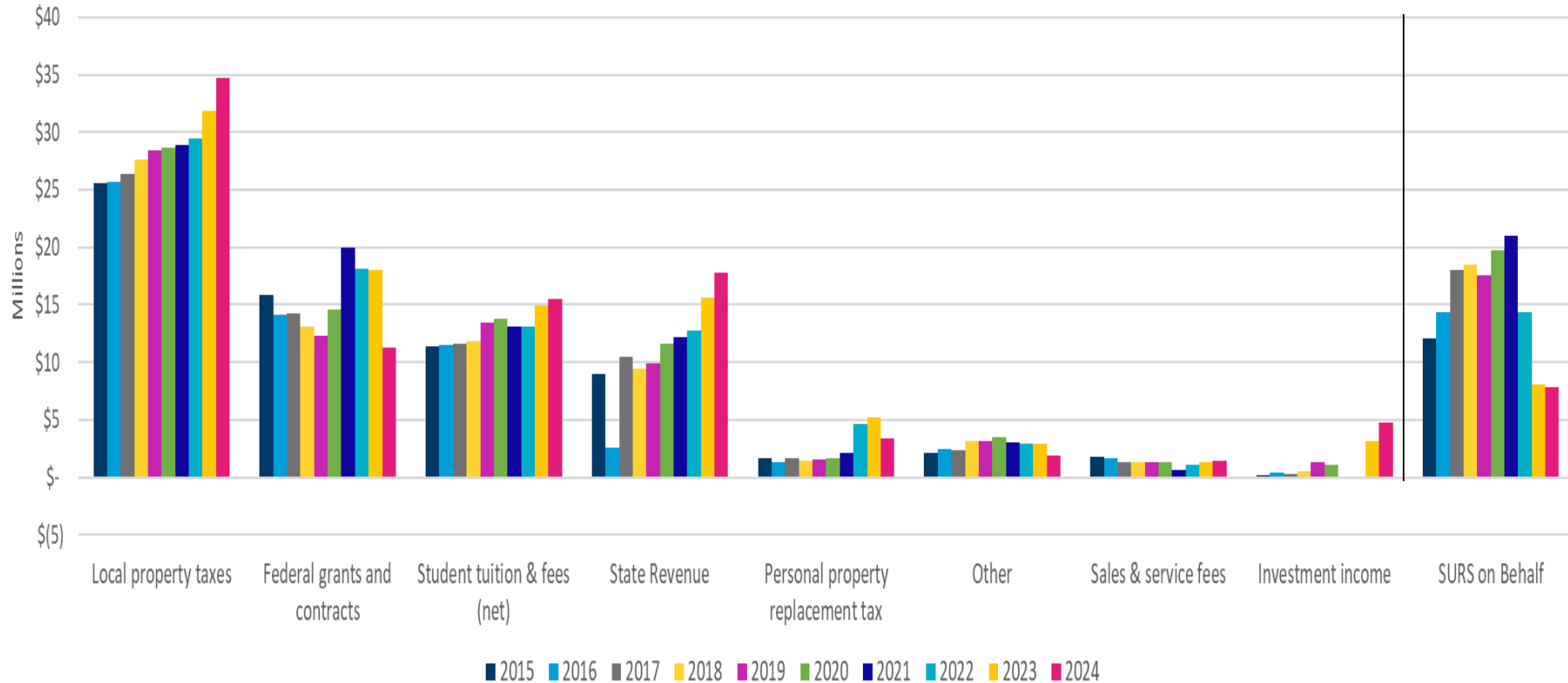
NOTE: Faculty FTE = Full-time Headcount + (Credit hours taught by part-time faculty)/15



FINANCE

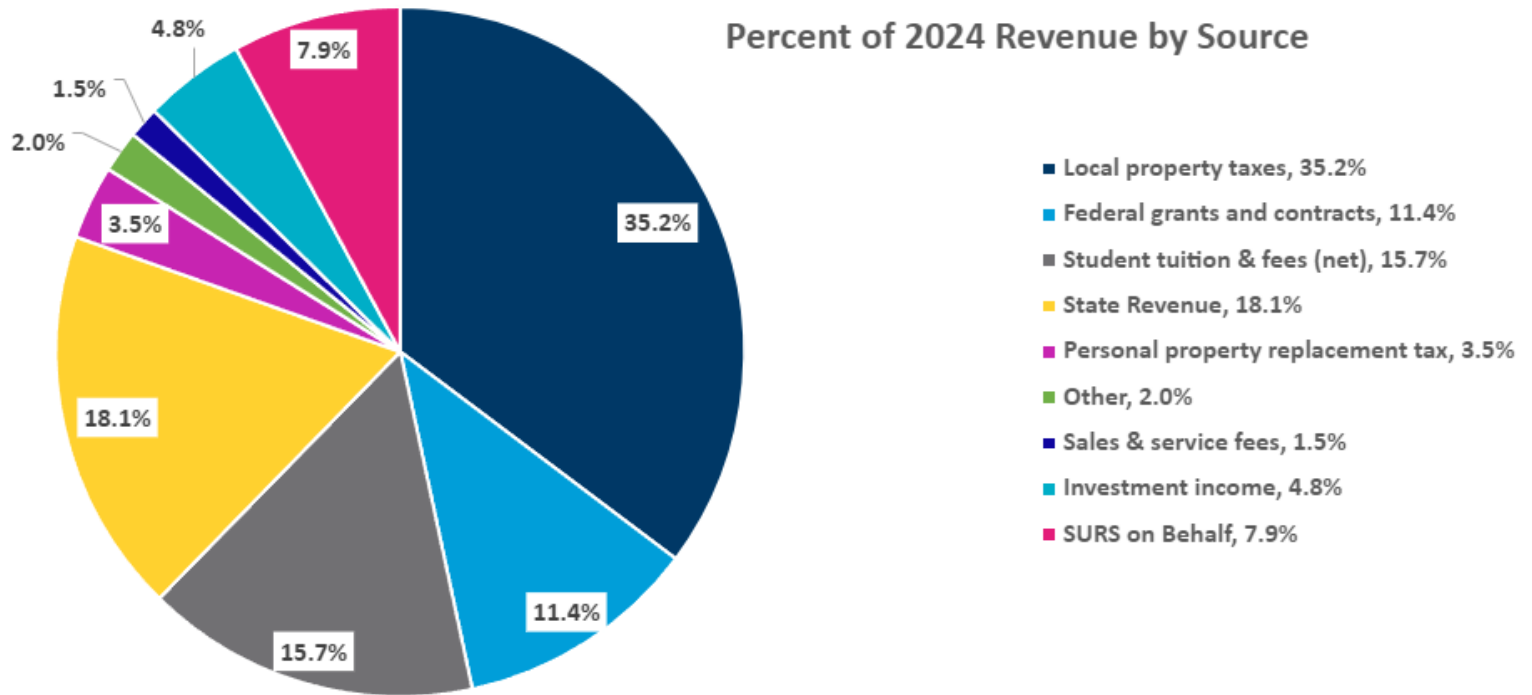


Sources of Revenue



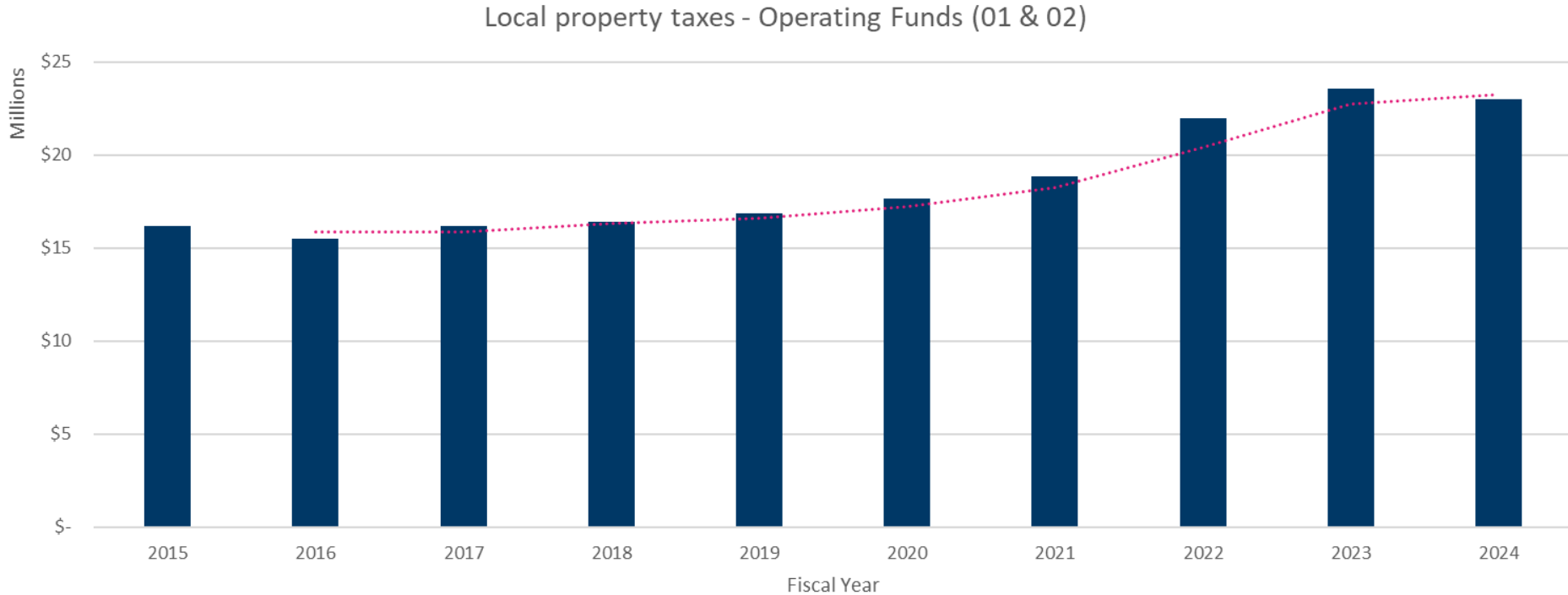


Revenue – Percent by Source





Property Tax Revenue – Operating Funds

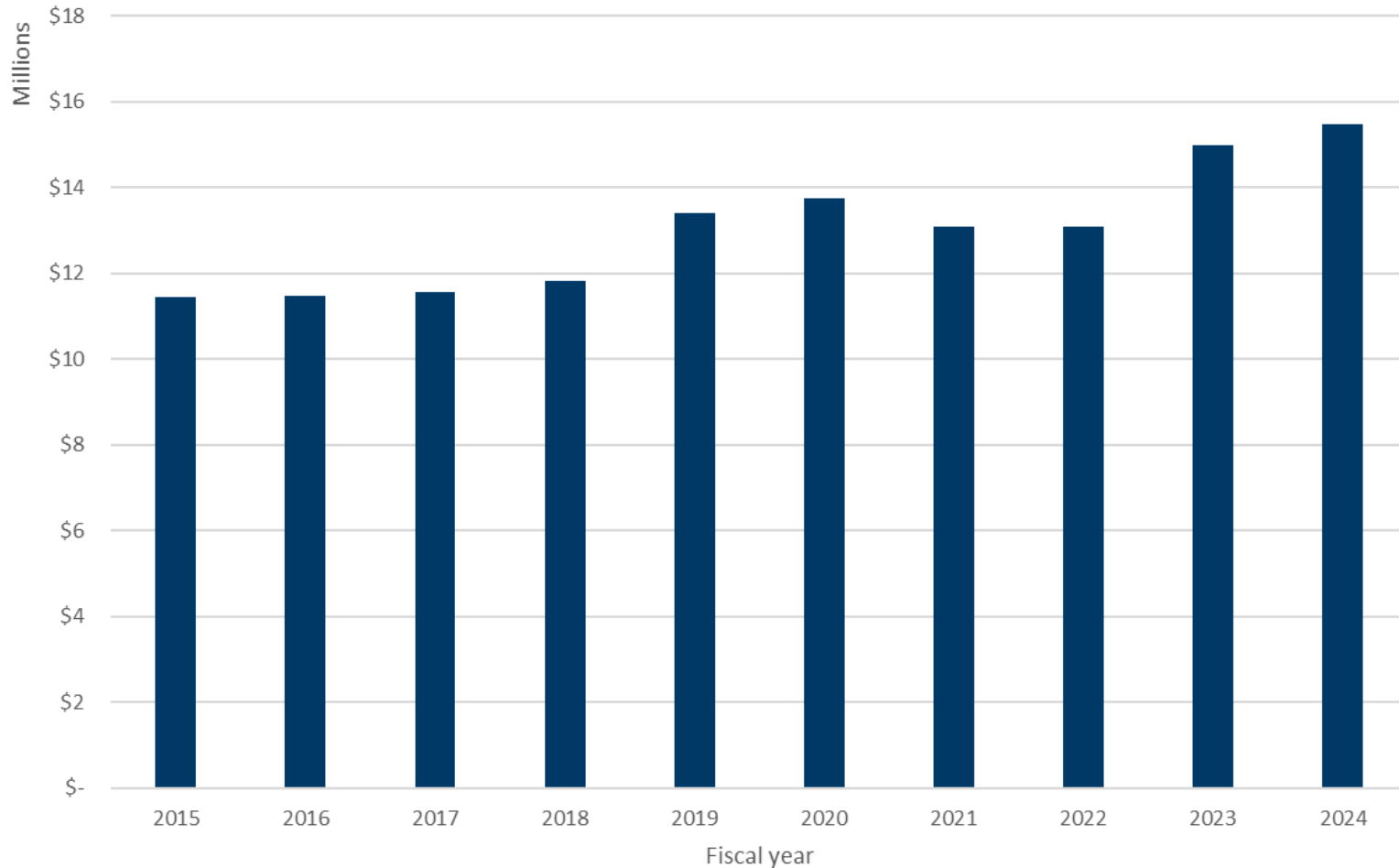


NOTE: Property tax revenue increased by 42% (approximately \$6.8M) from 2015-2024.

