



IMPACT 2027

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TEACHING AND LEARNING

Prepare Reynolds Students, Including CCWA, for High-Demand Careers and Transfer Pathways.

Strategy 1: Ensure students are learning.

- **Tactic 1:** Review annual student learning outcome assessment process, make improvements.
- **Tactic 2:** Implement High Impact Practices primarily in gateway English and Math courses.
- **Tactic 3:** Streamline and improve teaching evaluation process, including recognition protocols.
- **Tactic 4:** Improve data collection, analysis and reporting of post-Reynolds outcomes.
- **Tactic 5:** Identify and scale academic student supports to maximize student success.

Strategy 2: Offer high quality and rigorous programs that are current and relevant to community needs.

- **Tactic 1:** Implement and review the new Program Health process to seek improvement.
- **Tactic 2:** Develop student-focused course schedules with flexible modalities and terms to meet the needs of all students.
- **Tactic 3:** Create contemporary learning environments based on space and need.
- **Tactic 4:** Conduct a comprehensive review of dual enrollment effectiveness in partnership with regional K-12 partners.
- **Tactic 5:** Integrate Artificial Intelligence into effective teaching and learning best practices.

Strategy 3: Expand and integrate work-based learning opportunities into the curriculum.

- **Tactic 1:** Review and assess current work-based learning practices for all career and technical programs.
- **Tactic 2:** Review and enhance the efficacy of advisory committees through improved partnerships with industry.

Strategy 4: Build academic pathways to Reynolds for learners from varied backgrounds.

- **Tactic 1:** Create and improve student pathways from CCWA to Reynolds.
- **Tactic 2:** Scale opportunities to provide credit-for-prior learning in non-credit to credit offerings.

Strategy 5: Improve student transfer success.

- **Tactic 1:** Sustain and expand Transfer Virginia partnerships.
- **Tactic 2:** Engage with our largest transfer partners to streamline and improve pathways for students, including dual admission opportunities.
- **Tactic 3:** Ensure all students complete career and transfer exploration in their first semester.

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STUDENT SUCCESS

Advance Equitable Outcomes in Student Persistence, Completion, and Post-Graduation Success at Reynolds and CCWA.

Strategy 1: Strengthen current advising structure to provide timely, quality advising to students.

- **Tactic 1:** Ensure students move efficiently through the onboarding process.
- **Tactic 2:** Re-enroll students who have stopped out.
- **Tactic 3:** Onboard new AI-supported tools to increase enrollment and retention through enhanced advising.
- **Tactic 4:** Implement the refreshed advising model.

Strategy 2: Implement academic planning to support student success outcomes.

- **Tactic 1:** Move to a standardized class start time.
- **Tactic 2:** Update modalities and scheduling notes.
- **Tactic 3:** Implement year-round scheduling.
- **Tactic 4:** Establish comprehensive program maps to support student success.

Strategy 3: Advance student success based upon disaggregated data on early momentum, persistence, and completion metrics.

- **Tactic 1:** Implement the Re-Imagine Plan to engage students in student life to improve student persistence, retention and co-curricular engagement.
- **Tactic 2:** Implement a student incentive model to increase English and math gateway course completion rates.
- **Tactic 3:** Implement strategies to collect qualitative student data, including basic needs welcome survey analysis.
- **Tactic 4:** Establish stretch success benchmarks to determine the impact of support services provided to students.

Strategy 4: Restructure and strengthen academic and non-academic support services tailored to the diverse needs of students. *Denotes Flight Path Tactic

- **Tactic 1:** Implement outreach strategies to identify the specific supports needed to help every student succeed.
- **Tactic 2:** Create a Culture of Care Team using Navigate. Identify advisor and faculty mentors to create a more engaged student population by increasing their sense of belonging at Reynolds.
- **Tactic 3:** Create a shared support structure between non-credit and credit programs.

Focus Area 2 Continued

Strategy 5: Restructure and strengthen career and transfer services through collaboration among student services, academic programs, and industry partners.

