

APPROVED:
Chancellor's Goals Supporting *Achieve 2015*
VHCC Supporting Goals
July 2013 through June 2014

GOAL: ACCESS

Increase the number of individuals who are educated and trained by Virginia's Community Colleges by 50,000 to an annual total of 423,000, with emphasis on increasing the number from underserved populations by at least 85,000 individuals.

1 Increase Enrollment from Underserved Populations

Increase enrollment from underserved populations by 3% over 2012-13.

a) Support the goal of increasing enrollment from under represented populations by

- Developing an Enrollment Management Team
- Developing an annual Enrollment Management Plan to increase VHCC community awareness and increase enrollment
- Marketing Arts Array as a multicultural program
- Working with the Multicultural Advisory Committee (MAC) to enhance awareness about multicultural activities on campus
- Expand the A-Team program in which members of the MAC visit local high schools to meet with minority high school students to discuss opportunities in higher education.

2 Educational Programs

Annually develop 10 new academic programs (degree, certificate, or career studies certificate) that respond to emerging, critical workforce needs, particularly in STEM-related areas (science, technology, engineering, and mathematics).

a) Support the goal of developing new education programs by developing and/or revising three academic programs in 2013-2014:

- Explore Fine Arts, Retail Management, Wildlife Management and Enforcement
- Explore revision of Machining, Drafting, Health Information Management

b) Expand distance education programming by

- Increasing online offerings by 3% in 2013-2014.
- Exploring the development of online programs.

c) Ensure all distance and hybrid courses are certified through the VHCC Distance Education Quality Plan or Quality Matters.

d) Bring focus to the VHCC philosophy of "dedication to students" by

- Evaluating opportunities to streamline the schedule of classes, including minimizing dynamically dated courses, consideration of late-start sessions, flexible scheduling, competency-based objectives, and the expansion of afternoon and evening classes.

e) Strengthen online library tools to support academic success

- Develop online tutorials for Library resources and student research/information literacy needs.
- Explore tools such as LibGuide type pathfinders to facilitate student research in specific disciplines.

3 Virginia Education Wizard

Increase the total number of profiles created in the Virginia Education Wizard by 70,000, to include 45,000 profiles created by Virginia students in grades 7 through 12 and 12,000 profiles by Virginia community college students. Achieve 15,000 Career and Course Plans by community college students.

- a) **Support the goal of increasing the number of profiles created in the Wizard by**
 - Continuing to promote the utilization of the Wizard in Student Development Courses
 - Ensuring that all Educational Talent Search students create Wizard profiles
- b) **Providing Wizard training for faculty and staff**
- c) **Implement pilot project in middle school to include use of Wizard.**

4 Implement Student Level Tracking Of Career Coach Services

Establish access to student data at the division level for career coaches via agreements with division superintendents or school principals.

5 Expand Great Expectations Enrollments

Adopt and implement a strategic plan for the program identifying goals and outcome measures that align with *Achieve 2015-Take Two* and other VCCS system-wide measures of student success. Increase by 10% the number of GE students who successfully earn at least 16 hours of credit per year.

- a) **Initiate a “Spotlight” Program to enhance awareness about various programs at VHCC, including Great Expectations.**
- b) **Enhance outreach to increase the number of students served by GE by 5%.**
- c) **Increase the number of GE students successfully completing 16 credits per year by 5%.**

6 Expand Shared Distance Learning Model

Expand participation in shared distance learning model to all remaining colleges. Explore the feasibility of adding more course originating colleges to the model.

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- a) **Explore a regional Shared Distance Learning Model between Southwest Virginia colleges.**
- b) **Offer five courses through the Regional Shared Distance Learning model in 2013-2014.**
- c) **Implement a process for evaluating each course offered through shared distance learning.**

GOAL: AFFORDABILITY

Maintain tuition and fees at less than half of the comparable cost of attending Virginia’s public four-year institutions, and increase the annual number of students who receive financial assistance and scholarships by 36,000.

7 Increase Financial Aid Recipients

Increase the number of students receiving financial aid by 5% over 2012-13 with special focus on middle class students.

- a) **Increase the number of students receiving financial aid by 3% over 2012-13 with special focus on middle class students.**
- b) **Support the goal of increasing the number of students receiving financial aid by 3% in 2013-2014 through increased awareness and outreach.**

8 Benchmarks for Financial Aid Shared Services Model

Implement and monitor the performance benchmarks of the Financial Aid Shared Services model.

GOAL: STUDENT SUCCESS

Triple the number of students graduating, transferring, or completing a workforce credential to 91,173, including tripling the success of students from underserved populations to 39,393.

9 Enhance Veterans Services

All colleges will develop plans to expand and enhance services for veterans and active duty military personnel with attention to prior learning. Plans will be submitted to the Chancellor by October 1, 2013.

- a) **Develop the VHCC plan to expand services to veterans, including personnel and process.**
- b) **Expand the number of veterans served by 3% in 2013-2014.**

10 Encourage College Readiness

All colleges will develop plans to strengthen college readiness initiatives between colleges and K-12 partners. Plans may be sequenced over several years. Plans will be submitted to the Chancellor by November 1, 2013.