SOURCE: Comprehensive Annual Financial Reports – Combining Schedule of Revenues, Expenses, and Changes in Net Position – By Subfund



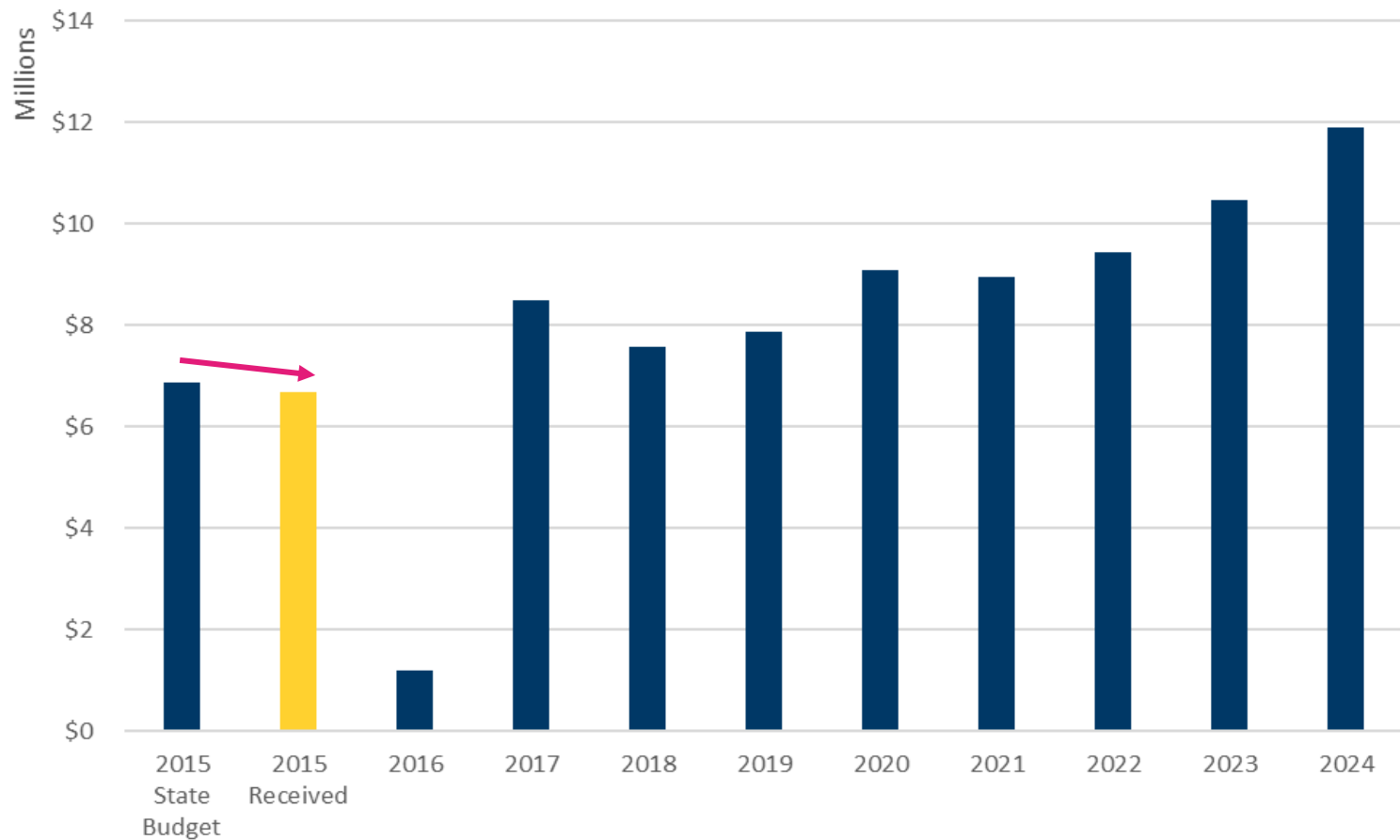
Student Tuition & Fees (Net) Revenue





State Revenue – Operating Funds

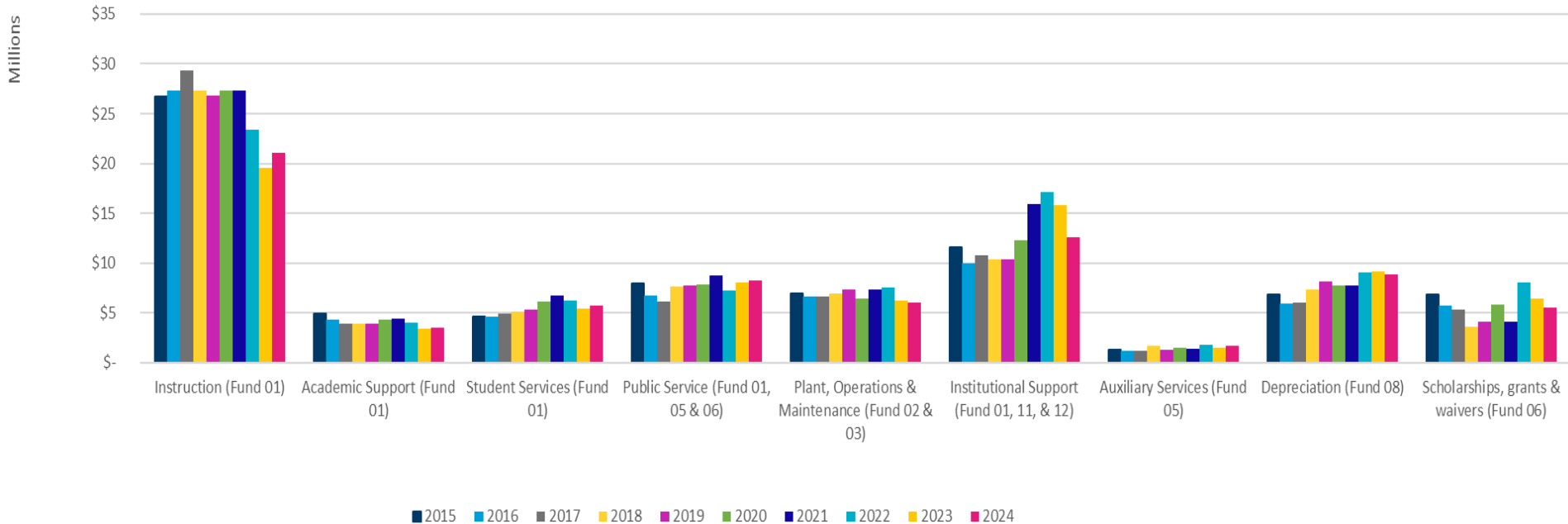
State Revenue Operating Funds (01 & 02)
Net SURS on Behalf





Expenses by Function

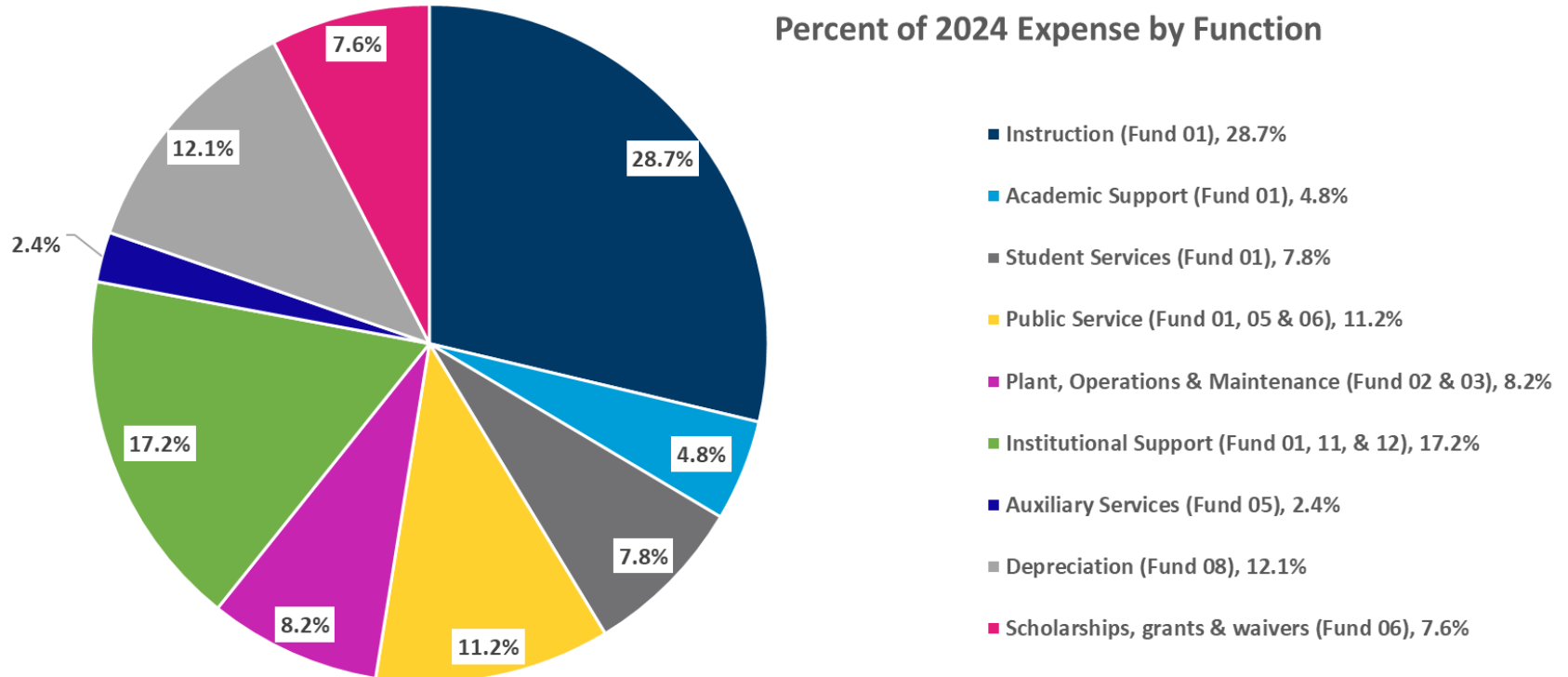
College Expenses by Function (All Funds) Fiscal Years 2014 through 2023



NOTE: FY21 was restated due to the implementation of GASB 87, Leases. FY22 was restated due to the implementation of GASB 96, Subscription Based Information Technology Agreements.



Expenses – Percent by Function



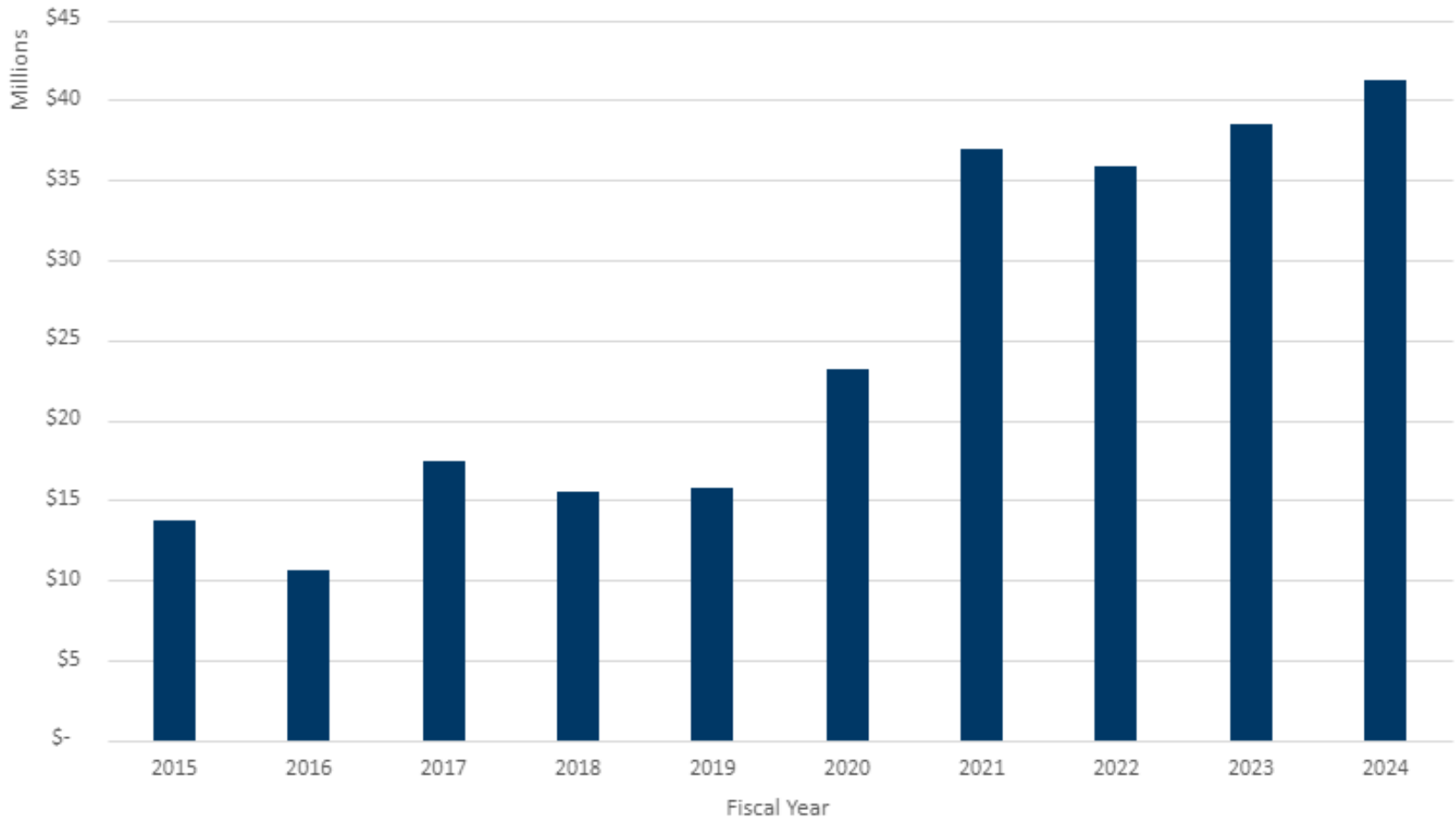


Function Definitions

- **Instructional Function** includes all costs directly related to teaching. These costs are included in the unit cost calculation.
- **Academic Support** includes expenses related to functions that support teaching. This function includes library, media services, tutoring, and academic deans.
- **Student Services** includes functions that provide direct services to students. This function includes counseling, admission & records, advising and financial aid.
- **Public Services** includes expenses related to non-credit and other activities related to service of the public. This function includes Community Education (non-credit), Continuing Education, and Customized Training.
- **Plant Operations & Maintenance** includes expenses related to capital and maintaining the College's facilities and grounds.
- **Institutional Support** includes expenses related to executive level services and support services that benefit the entire college. This includes information technology, finance, institutional research, business services, and President's office.
- **Auxiliary Services** includes expenses related to athletics, bookstore, student clubs, and Starlight Theatre.
- **Depreciation** not only includes the depreciation of new assets, but also the amortization of assets as defined by GASB 87, Leases and GASB 96, Subscription Based Information Technology Agreements (SBITAs).
- **Scholarships, Grants and Waivers** are expenses related to grants and scholarship to students or employees.



