

DATE: March 12, 2026
TO: Paul Gorski, Board Chair
FROM: Howard J. Spearman, Ph.D., President
RE: President's Goals for 2026

Board Chair Gorski:

I am sending this to you and copying the Board of Trustees to confirm my goals for calendar year 2026. Per our discussions during the March 10, 2026 closed session, the following will be my priorities for 2026:

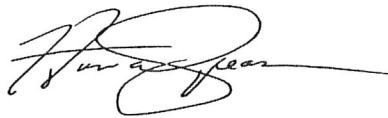
- I. Open the Downtown West Campus on time - August 17, 2026
- II. Hire an additional RVC Foundation professional
- III. Hire a second project manager to address the need for project supervision
- IV. Complete Ellucian Software as a Service (SaaS) User Acceptance testing
- V. Present to the Board and Adopt Article 3 Board Policy Manual revisions
- VI. Implement IT Security Upgrades & Training
 - A. Improve cybersecurity efforts for all campus locations
 - B. Align RVC's compliance and data security practices to the cybersecurity framework of the National Institute of Standards (NIST).
 - C. Conduct network scans to identify vulnerabilities and develop plans to correct the issues
 - D. Conduct campus-wide cybersecurity testing and training with employees
- VII. Advance RVC Strategic Plan goals
 - A. Begin the process for a Strategic Plan Refresh (Extending beyond 2027)
 - B. Implement the Strategic Enrollment Management (SEM) Plan focused on Adult Learners
 - C. Facilitate a campus-wide review of mission, vision, and core values
- VIII. Implement the ADA Transition and Prioritization Plan
 - A. Complete the Prioritization (Action) plan based on the self-evaluation plan
 - B. Implement Digital Accessibility Standards pursuant to federal law
- IX. Execute Phase II of the RVC Institutional AI Taskforce
 - A. Complete the development of RVC's Institutional AI plan
 - B. Begin the implementation RVC's Institutional AI plan
 - C. Continue to implement AI redesign in curriculum
- X. Explore Opportunities for an AI Center for Excellence
 - A. Work with the Board to define and clarify AI Center goals
 - B. Survey industry and educational partners to identify their interests in a collaborative AI workforce initiative

C. Coordinate a Workforce Collaborative Event inviting Industry Partners to share their ideas regarding AI in the workforce at the Committee of the Whole meetings

Besides my end of the year report, progress and completion updates will be shared with the Board of Trustees primarily during the monthly Committee of the Whole meetings.

Please let me know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Howard J. Spearman". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Howard J. Spearman, Ph.D.
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