- **Tactic 1:** Implement the comprehensive career services model with an emphasis on early adoption of the Lightcast Career Coach tool.
- **Tactic 2:** Engage with employer advisory council to inform career services practices; include students, faculty, and employers.
- **Tactic 3:** Open the shared Career and Transfer Services Center at the Downtown Campus to better serve students.
- **Tactic 4:** Collaborate with recruitment teams to provide Career Options Workshops at high schools to help those who are undecided.



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OUR COMMUNITY

Contribute to Regional Post-Secondary Credential Attainment at Reynolds and CCWA.

Strategy 1: Recruit and Enroll Students from Every Demographic into High-Demand Careers and Transfer Pathways at Reynolds and CCWA.

- **Tactic 1:** Create and implement a digital-first marketing plan to deliver content wherever students are, including a mobile-friendly digital front door.
- **Tactic 2:** Market credit-for-prior-learning opportunities.
- **Tactic 3:** Implement recruitment strategy that targets CCWA credential completers for Reynolds programs.
- **Tactic 4:** Increase targeted outreach to active military and veterans, justice-impacted individuals, low-income minority communities (through Network2Work), and working adults through industry partnerships.
- **Tactic 5:** Implement robust targeted outreach strategies for traditional Dual Enrollment (DE) students to increase matriculation of DE students to Reynolds programs. (Non-ACA/ECA students)

Strategy 2: Create a community engagement structure that attracts ethnically diverse and immigrant communities to increase their social and economic mobility.

- **Tactic 1:** Scale Network2WorkRVA to serve both credit and non-credit students.
- **Tactic 2:** Strengthen local and regional community partnerships to better serve diverse populations.
- **Tactic 3:** Scale bridge programming to help students with barriers to higher education succeed.

Strategy 3: Build trust and confidence in the value of Reynolds.

- **Tactic 1:** Serve leadership role in Virginia economic development, working with industry, government, community, and education partners.
- **Tactic 2:** Strengthen partnerships with industry to increase employment opportunities for students and provide educational pathways to upskill workers.
- **Tactic 3:** Promote student success stories throughout the community

Strategy 4: Create new revenue sources to support students and programs.

- **Tactic 1:** Fully utilize all college facilities and monetize open spaces for community engagement and events.
- **Tactic 2:** Leverage academic programs to provide services that meet community needs.
- **Tactic 3:** Leverage private and public funding opportunities to maximize fundraising for college programs.



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OUR PEOPLE

Become a Model of Inclusive Excellence, Innovation, and Agility Where Our People Contribute Their Best at Reynolds and CCWA..

Strategy 1: Promote a culture of integrity, inclusion and mutual accountability that empowers faculty, staff, and students.

- **Tactic 1:** Cultivate effective shared governance at Reynolds.

Strategy 2: Attract, recruit, and retain highly skilled individuals representing the diversity of the community.

- **Tactic 1:** Expand recruiting efforts to include participation in local job fairs.
- **Tactic 2:** Improve the on-boarding and off-boarding processes.
- **Tactic 3:** Clearly define roles and responsibilities for all positions at the college.

 **Strategy 3: Provide learning opportunities to advance the professional growth of our people**

- **Tactic 1:** Create professional learning programming for all faculty and staff in support of student success.

Strategy 4: Develop best practices to ensure equitable compensation and reward excellence.

- **Tactic 1:** Establish and sustain a meaningful rewards protocol that inspires excellence, achievement, and empowerment, including annual awards and recognition opportunities.
- **Tactic 2:** Ensure fair and equitable pay through regular market exploration and reviews of internal consistency in salary administration.

Strategy 5: Create a framework to achieve and sustain operational excellence.

- **Tactic 1:** Develop and implement a technology strategy recognizing VCCS and college requirements and priorities.
- **Tactic 2:** Establish and continuously evaluate Standard Operating Procedures to increase institutional effectiveness and efficiency.
- **Tactic 3:** Sustain a safe, productive, and welcoming environment for students, faculty, and staff.