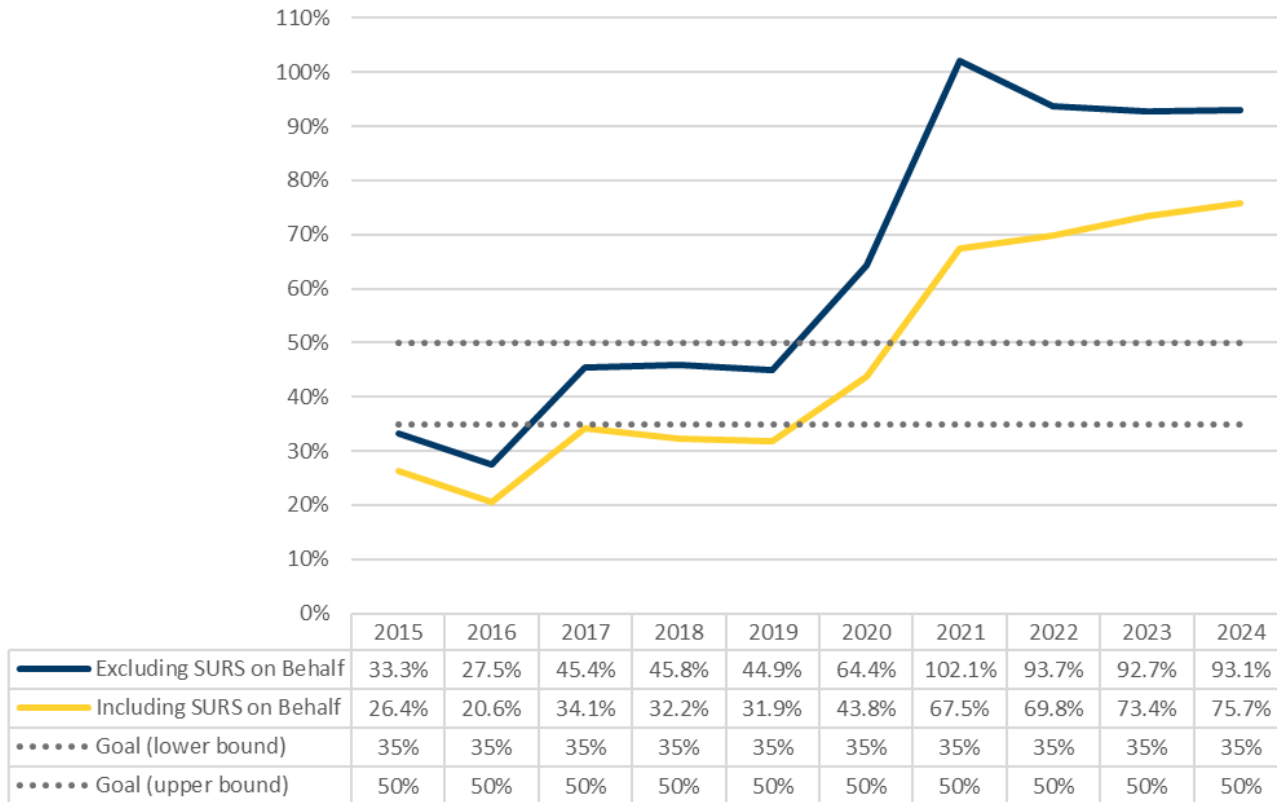
Operating Fund Balance





Operating Fund Balance

Total Operating Fund Balance as % of Operating Budget





Finance Target 1: Non-credit Net Revenue

Finance (Revenue Producing/Cost Efficiencies/ROI)						
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	FY2024 Outcome	Related Metric(s)
Access	I.2: Provide district residents improved accessibility to noncredit programs, certificates, and training.	Increase net revenue from non-credit programs to \$372,000 by 2027.	\$(71,221) Net revenue	\$(132,578) Net revenue	\$(77,415) Net revenue	<ul style="list-style-type: none"> • Historical revenue • Revenue by program

1 = Alert

2 = Area of Concern

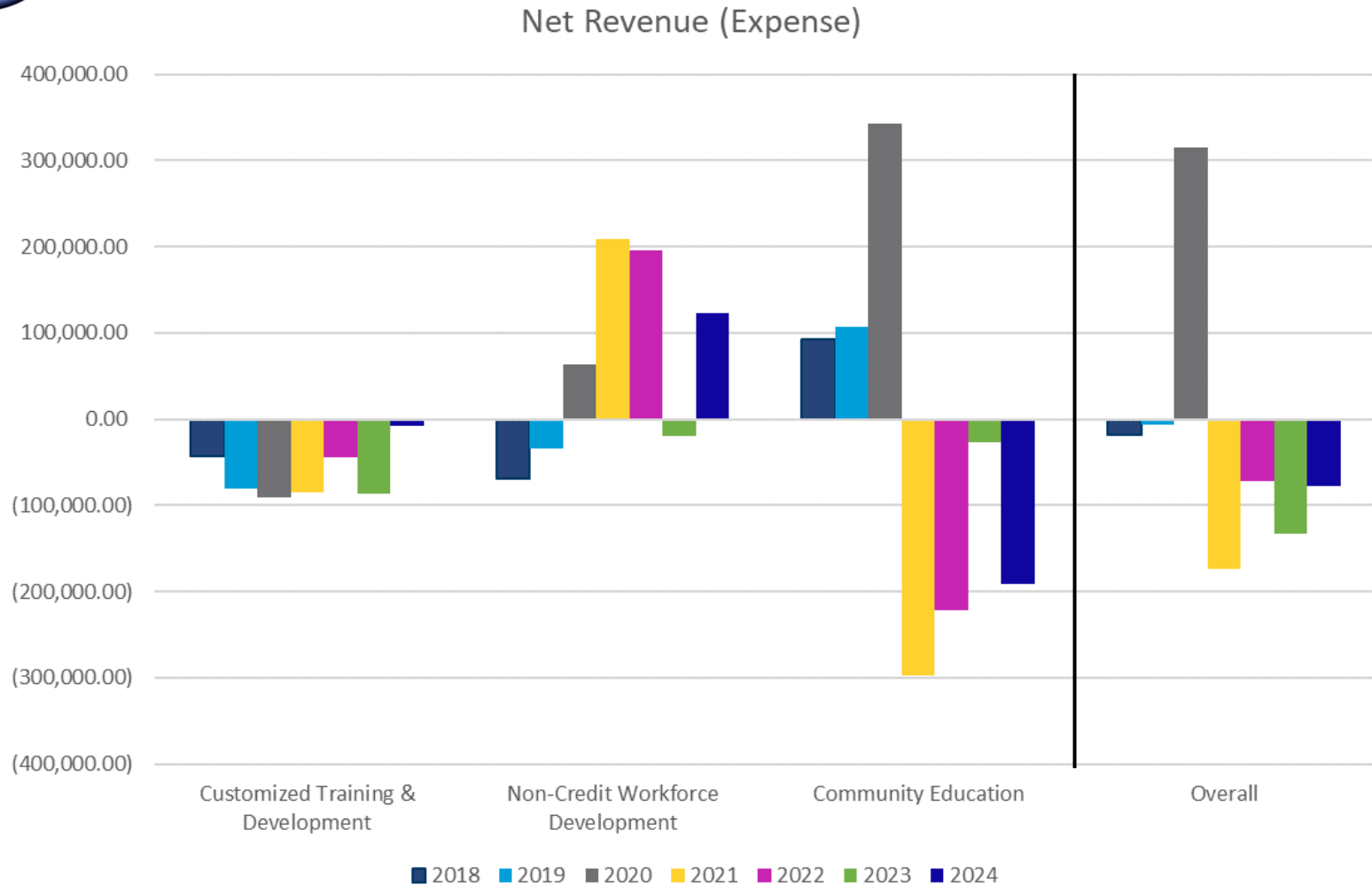
3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal



Non-credit Revenue





Finance Target 2: Unit Cost (Credit)

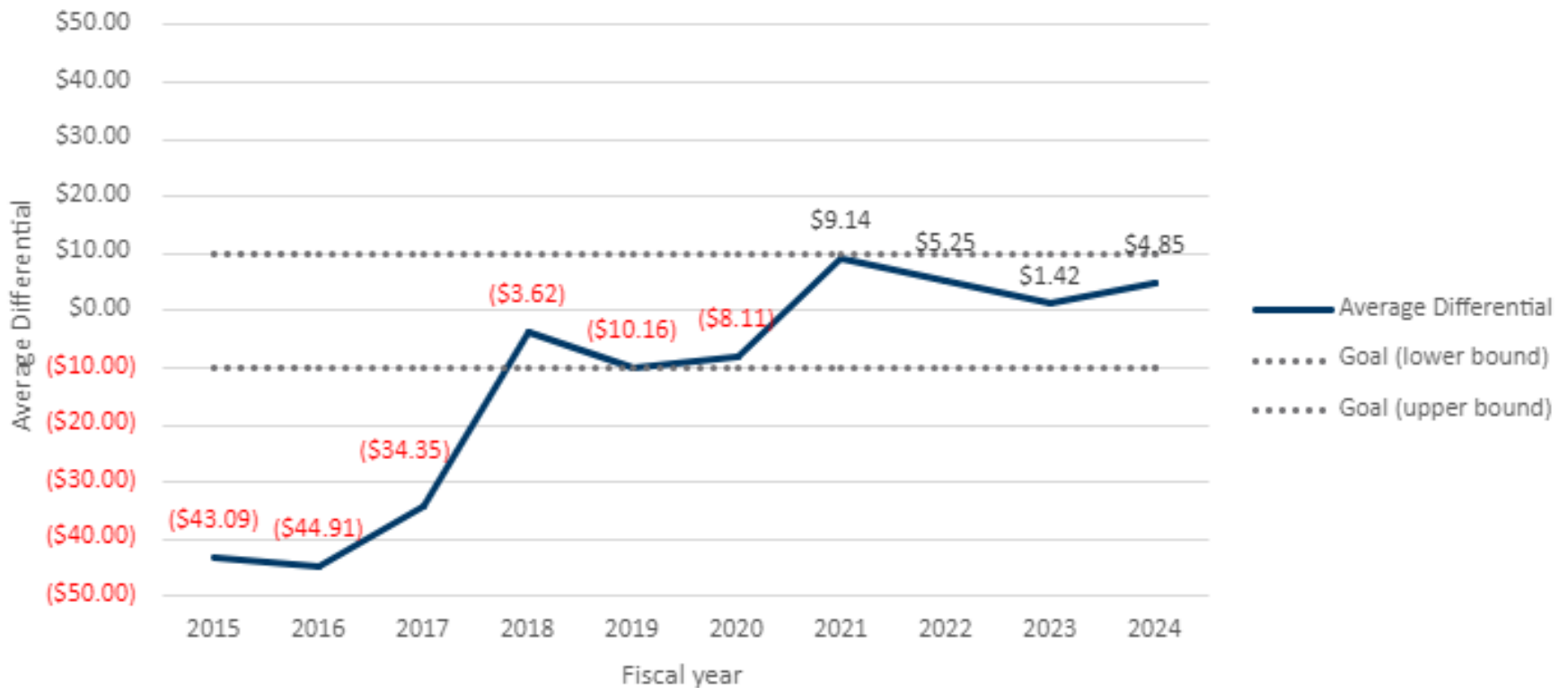
Finance (Revenue Producing/Cost Efficiencies/ROI)						
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	FY2024 Outcomes	Related Metric(s)
Access	I.1: Provide district residents improved accessibility to credit programs and certificates.	Maintain the margin between unit cost and unit revenue at +/- \$10 for credit programs.	\$5.25 more revenue than cost per credit hour	\$1.42 more revenue than cost per credit hour	\$4.85 more revenue than cost per credit hour	<ul style="list-style-type: none"> Section Fill Rates Unit Cost Tuition and Fees

1 = Alert	2 = Area of Concern	3 = Met Goal	4 = Stretch Goal	5 = Super Stretch Goal
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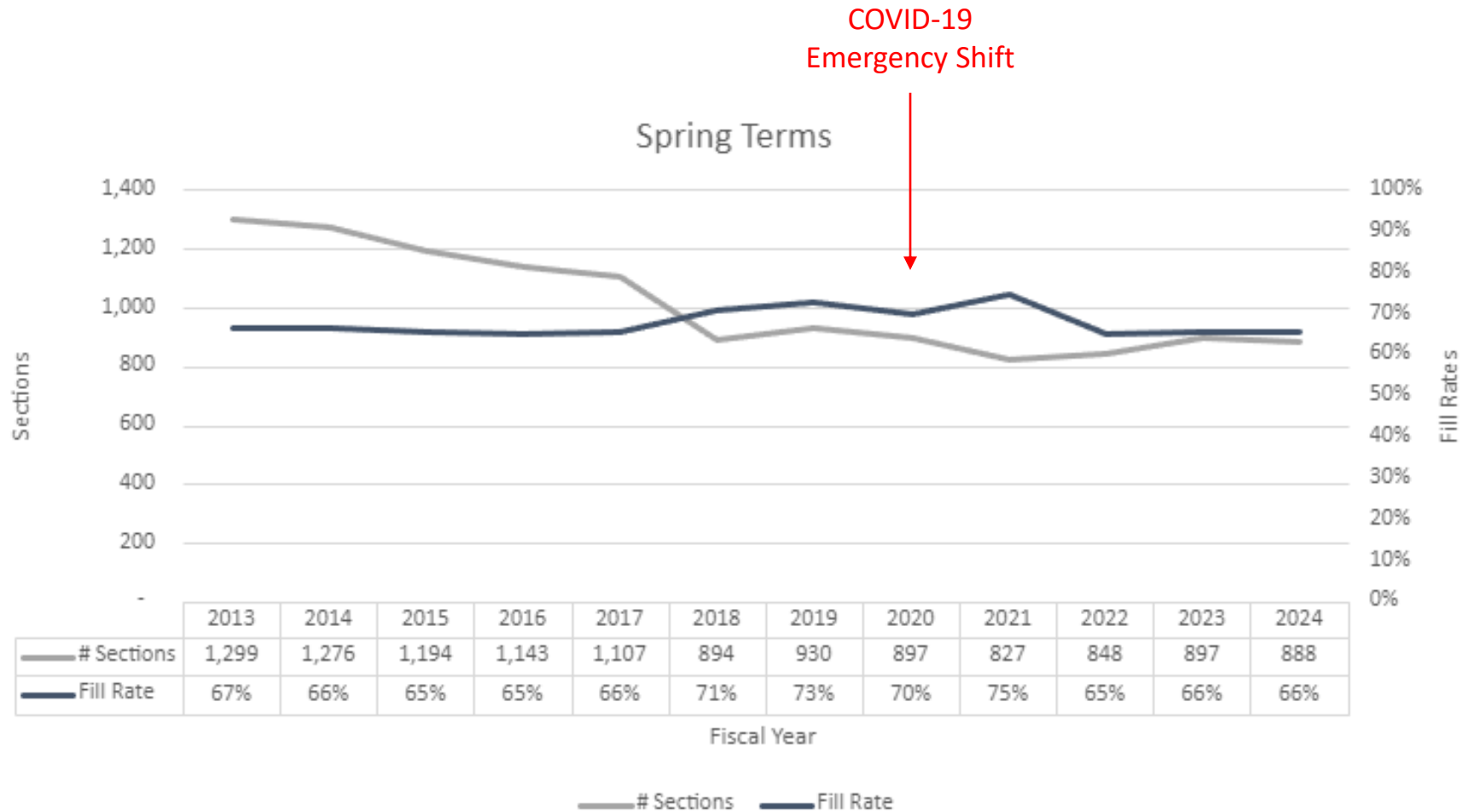
Unit Cost

Average Differential between Unit Revenue and Unit Cost



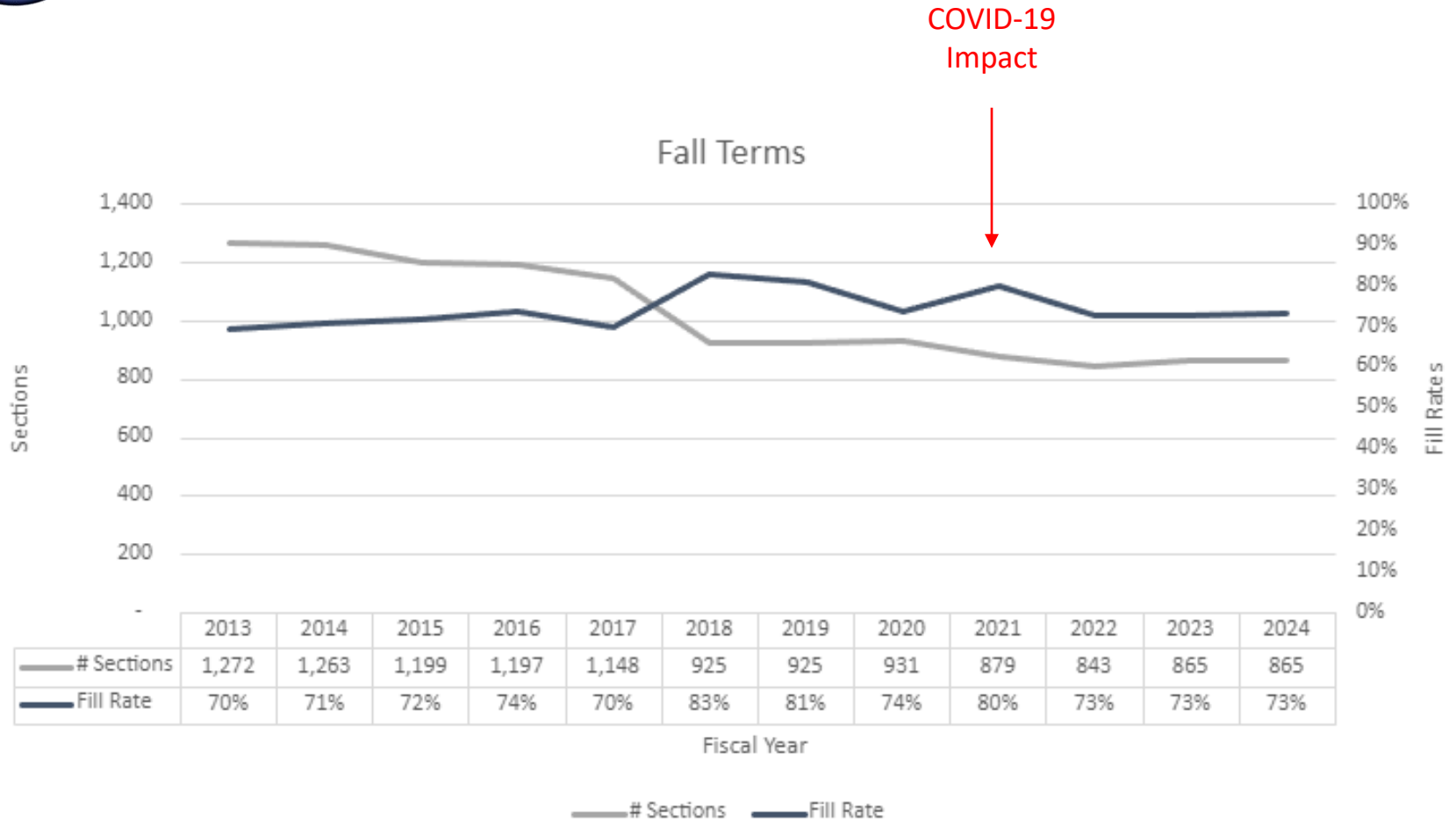


Sections and Fill Rates





Sections and Fill Rates





Per Capita Cost and Tuition

Per Capita Rate and Tuition

- Per 110 ILCS 805/6 of the *Public Community College Act* and ICCB Rule 1501.505 – In-District student tuition and fees may not exceed one-third of the per capita cost as defined in the chargeback reimbursement calculation

RVC's Per Capita Rate

- FY2017 - \$381.58 for one-third capita of \$127.19
- FY2018 - \$430.98 for one-third capita of \$143.66
- FY2019 - \$453.11 for one-third capita of \$151.04
- FY2020 - \$452.54 for one-third capita of \$150.85
- FY2021 - \$541.50 for one-third capita of \$180.85
- FY2022 - \$569.24 for one-third capita of \$189.75
- FY2023 - \$595.36 for one-third capita of \$198.45
- FY2024 - \$610.66 for one-third capita of \$203.55

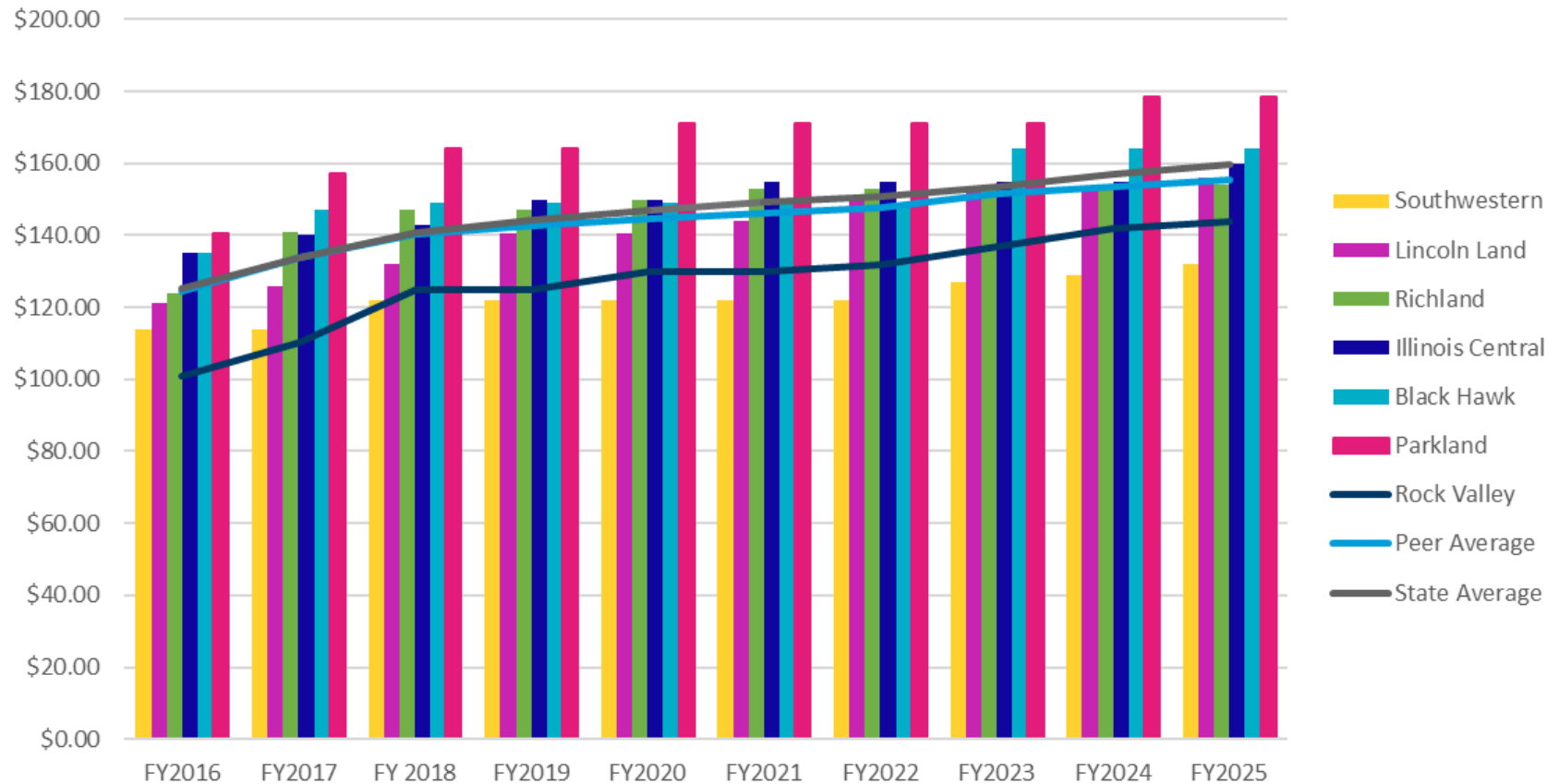
Effect of RVC's Per Capita Rate

- Limits the amount the College can increase tuition
- Need to determine other revenue sources to cover obligated CBA costs



Tuition Rates

Tuition and Universal Fees
FY2016-FY2025





COMMUNITY



Community Scorecard Targets

Community						
Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2023 Outcome	FY2024 Outcome	Related Metric(s)
Exceptional Training Opportunities	III.1 - Increase the number of grants, scholarships, and endowments to support students enrolled in credit and noncredit programs that meet the regional workforce need for skilled employees.	Increase industry partner engagement by 2027.	In progress	Framework developed	Some data collected	<ul style="list-style-type: none"> Scholarship/program development donor Internship provider Job placement for completers Advisory committee member
Diversity, Equity, and Inclusion	IV.1: Improve the campus culture by establishing cultural competency, trust, equity, and a sense of belonging among employees and learners.	Increase the amount of RVC contractual dollars awarded to Business Enterprise Partner (BEP) recognized vendors to between 10% and 20% by 2027.	In progress	In progress	21%	<ul style="list-style-type: none"> BEP eligibility BEP authentication BEP contracts awarded

1 = Alert

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3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal



RVC60 1964
2024

ROCK VALLEY COLLEGE



10-Year Forecast

Presented to: Board of Trustees Board Retreat
January 25, 2025

Ellen Olson, Vice President of Finance & CFO

10-Year Forecast Assumptions

1. The forecast is based on FY25 forecasted revenue and expenses.
2. Revenue assumptions:
 - a. Property Tax revenue increase 4% FY26 3% FY27 and thereafter per year
 - b. Enrollment assumes a stretch goal of 115,000 credit hours
 - c. Tuition to remain flat at \$125/credit hour until FY27, with an increase of \$10/credit hour, then subsequent \$10/credit hour increases in FY29, FY31, FY33 and FY35
 - d. A split of 25% CTE and 75% LAS credit hours
 - e. State Revenue – Apportionment increase 0% FY26 through FY28, 4% FY29 and 3% thereafter per year
 - f. Facility Revenue to increase 2% per year except for a projected increase due to usage of the future Downtown Campus with increases in FY28 and FY29.
 - g. Gifts, Grants and Bequests to increase 1% annually
 - h. Other Revenue to increase 2% annually
 - i. All other revenue sources remain flat

Assumptions (continued)

3. Expense assumptions
 - a. Salary increase 3% annually
 - b. Benefit increase 7% FY26 6% FY27 and thereafter per year
 - c. Contractual Services to increase 3% annually
 - d. 3% annual increase for the following
 - i. Materials & Supplies
 - ii. Travel & Conference Meeting Exp.
 - iii. Fixed Charges
 - iv. Other Expenses
 - e. 2% annual increase for Utilities
 - f. Reflects fund transfers for FY26 and projected fund transfers for future years for Auxiliary Enterprises, OPEB, and Restricted Operations & Maintenance as well as Athletic Scholarships in FY29

Assumptions – Operating Funds (Fund 01 & 02)

	FY 2025 Budget	FY2025 Forecast	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Revenues												
Property Tax Increase			4.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Credit Hours	110,000	112,500	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000
Tuition Rate Increase			\$ -	\$ 10	\$ -	\$ 10	\$ -	\$ 10	\$ -	\$ 10		\$ 10
LAS Tuition Rate	\$ 125	\$ 125	\$ 125	\$ 135	\$ 135	\$ 145	\$ 145	\$ 155	\$ 155	\$ 165	\$ 165	\$ 175
CTE Tuition Rate	\$ 150	\$ 150	\$ 150	\$ 160	\$ 160	\$ 170	\$ 170	\$ 180	\$ 180	\$ 190	\$ 190	\$ 200
LAS Hours %			75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
CTE Hours %			25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
Technology Fee (\$10.00 in which \$3.00 Restricted)	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10
Student Activity Fee*	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9	\$ 9
*Student Activity Fee is allocated to the Auxiliary fund, not operating funds												
Revenues												
State Government			0.0%	0.0%	0.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Sales & Service Fees			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Facilities Revenue			2.0%	2.0%	3.0%	5.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Gifts, Grants & Bequests			1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Other Revenue			2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Expenses												
Salary Increase			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Employee Benefits			7.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Contractual Services			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
General Materials & Supplies			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Travel & Conference Meeting Exp			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Fixed Charges			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Utilities			2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Other Expenditures			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

Operating Funds (Fund 01 & Fund 02)

Operating Funds Fund (01) and Fund (02) Operating Funds

	FY 2025 Budget	FY2025 Forecast	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Revenue												
Local Government	21,774,456	21,774,456	22,327,076	23,077,473	23,769,797	24,372,667	25,103,847	25,743,431	26,515,734	27,194,269	28,010,097	28,729,954
State Government	11,532,225	11,532,225	11,532,225	11,532,225	11,532,225	11,993,514	12,353,319	12,723,919	13,105,637	13,498,806	13,903,770	14,320,883
Federal Government	0	0	0	0	0	0	0	0	0	0	0	0
Student Tuition & Fees	18,888,931	19,266,710	18,947,443	20,106,930	20,116,512	21,276,189	21,285,964	22,445,836	22,455,807	23,615,877	23,626,049	24,786,322
Sales & Service Fees	80,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000
Facilities Revenue	793,630	900,000	918,000	936,360	964,451	1,012,673	1,032,927	1,053,585	1,074,657	1,096,150	1,118,073	1,140,435
Investment Revenue	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010
Gifts, Grants & Bequests	378,762	378,762	382,550	386,375	390,239	394,141	398,083	402,063	406,084	410,145	414,246	418,389
Other Revenue	380,600	383,000	390,660	398,473	406,443	414,572	422,863	431,320	439,947	448,746	457,720	466,875
SURS on-behalf revenue	11,760,300	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565
Total Revenue	67,783,914	74,143,728	74,406,528	76,346,411	77,088,242	79,372,331	80,505,577	82,708,730	83,906,440	86,172,567	87,438,530	89,771,432
Expenses												
Salaries	31,247,392	30,023,855	30,924,571	31,852,308	32,807,877	33,792,113	34,805,877	35,850,053	36,925,555	38,033,321	39,174,321	40,349,551
Employee Benefits	6,736,532	6,006,546	6,427,005	6,812,625	7,221,382	7,654,665	8,113,945	8,600,782	9,116,829	9,663,839	10,243,669	10,858,289
Contractual Services	5,631,587	4,889,934	5,036,632	5,187,731	5,343,363	5,503,664	5,668,774	5,838,837	6,014,002	6,194,422	6,380,255	6,571,663
General Materials & Supplies	3,229,094	2,985,428	3,074,990	3,167,240	3,262,257	3,360,125	3,460,929	3,564,757	3,671,699	3,781,850	3,895,306	4,012,165
Travel & Conference Meeting Exp	558,881	423,416	436,119	449,202	462,678	476,559	490,856	505,581	520,749	536,371	552,462	569,036
Fixed Charges	850,241	829,053	853,925	879,543	905,929	933,107	961,100	989,933	1,019,631	1,050,220	1,081,727	1,114,179
Utilities	2,417,103	2,284,112	2,329,794	2,376,390	2,423,918	2,472,396	2,521,844	2,572,281	2,623,727	2,676,201	2,729,726	2,784,320
Capital Outlay	103,931	103,931	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Other Expenditures	1,063,936	1,063,936	1,095,854	1,128,730	1,162,592	1,197,469	1,233,393	1,270,395	1,308,507	1,347,762	1,388,195	1,429,841
SURS On-Behalf Allocation	11,760,300	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565
Total Expenses	63,598,997	66,220,777	67,914,455	69,589,334	71,325,562	73,125,665	74,992,283	76,928,185	78,936,264	81,019,553	83,181,226	85,424,608
Contingency	4,184,917	0	0	0	0	0	0	0	0	0	0	0
Net Income (Loss)	0	7,922,950	6,492,073	6,757,077	5,762,679	6,246,667	5,513,294	5,780,545	4,970,176	5,153,015	4,257,305	4,346,824
Auxiliary Fund	0	(3,750,000)	(1,500,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Retiree Health (OPEB)	0	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
O&M Restricted	0	(8,650,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Athletic Scholarship	0	(1,600,000)				(1,600,000)						
Net Transfers	0	(15,000,000)	(7,500,000)	(7,000,000)	(7,000,000)	(8,600,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)
Beginning Fund Balance	41,241,216	41,241,216	34,164,166	33,156,239	32,913,316	31,675,995	29,322,662	27,835,956	26,616,501	24,586,677	22,739,691	19,996,996
Change in Fund Balance	0	(7,077,050)	(1,007,927)	(242,923)	(1,237,321)	(2,353,333)	(1,486,706)	(1,219,455)	(2,029,824)	(1,846,985)	(2,742,695)	(2,653,176)
Fund Balance	41,241,216	34,164,166	33,156,239	32,913,316	31,675,995	29,322,662	27,835,956	26,616,501	24,586,677	22,739,691	19,996,996	17,343,820
Fund % Operating Exp	64.85%	51.59%	48.82%	47.30%	44.41%	40.10%	37.12%	34.60%	31.15%	28.07%	24.04%	20.30%

Assumptions – Auxiliary (Fund 05)

Assumptions - Auxiliary Fund (Fund 05)

	FY 2025 Budget	FY2025 Forecast	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Revenues												
Tuition & Fee Increase			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Sales & Service Fees			2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Gifts, Grants & Bequests			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Revenue			1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Expenses												
Salary Increase			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Employee Benefits			7.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Contractual Services			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
General Materials & Supplies			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Travel & Conference Meeting Exp			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Fixed Charges			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Utilities			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Expenditures			3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

Auxiliary Enterprises Fund (Fund 05)

Auxiliary Enterprises Fund Fund (05) Auxiliary Enterprises Fund

	FY 2025 Budget	FY2025 Forecast	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Revenue												
Student Tuition & Fees	2,509,385	2,509,385	2,584,667	2,662,207	2,742,073	2,824,335	2,909,065	3,010,882	3,101,209	3,194,245	3,290,072	3,388,774
Sales & Service Fees	1,734,788	1,734,788	1,769,484	1,804,873	1,840,971	1,877,790	1,915,346	1,953,653	1,992,726	2,032,581	2,073,232	2,114,697
Gifts, Grants & Bequests	4,350	4,350	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Other Revenue	581,632	581,632	587,448	593,323	599,256	605,249	611,301	617,414	623,588	629,824	636,122	642,484
SURS on-behalf revenue	1,007,621	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193
Total Revenue	5,837,776	6,281,348	6,395,792	6,514,596	6,636,493	6,761,567	6,889,905	7,036,142	7,171,716	7,310,843	7,453,620	7,600,148
Expenses												
Salaries	2,677,272	2,622,914	2,730,817	2,785,434	2,841,142	2,897,965	2,955,925	3,015,043	3,075,344	3,136,851	3,199,588	3,263,580
Employee Benefits	550,502	496,543	589,037	624,379	661,842	701,553	743,646	788,265	835,560	885,694	938,836	995,166
Contractual Services	636,502	516,271	668,327	688,377	709,028	730,299	752,208	774,774	798,018	821,958	846,617	872,015
General Materials & Supplies	602,173	498,628	572,064	572,064	572,064	572,064	572,064	572,064	572,064	572,064	572,064	572,064
Travel & Conference Meeting Exp	285,855	501,959	271,562	271,562	271,562	271,562	271,562	271,562	271,562	271,562	271,562	271,562
Fixed Charges	8,600	3,888	8,170	8,170	8,170	8,170	8,170	8,170	8,170	8,170	8,170	8,170
Utilities	0	1,200	0	0	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0	0
Other Expenditures	1,113,610	900,310	1,057,930	1,057,930	1,057,930	1,057,930	1,057,930	1,057,930	1,057,930	1,057,930	1,057,930	1,057,930
SURS On-Behalf Allocation	1,007,621	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193	1,451,193
	6,882,135	6,992,907	7,349,101	7,459,109	7,572,932	7,690,736	7,812,698	7,939,001	8,069,841	8,205,422	8,345,959	8,491,680
Contingency	0	0	0	0	0	0	0	0	0	0	0	0
Net Income (Loss)	(1,044,359)	(711,559)	(953,309)	(944,513)	(936,439)	(929,169)	(922,792)	(902,859)	(898,125)	(894,579)	(892,340)	(891,532)
Net Transfers	0	3,750,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Beginning Fund Balance	733,676	733,676	3,772,118	4,318,808	4,374,295	4,437,856	4,508,686	4,585,894	4,683,035	4,784,910	4,890,331	4,997,992
Change in Fund Balance	(1,044,359)	3,038,441	546,691	55,487	63,561	70,831	77,208	97,141	101,875	105,421	107,660	108,468
Fund Balance	(310,683)	3,772,118	4,318,808	4,374,295	4,437,856	4,508,686	4,585,894	4,683,035	4,784,910	4,890,331	4,997,992	5,106,460

Operating Funds (Fund 01 & Fund 02)

State Government FY26 decrease 3%

Operating Funds
Fund (01) and Fund (02) Operating Funds

	FY 2025 Budget	FY2025 Forecast	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Revenue												
Local Government	21,774,456	21,774,456	22,327,076	23,077,473	23,769,797	24,372,667	25,103,847	25,743,431	26,515,734	27,194,269	28,010,097	28,729,954
State Government	11,532,225	11,532,225	11,186,258	11,186,258	11,186,258	11,633,709	11,982,720	12,342,201	12,712,467	13,093,841	13,486,657	13,891,256
Federal Government	0	0	0	0	0	0	0	0	0	0	0	0
Student Tuition & Fees	18,888,931	19,266,710	18,947,443	20,106,930	20,116,512	21,276,189	21,285,964	22,445,836	22,455,807	23,615,877	23,626,049	24,786,322
Sales & Service Fees	80,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000	103,000
Facilities Revenue	793,630	900,000	918,000	936,360	964,451	1,012,673	1,032,927	1,053,585	1,074,657	1,096,150	1,118,073	1,140,435
Investment Revenue	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010	2,195,010
Gifts, Grants & Bequests	378,762	378,762	382,550	386,375	390,239	394,141	398,083	402,063	406,084	410,145	414,246	418,389
Other Revenue	380,600	383,000	390,660	398,473	406,443	414,572	422,863	431,320	439,947	448,746	457,720	466,875
SURS on-behalf revenue	11,760,300	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565
Total Revenue	67,783,914	74,143,728	74,060,562	76,000,445	76,742,275	79,012,526	80,134,978	82,327,012	83,513,271	85,767,603	87,021,417	89,341,806
Expenses												
Salaries	31,247,392	30,023,855	30,924,571	31,852,308	32,807,877	33,792,113	34,805,877	35,850,053	36,925,555	38,033,321	39,174,321	40,349,551
Employee Benefits	6,736,532	6,006,546	6,427,005	6,812,625	7,221,382	7,654,665	8,113,945	8,600,782	9,116,829	9,663,839	10,243,669	10,858,289
Contractual Services	5,631,587	4,889,934	5,036,632	5,187,731	5,343,363	5,503,664	5,668,774	5,838,837	6,014,002	6,194,422	6,380,255	6,571,663
General Materials & Supplies	3,229,094	2,985,428	3,074,990	3,167,240	3,262,257	3,360,125	3,460,929	3,564,757	3,671,699	3,781,850	3,895,306	4,012,165
Travel & Conference Meeting Exp	558,881	423,416	436,119	449,202	462,678	476,559	490,856	505,581	520,749	536,371	552,462	569,036
Fixed Charges	850,241	829,053	853,925	879,543	905,929	933,107	961,100	989,933	1,019,631	1,050,220	1,081,727	1,114,179
Utilities	2,417,103	2,284,112	2,329,794	2,376,390	2,423,918	2,472,396	2,521,844	2,572,281	2,623,727	2,676,201	2,729,726	2,784,320
Capital Outlay	103,931	103,931	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Other Expenditures	1,063,936	1,063,936	1,095,854	1,128,730	1,162,592	1,197,469	1,233,393	1,270,395	1,308,507	1,347,762	1,388,195	1,429,841
SURS On-Behalf Allocation	11,760,300	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565	17,610,565
Total Expenses	63,598,997	66,220,777	67,914,455	69,589,334	71,325,562	73,125,665	74,992,283	76,928,185	78,936,264	81,019,553	83,181,226	85,424,608
Contingency	4,184,917	0	0	0	0	0	0	0	0	0	0	0
Net Income (Loss)	0	7,922,950	6,146,106	6,411,110	5,416,712	5,886,861	5,142,694	5,398,827	4,577,007	4,748,050	3,840,192	3,917,198
Auxiliary Fund	0	(3,750,000)	(1,500,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Retiree Health (OPEB)	0	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
O&M Restricted	0	(8,650,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Athletic Scholarship	0	(1,600,000)				(1,600,000)						
Net Transfers	0	(15,000,000)	(7,500,000)	(7,000,000)	(7,000,000)	(8,600,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)
Beginning Fund Balance	41,241,216	41,241,216	34,164,166	32,810,272	32,221,382	30,638,095	27,924,956	26,067,651	24,466,478	22,043,485	19,791,535	16,631,727
Change in Fund Balance	0	(7,077,050)	(1,353,894)	(588,890)	(1,583,288)	(2,713,139)	(1,857,306)	(1,601,173)	(2,422,993)	(2,251,950)	(3,159,808)	(3,082,802)
Fund Balance	41,241,216	34,164,166	32,810,272	32,221,382	30,638,095	27,924,956	26,067,651	24,466,478	22,043,485	19,791,535	16,631,727	13,548,924
Fund % Operating Exp	64.85%	51.59%	48.31%	46.30%	42.96%	38.19%	34.76%	31.80%	27.93%	24.43%	19.99%	15.86%

Operating Funds (Fund 01 & Fund 02)

Variance between State Flat & 3% Decrease

Operating Funds
Fund (01) and Fund (02) Operating Funds
State Government FY26 Flat

	FY 2025 Budget	FY2025 Forecast	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Total Revenue	67,783,914	74,143,728	74,406,528	76,346,411	77,088,242	79,372,331	80,505,577	82,708,730	83,906,440	86,172,567	87,438,530	89,771,432
Total Expenses	63,598,997	66,220,777	67,914,455	69,589,334	71,325,562	73,125,665	74,992,283	76,928,185	78,936,264	81,019,553	83,181,226	85,424,608
Contingency	4,184,917	0	0	0	0	0	0	0	0	0	0	0
Net Income (Loss)	0	7,922,950	6,492,073	6,757,077	5,762,679	6,246,667	5,513,294	5,780,545	4,970,176	5,153,015	4,257,305	4,346,824
Net Transfers	0	(15,000,000)	(7,500,000)	(7,000,000)	(7,000,000)	(8,600,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)
Beginning Fund Balance	41,241,216	41,241,216	34,164,166	33,156,239	32,913,316	31,675,995	29,322,662	27,835,956	26,616,501	24,586,677	22,739,691	19,996,996
Change in Fund Balance	0	(7,077,050)	(1,007,927)	(242,923)	(1,237,321)	(2,353,333)	(1,486,706)	(1,219,455)	(2,029,824)	(1,846,985)	(2,742,695)	(2,653,176)
Fund Balance	41,241,216	34,164,166	33,156,239	32,913,316	31,675,995	29,322,662	27,835,956	26,616,501	24,586,677	22,739,691	19,996,996	17,343,820
Fund % Operating Exp	64.85%	51.59%	48.82%	47.30%	44.41%	40.10%	37.12%	34.60%	31.15%	28.07%	24.04%	20.30%

Operating Funds
Fund (01) and Fund (02) Operating Funds
State Government FY26 3% Decrease

	FY 2025 Budget	FY2025 Forecast	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Total Revenue	67,783,914	74,143,728	74,060,562	76,000,445	76,742,275	79,012,526	80,134,978	82,327,012	83,513,271	85,767,603	87,021,417	89,341,806
Total Expenses	63,598,997	66,220,777	67,914,455	69,589,334	71,325,562	73,125,665	74,992,283	76,928,185	78,936,264	81,019,553	83,181,226	85,424,608
Contingency	4,184,917	0	0	0	0	0	0	0	0	0	0	0
Net Income (Loss)	0	7,922,950	6,146,106	6,411,110	5,416,712	5,886,861	5,142,694	5,398,827	4,577,007	4,748,050	3,840,192	3,917,198
Net Transfers	0	(15,000,000)	(7,500,000)	(7,000,000)	(7,000,000)	(8,600,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)
Beginning Fund Balance	41,241,216	41,241,216	34,164,166	32,810,272	32,221,382	30,638,095	27,924,956	26,067,651	24,466,478	22,043,485	19,791,535	16,631,727
Change in Fund Balance	0	(7,077,050)	(1,353,894)	(588,890)	(1,583,288)	(2,713,139)	(1,857,306)	(1,601,173)	(2,422,993)	(2,251,950)	(3,159,808)	(3,082,802)
Fund Balance	41,241,216	34,164,166	32,810,272	32,221,382	30,638,095	27,924,956	26,067,651	24,466,478	22,043,485	19,791,535	16,631,727	13,548,924
Fund % Operating Exp	64.85%	51.59%	48.31%	46.30%	42.96%	38.19%	34.76%	31.80%	27.93%	24.43%	19.99%	15.86%

Variance in Revenues	(345,967)	(345,967)	(345,967)	(359,805)	(370,600)	(381,718)	(393,169)	(404,964)	(417,113)	(429,626)
Variance in Ending Fund Balance	(345,967)	(691,934)	(1,037,900)	(1,397,706)	(1,768,305)	(2,150,023)	(2,543,192)	(2,948,156)	(3,365,269)	(3,794,896)
Variance Fund % Operating Exp	-0.51%	-0.99%	-1.46%	-1.91%	-2.36%	-2.79%	-3.22%	-3.64%	-4.05%	-4.44%

Financial Strategies

- Continue implementing stretch goals for credit hour attainment
- Create a culture of cost awareness
- Continue to transfer funds to against OPEB so that any transfer to the Colleges will not have an immediate impact
- Continue to transfer to O&M restricted to maintain existing campus facilities and for replacement of capital equipment
- Maintain Fund Balance between 35% to 50%



Thank you.

*Non-Credit Workforce Development Presentation
FY 2025 (July 2024-December 2024)*



Board of Trustees Special Meeting – Retreat
January 25, 2025

*Dr. Hansen Stewart, Vice-President of Career Technical Education and
Workforce Development*

EXECUTIVE SUMMARY FOR WORKFORCE DEVELOPMENT FOR FY 2025 (JULY 2024-DECEMBER 2024)

Continuing Education enrollments have been 798 thus far (225 in the Summer 2024 and 573 in the Fall of 2024). The combined revenue for Continuing Education thus far for FY 2025(Summer 2024 and Fall 2024) is \$216,931.

Massage Therapy has 15 enrollments. (7 students started in April 2024 and due to graduate in April 2025. The 8 students that started in September 2024 are slated to graduate in September 2025). Massage Therapy is a 1-year program with start dates in April and September.

The Massage Therapy Completions and Placements are from FY 2024

HCCTP had 12 students enrolled thus far for FY 2025 and 9 completed. Students collectively earned 19 various certificates. 11 received jobs. 9 from the current fiscal year and 2 from FY 2024 received jobs making it 11.



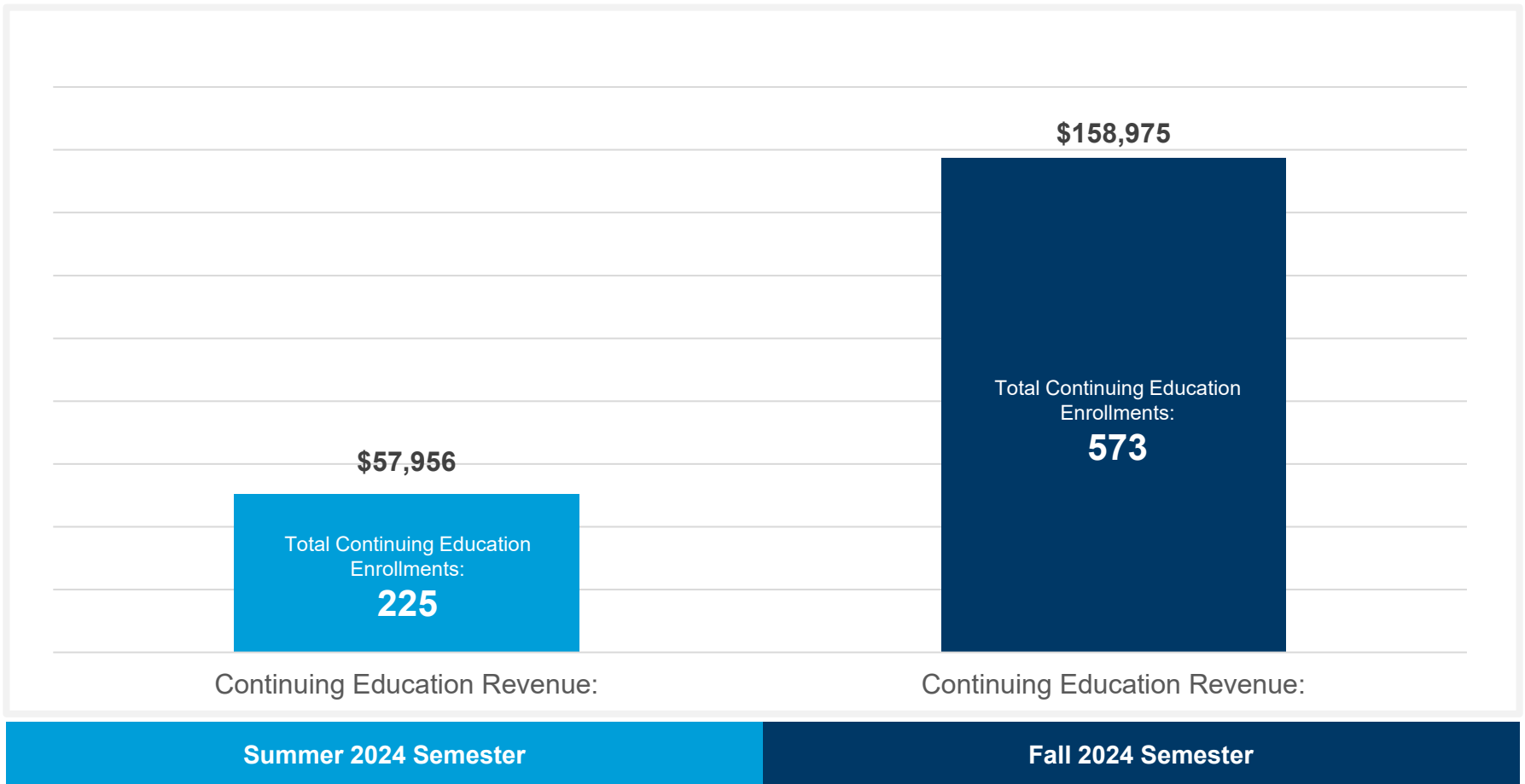
Collision Repair enrolled 8 students and 8 students completed the 16 weeks program. Each student earned 8 certificates/industry credentials each(Inter-Industry Conference on Auto Collision Repair)

CNC Machining started with 16 students and had 13 completers. Certificates Earned = 41 / 65 (12 still pending with evaluating company—NIMS). 9 different industry partners hired RVC completers

Truck Driver Training had 55 completers thus far for FY 2025. Students spend 5 weeks(200 hours) in this class. RVC completers are hired by a variety of companies

Customized Training has facilitated a variety of trainings for various companies for FY 2025. Thus far 114 persons have been trained and successfully completed trainings. General Mills conducted 12 sessions inside of RVC's newly created Industrial Maintenance and Electrical Safety Customized Training. Revenue thus far is \$103,774.50

CONTINUING EDUCATION STATISTICAL SUMMARY UPDATE 2024 (JULY 1) FY 2025 (JULY 2024-DECEMBER 2024)



MASSAGE THERAPY TRAINING PROGRAM ENROLLMENTS: 15 (7 OF THESE STUDENTS ARE FROM APRIL 2024).THIS IS A YEAR-LONG PROGRAM

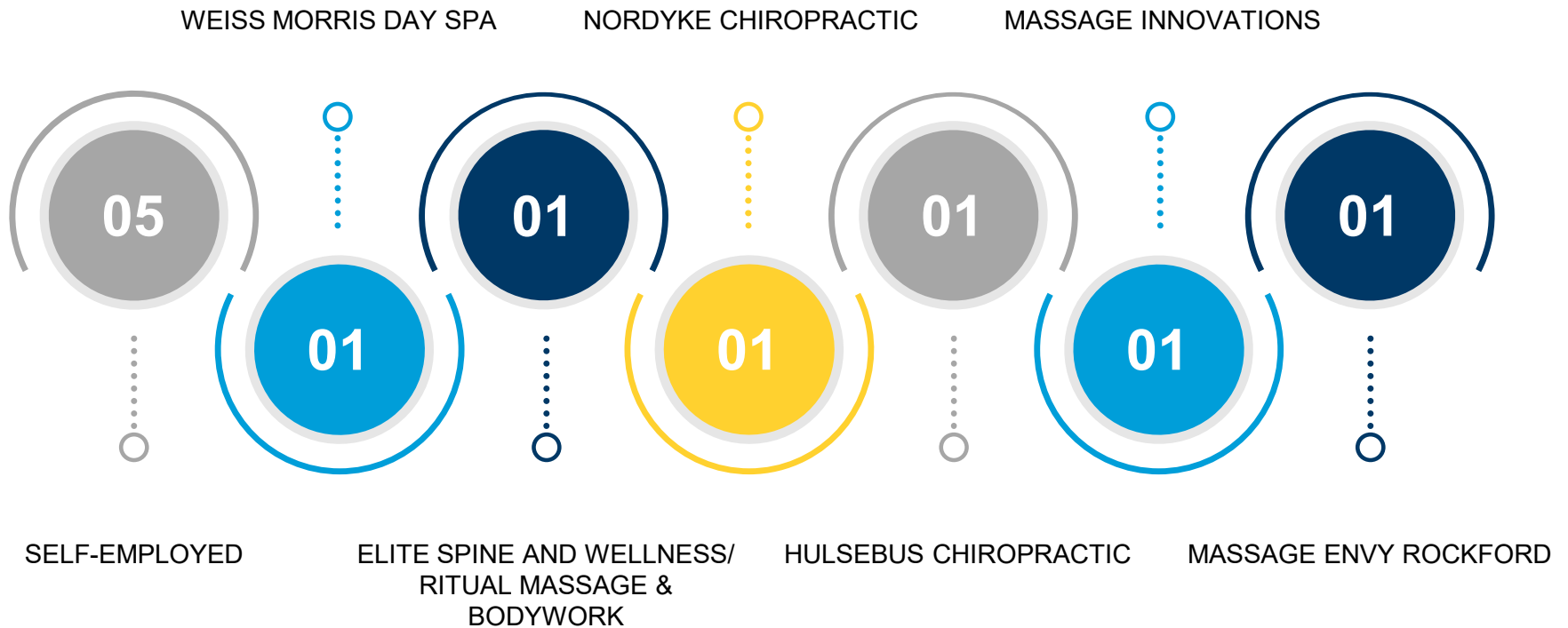
01

1 drop for medical reasons- student was funded by VA and a partial tuition refund was given back per VA

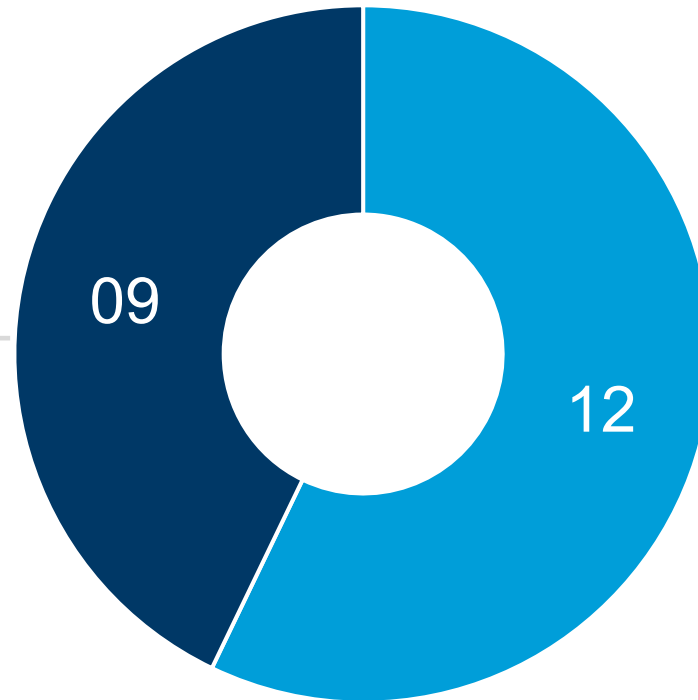
15

7 students are on track to graduate in April 2025 and 8 are on track to graduate in September 2025.

MASSAGE THERAPY TRAINING PROGRAM COMPLETIONS: 11



HCCTP Completed:



HCCTP Enrolled:

HCCTP CERTIFICATIONS: 19



CPR/AED/First Aid



OSHA 10-hour



Fall Protection



ATSSA Flagger



Silica/Lead/Asbestos Awareness



Respiratory Protection



Scaffold Safety



Hazardous Communication



Crane Signaling



Crane Rigging



Confined Space



Noise Awareness



Excavation



J.U.L.I.E. Essentials for Excavators



J.U.L.I.E. Essentials for Locators



Forklift



Aerial Lift

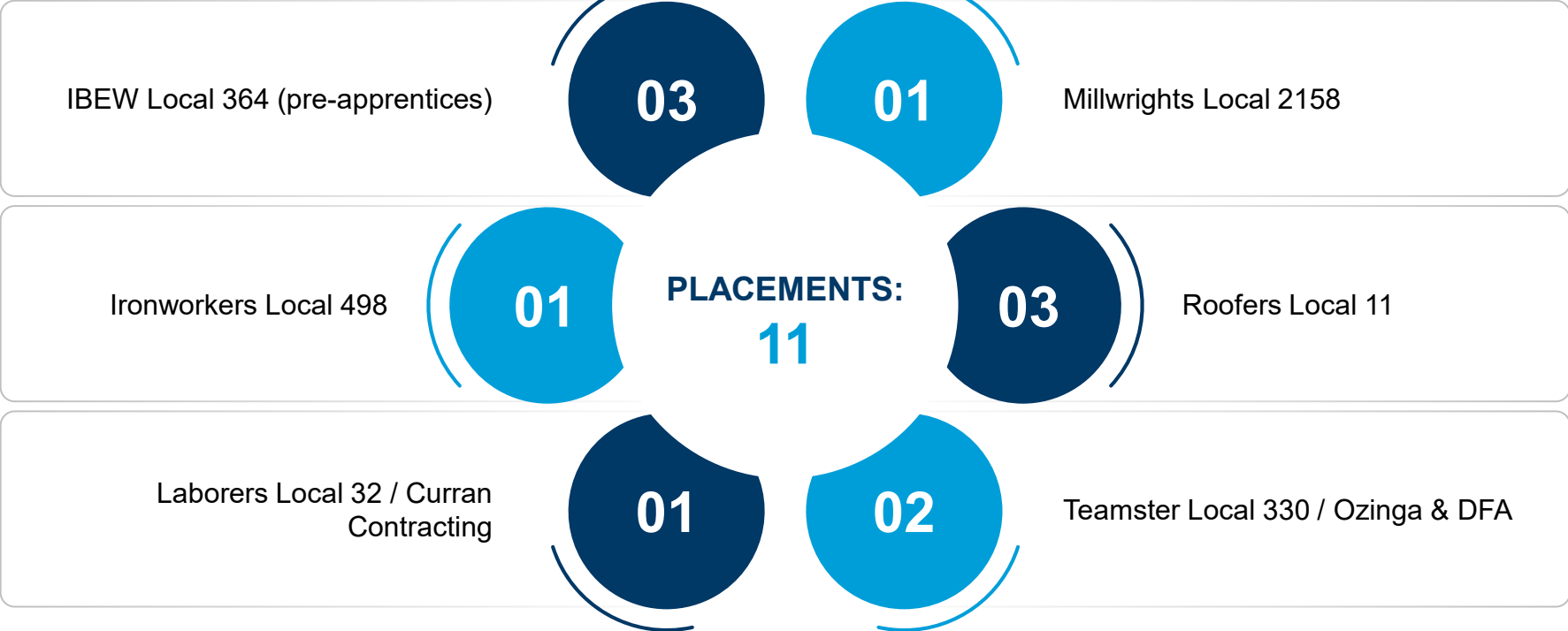


Welding



HCCTP Completion Certificate (w/ attendance record)

HCCTP JOB PLACEMENTS: 11



COLLISION REPAIR

NUMBER OF COMPLETERS = 8

CERTIFICATES EARNED



PLACES OF EMPLOYMENT =

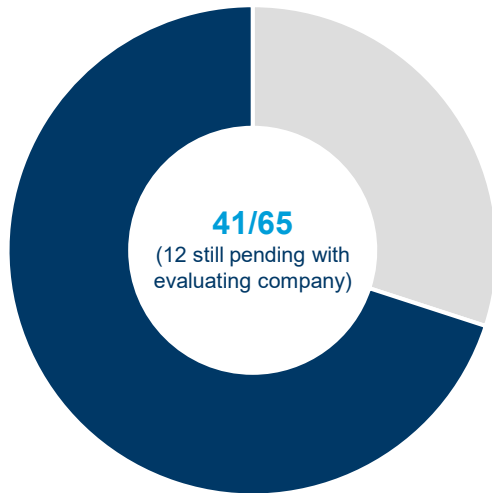
- Anderson Collision Repair
- Bodylines, inc.
- NOTE: some students still in extended internships

GROSS REVENUE TO DATE = \$44,000

CNC

NUMBER OF COMPLETERS = 13

CERTIFICATES EARNED



PLACES OF EMPLOYMENT FOR THIS COHORT =

● Advanced Machine & Engineering

● Electroform

● IMI Precision Engineering (x2)

● Ingersoll Machine Tool

● Astro Physics Inc

● Spider Company

● Ingersoll Cutting Tool

● Woodward

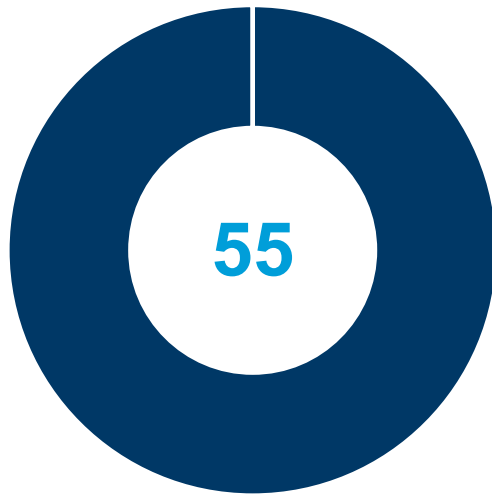
● Roper Whitney

GROSS REVENUE TO DATE = \$135,000

TDT

NUMBER OF COMPLETERS = 55

CERTIFICATES EARNED



PLACES OF EMPLOYMENT =

Schneider

Western Express

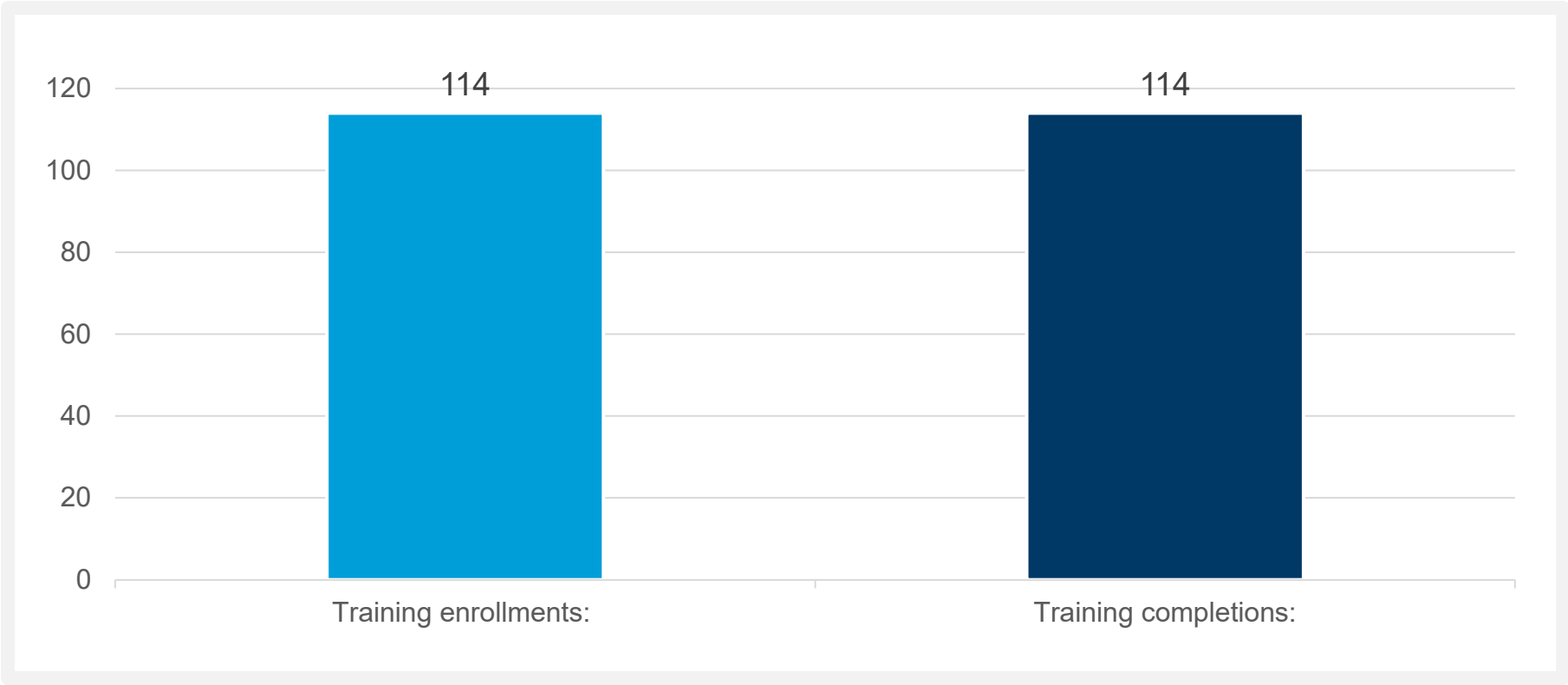
T Dub Trucking

Swift

Meiborg

GROSS REVENUE TO DATE = \$333,540

JULY 2024-DECEMBER 2024 CUSTOMIZED TRAINING BREAKDOWN



GENERAL MILLS CONDUCTED 12 SESSIONS INSIDE OF OUR NEWLY CREATED INDUSTRIAL MAINTENANCE AND ELECTRICAL SAFETY CUSTOMIZED TRAINING.

08

Students received SACA
(silver and gold certifications)
in mechanical systems.

01

Student obtained their CDL
license through customized
training.

06

Students received their
greenbelts in six sigma.

Gross Revenue \$103,774.50



QUESTIONS ANSWERS

Data Brief: Program Investment Report

Board of Trustees Retreat – January 25, 2025

Background

Rock Valley College has invested in several facilities and partnerships. This data brief examines ten-year enrollment trends for the programs housed in these facilities and associated with these partnerships. Although enrollment is impacted by several variables (e.g., program capacity, labor market and, in fiscal year 2021, the COVID-19 pandemic), it is one of the primary indicators of return-on-investment.

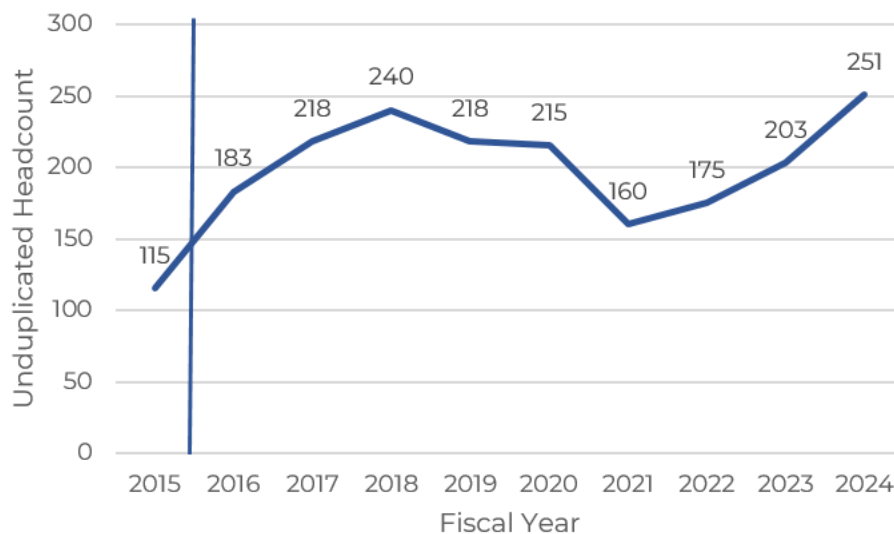
Aviation Career Education Center

In Fall 2015, the College's Aviation Career Education Center (ACEC) opened at the Chicago-Rockford International Airport. Within three years of opening the ACEC, Aviation program enrollments grew by 109%, from 115 in FY2015 to 240 in FY2018.

In FY2021, Aviation program enrollments were impacted by the COVID-19 pandemic. While shelter-in-place orders forced classes online, the FAA continued to require face-to-face instruction. As a result, student enrollments were deferred until face-to-face instruction could resume. By FY2024, Aviation program enrollments exceeded the pandemic headcount. Over the last 10 years, Aviation enrollment has increased by 118% from 115 students in FY2015 to 251 students in FY2024.

Figure 1 shows aviation program enrollment from FY2015 through FY2024, with a vertical line indicating the opening of the ACEC.

Figure 1: Aviation Program Enrollment (FY2015-FY2024)



SOURCE: Institutional Research - Program Review Application (FY2015-FY2024)

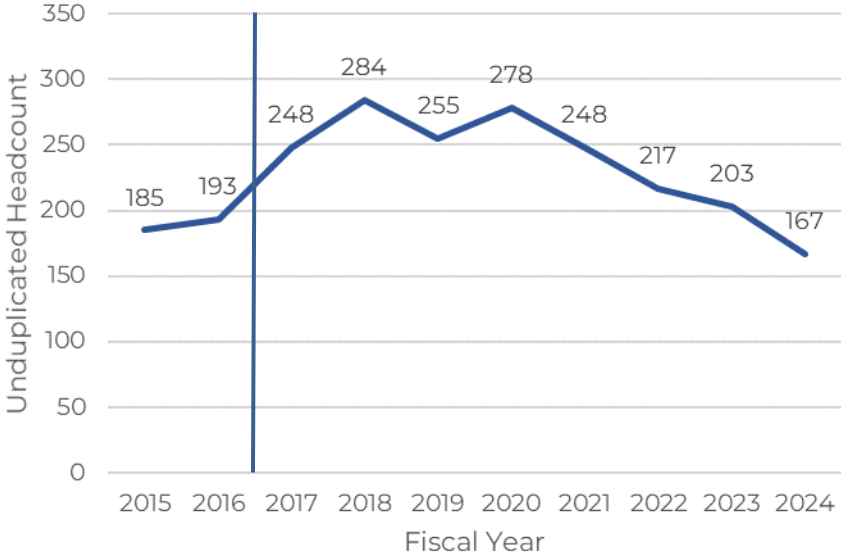
NIU@RVC Engineering

In Fall 2016, the College reopened the renovated Woodward Technology Center (WTC) including more classroom and lab space to accommodate the NIU@RVC Engineering program. This partnership with Northern Illinois University (NIU) allows students to earn their associate degree in engineering from RVC and go on to earn a bachelor's in engineering from NIU all on the RVC campus.

Within four years of establishing the NIU@RVC partnership, enrollment in the Associate in Engineering Science (AES) program had grown by 32%, from 193 in FY2016 to 278 in FY2020. Since then, program enrollment has declined by 40% to 167 in FY2024.

Figure 2 shows AES program enrollment from FY2015 through FY2024, with a vertical line indicating the WTC renovation.

Figure 2: Associate in Engineering Science Enrollment (FY2015-FY2024)



SOURCE: ICCB AI AAG Report - Enrollment by Program and Gender

While enrollment in the AES program declined to 167 students in 2024, there were 230 unduplicated enrollments in engineering courses that same year. There are several reasons why a student would be enrolled in an engineering course without declaring the AES degree. For example, students may transfer to NIU with an Associate of Science degree as long as they have the appropriate prerequisites or a student may be taking engineering courses to transfer to another four-year institution.

Figure 3 shows engineering course enrollments alongside AES program enrollments from FY2015 through FY2024, with a vertical line indicating the WTC renovation.

Figure 3: Associate in Engineering Science Program Enrollment and Engineering Course Enrollment (2015-2024)

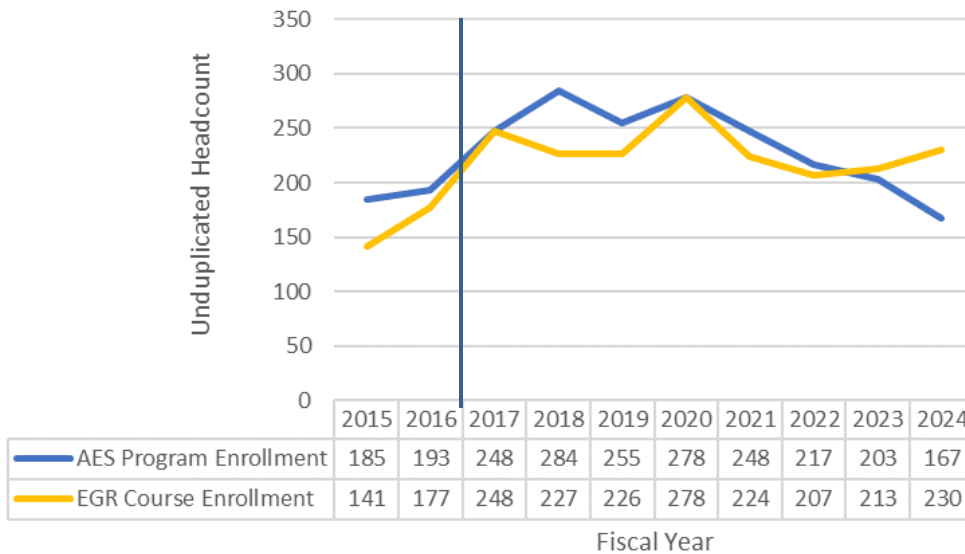


Table 1 shows the number of RVC students who complete the associate in engineering science program and subsequently enroll in the engineering program at NIU.

Table 1: Number of RVC engineering completers who subsequently enroll at NIU

Fiscal Year	# of Associate in Engineering Science Completers	# of completers who subsequently enroll at NIU	% continuing at NIU
2019	21	12	57%
2020	27	16	59%
2021	28	22	79%
2022	32	25	78%
2023	26	17	65%
2024	28	16	57%

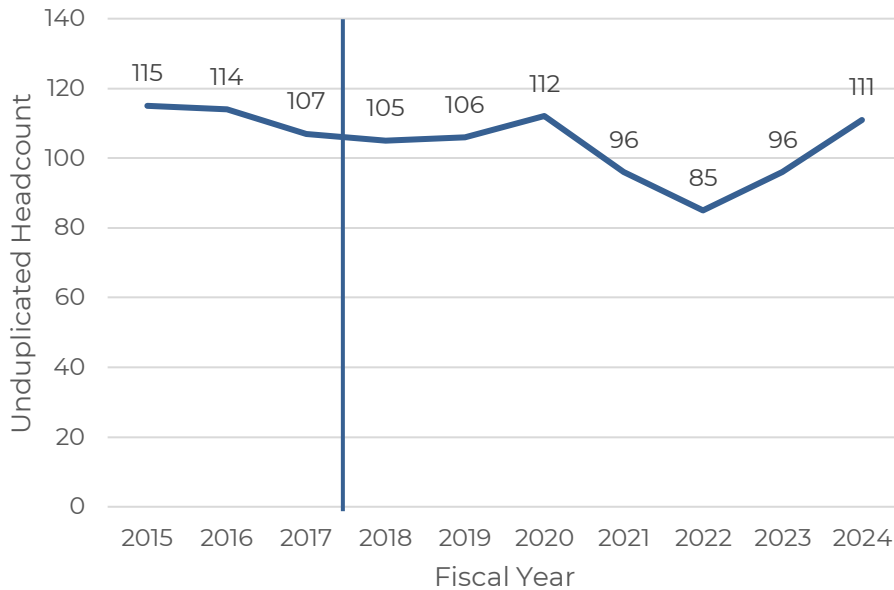
Health Sciences Center

In July 2017, the College opened the Health Sciences Center (HSC) on main campus in partnership with OSF Saint Anthony Medical Center. The HSC houses the College’s Nursing, Health Sciences, Certified Nursing Assistant, and Fire Science programs as well as the OSF Saint Anthony College of Nursing.

Enrollment in the Associate Degree Nursing (ADN) Program does not fluctuate much due to program capacity. Declines in enrollment for FY2021 and FY2022 reflect the “empty cohort,” which did not start in Spring 2021 due to the Covid-19 pandemic.

Since then, the College has resumed the practice of beginning cohorts in both the fall and spring semesters and enrollments have returned to pre-pandemic levels. Figure 4 shows ADN enrollment from FY2015 through FY2024, with a vertical line indicating the HSC opening.

Figure 4: Nursing Program Enrollment (FY2015-FY2024)

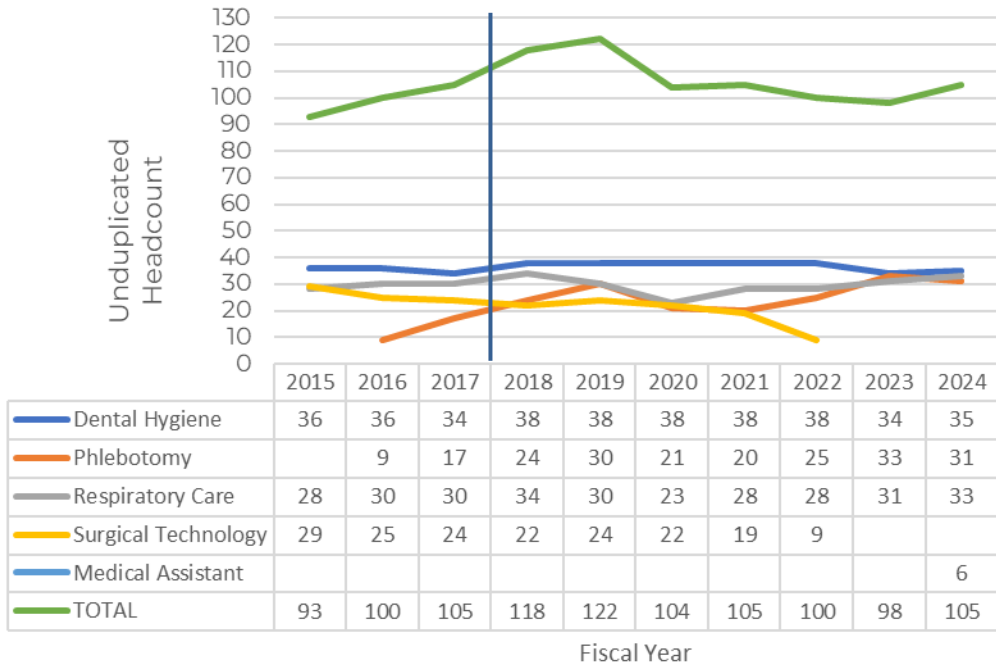


SOURCE: ICCB A1 AAG Report - Enrollment by Program and Gender

Since opening the HSC, overall enrollment in Health Sciences programs and, specifically, enrollment in Dental Hygiene and Respiratory Care have remained flat. Dental Hygiene and Respiratory Care are selective programs and have enrollment caps. In FY2016, the College added a Phlebotomy program. Enrollment in this program has increased by 82% since opening the HSC. The Surgical Technology program has been phased out and, based on industry demand, a Medical Assistant program was added in FY2024.

Figure 5 shows Health Science enrollment from FY2015 through FY2024, with a vertical line indicating the HSC opening.

Figure 5: Health Science Program Enrollment (FY2015-FY2024)

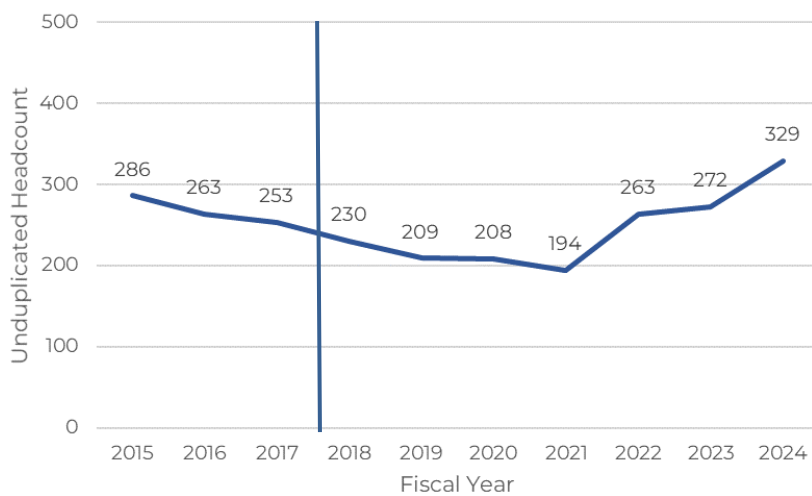


SOURCE: Institutional Research - Program Review Application

FY2015 through FY 2021 saw a steady decline in Certified Nursing Assistant (CNA) enrollment. Since 2021, CNA course enrollment has increased by 69% from 194 in FY2021 to 329 in FY2024. Recent increases are partially due to WIOA funding, grant funding, and offering CNA sections for Early College students.

Figure 6 shows CNA enrollment from FY2014 through FY2023, with a vertical line indicating the HSC opening.

Figure 6: Certified Nursing Assistant Program Enrollment (FY2015-FY2024)



SOURCE: Institutional Research - Program Review Application and Enrollment Dashboard

Since opening the HSC, enrollment in the Fire Science program has declined by 26%, from 141 in FY2017 to 105 in FY2023. Reasons for the decline include:

- Changes to State Fire Marshall certification standards eliminated courses for two certificates, which resulted in a loss of up to 75 seats annually.
- A FEMA grant provided funds directly to the State of Illinois, allowing fire departments to send employees there for training instead of RVC.

Figure 7 shows Fire Science enrollment from FY2015 through FY2024, with a vertical line indicating the HSC opening.

Figure 7: Fire Science Program Enrollment (FY2015-FY2024)



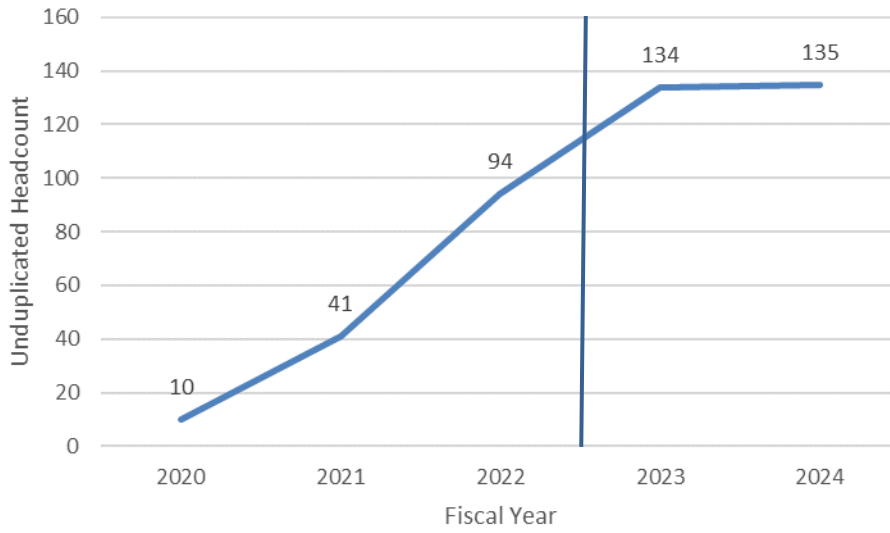
SOURCE: Institutional Research - Program Review Application

Advanced Technology Center

In Spring 2022, the College opened the Advanced Technology Center (ATC) in Boone County. The ATC houses credit and noncredit workforce training programs. Credit programs include Mechatronics and Welding.

Since starting the Mechatronics program in FY2020, headcount enrollment has grown from 10 in FY2020 to 135 in FY2024. A year after opening the ATC, enrollment grew by 43%. Figure 8 shows Mechatronics enrollment by fiscal year since the program started in FY2020.

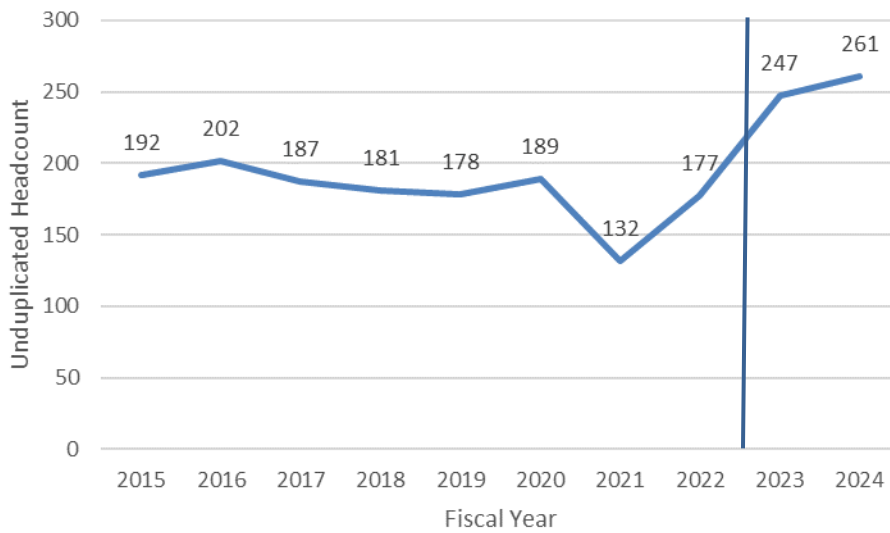
Figure 8: Mechatronics Program Enrollment (FY2020-FY2024)



SOURCE: Institutional Research - Program Review Application

Figure 9 shows Welding enrollment from FY2015 through FY2024. In FY2021, Welding enrollments were impacted by face-to-face restrictions in meeting sizes created by the COVID-19 pandemic. Since opening the ATC in FY2022, headcount enrollment has increased 47%.

Figure 9: Welding Program Enrollment (FY2014-FY2023)



SOURCE: Institutional Research - Program Review Application



Strategic Plan Update

Board Retreat | January 25, 2025

Dr. Terrica Huntley, Interim Vice President of Human Resources

Heather Snider, Vice President of Institutional Effectiveness and Communications

Strategic Plan Pillars



2024 Strategic Plan Highlights



	Access	Education	Training	DEI
HLC reaffirmation of accreditation with no monitoring	X	X	X	X
Launched RVC Downtown West project	X	X	X	
Exceeded credit hour budget goal	X			
Improved on-time completion rate		X		
Improvement in graduation rates for Black/African American students, Hispanic students, and White students		X		X
Exceeded target for contracts awarded to BEP recognized vendors				X
Multiple DEI recognitions: Hispanic Serving Institution, Higher Education Excellence in Diversity Award				X
Launched collision repair program	X		X	
Implemented CRM with credit and noncredit students	X			

Employee Culture

Pillar	Strategic Goal	5 Year Target	FY2022 Outcome	FY2024 Outcome*
Diversity, Equity, and Inclusion	IV.1: Improve the campus culture by establishing cultural competence, trust, and a sense of belonging among employees and learners.	Increase Score on Culture Survey item "I would recommend RVC as a great place to work" to 3.50 by 2027.	2.85/4.00	3.04/4.00
Diversity, Equity, and Inclusion	IV.1: Improve the campus culture by establishing cultural competence, trust, and a sense of belonging among employees and learners.	Increase score on Culture Survey composite "Trust in Leadership" to 3.54 by 2027.	2.79/4.00	3.00/4.00
Exceptional Training Opportunities	III.2: Provide high-quality training and professional development to improve human performance and to bridge the gap between college needs and employees' educational and career goals.	Increase score on Culture Survey composite "Professional Development & Advancement" to 3.47 by 2027.	2.72/4.00	2.85/4.00

1 = Alert

2 = Area of Concern

3 = Met Goal

4 = Stretch Goal

5 = Super Stretch Goal

Culture Survey Results

Survey Section	2021	2023	Change
Board of Trustees	-	2.92	-
Cabinet Leadership	3.00	3.11	+0.11
Immediate Supervisor	3.26	3.35	+0.09
Feelings of Respect	3.13	3.19	+0.06
Impact, Belonging, and Satisfaction	2.91	3.15	+0.24
Diversity, Equity, and Inclusion (1)	2.90	3.11	+0.21
Diversity, Equity, and Inclusion (2)	3.17	3.28	+0.11
Diversity, Equity, and Inclusion (3)	2.90	3.14	+0.24
Professional Development	2.72	2.85	+0.13
Workload	3.01	3.06	+0.05
Communications	2.56	2.99	+0.43
Overall Satisfaction	3.02	3.17	+0.15
eNPS for Work Environment ¹	-	23.40	-
eNPS for the Organization ²	-	6.75	-

Survey scale range from 1 to 4, with 4 being the highest

¹ "Willingness to recommend immediate work environment (unit-level) as a good place to work."

² "Willingness to recommend the organization as a good place to work."

Action Steps

- Stream Committee of the Whole and Regular Board Meetings
- Publish monthly leadership updates
- Visit various RVC locations
- **Conduct Support Service Excellence Surveys**
 - **Human Resources**
 - **Institutional Effectiveness & Communications**

Results by Division

	Human Resources	Institutional Effectiveness & Communications
Service Delivery	3.72	3.94
Customer Focused	3.63	3.89
Positive Interactions	3.87	4.08
Solutions Focused	3.63	3.85
Helping Attitude	3.75	3.98
Overall	3.72	3.95

Rating scale ranged from 1 (very poor) to 5 (very good).

Human Resources Results by Category

	HR Division	Benefits	HR Business Professionals	Professional Development	Onboarding
Service Delivery	3.72	3.64	4.13	3.82	3.43
Customer Focused	3.63	3.65	4.12	3.90	3.43
Positive Interaction	3.87	3.73	4.20	4.01	3.61
Solutions Focused	3.63	3.58	4.02	3.79	3.42
Helping Attitude	3.75	3.64	4.11	3.96	3.56
Average Rating	3.72	3.65	4.12	3.90	3.49

Institutional Effectiveness & Communications Results by Category

	IE&C Division	Assessment Support	Comm & Marketing	Grant Support	Institutional Research
Service Delivery	3.94	3.97	3.81	3.68	3.90
Customer Focused	3.89	3.91	3.74	3.78	4.00
Positive Interaction	4.08	4.02	3.81	4.00	4.12
Solutions Focused	3.85	3.90	3.77	3.71	3.89
Helping Attitude	3.98	3.96	3.76	3.96	4.06
Average Rating	3.95	3.95	3.78	3.83	4.00

Next Steps

- Currently developing action steps for improvement in Human Resources and Institutional Effectiveness & Communications
- Fall 2025 - Administer the Employee Culture Survey
- Spring 2026 – Administer the Support Service Excellence Survey in additional divisions