- a) **Enhance Placement Testing webpage to align with recommendations of the College Readiness Workgroup.**
- b) **Establish college readiness partnerships with 50% of VHCC partner high schools in 2013-2014**
- c) **Expand the number of students completing placement testing in the high schools by 10% in 2013-2014, as compared to 2012-2013.**
- d) **Develop a plan to monitor and share information about the number of students testing into developmental education from each high school.**

11 Develop Student Services Initiatives

Implement an automated early alert system (eWISE) to strengthen persistence.

- a) **Implement an automated early alert system (eWISE) to strengthen persistence.**
- b) **Bring focus to VHCC philosophy of “dedication to students” by**
 - **Evaluating and redistributing faculty advising loads to promote student access.**
 - **Evaluating navigational barriers to students enrolled at VHCC, and developing a “one-stop experience” to promote a streamlined process to obtain information, advising, and registration.**
- c) **Support the implementation of Starfish in developmental education courses through**
 - **Holding training sessions for faculty.**
 - **Collecting feedback from the pilot developmental education faculty to enhance VHCC utilization of the system.**
- d) **Complete a full assessment of the tutoring program, reviewing student success, tutor availability, and tutoring formats**
 - **Increase the number of students served by the tutoring program by 5% in 2013-2014, as compared with 2012-2013.**
- e) **Increase the number of students using assistive technologies by 2% in 2013-2014, as compared to 2012-2013.**
- f) **Establish a Transfer Center to promote communication and awareness about transfer opportunities and success.**

12 Evaluate Developmental Education Redesign

Evaluate effectiveness of developmental mathematics and developmental English redesign.

- a) **Transition from MTE to MTT developmental mathematics.**
- b) **Identify the developmental Math and English course objective or module with the lowest mastery rate and develop strategies to improve the success rates by 5% for each objective or module.**
- c) **Evaluate the success rate in college-level, gatekeeper course by comparing cohorts of students who completed the developmental mathematics sequence with those who did not test into developmental education; identify barriers and develop strategies to overcome those barriers.**

13 Explore Emerging Learning Technologies

Develop new and evolving learning technologies and promote those that offer the greatest promise for effective teaching and learning and improved student success.

- a) Consider adoption of Atomic Learning to provide students and faculty with common applications.
- b) Create an online learning success workshop for students to promote success in an online learning environment.
- c) Explore the utility of Blackboard IM.
- d) Develop a strategy to expand awareness of available technologies such as mobile iPad labs and Media:scapes.

14 Develop Digital Textbooks for High Volume Courses

Continue development and promotion of the adoption of openly licensed digital textbooks for high volume VCCS courses.

15 Increase Employment Attainment By Students Served By On Ramp And Adult Career Coaches

Meet individual college targets established for job placement of individuals served by On Ramp and the Adult Career Coach Program's Experiential Learning/Job Placement Coordinators.

- a) Increase the number of program completers to 25 (16-TY) and job placement for 15 (8-TY) of those students.

16 Support Credit And Noncredit Credential Attainment By Dislocated Workers And Middle College Participants

Increase the number of credentials earned by individuals served through On Ramp, Middle College, and Adult Career Coaches.

- a) Increase the number of students who obtain either credit or noncredit credentials to 45 (37-TY).

17 Increase the Number of Students Completing and Businesses Recognizing Career Readiness Certificates

Meet individual college targets established for number of individuals receiving and businesses recognizing the CRC.

- a) Obtain 250 CRC and increase our businesses recognizing the CRC by five businesses.

18 Student Success Reporting

Provide comprehensive reporting on a variety of student success measures aligned with *Achieve 2015-Take Two* and the Reengineering Task Force recommendations.

19 Dual Enrollment Success

Monitor college dual enrollment efforts and assist colleges in implementing HB 1184.

- a) Increase the number of students participating in the Dual Enrollment Scholars program by 5% in 2013-2014, as compared to 2012-2013.
- b) Increase enrollment in dual enrollment courses by 3% in 2013-2014, as compared to 2012-2013.
- c) Develop a plan to promote awareness about HB 1184 through the Enrollment Management Team.
- d) Enhance the relationship between dual enrollment faculty and counselors with VHCC personnel.
- e) Revise the dual enrollment registration process and timeline.
- f) Seek opportunities for dual enrollment of career and technical education courses.
- g) Enhance internal stakeholder awareness about the dual enrollment program.

GOAL: WORKFORCE

Increase the number of employers provided training and services to 13,000, with a particular focus on high-demand occupational fields.

20 Serve Employers Through College Courses, Programs, And Outreach

Increase the number of employers served through college credit and noncredit courses, customized training, layoff aversion, and other outreach efforts by 6% and report annually all their employer activities.

- a) Support the goal of increasing the number of employers served through
 - Exploring activities to support community-based nursing, such as workshops for health care providers.
 - Increase the number of employers served in 2013-14 by 6%.

21 Implement Workforce Enterprise System

Monitor and report on the multi-year implementation of a workforce enterprise system.

- a) **Support VCCS efforts to implement WES.**

GOAL: RESOURCES

Raise at least \$550 million in cumulative gifts and grants to support the mission of Virginia's Community Colleges.

22 Leverage Support From The Virginia Workforce System

Leverage funding and in-kind contributions from workforce partners and workforce funding streams.

- a) **Investigate funding opportunities from workforce partners and increase workforce funding by 3% from 2012-13.**

23 Leverage VCCS Purchasing Volume

Obtain Level II delegated authority for procurement for the system.

24 Increase VFCCE Fundraising

- a) **Increase the Virginia Foundation for Community College Education fundraising totals by 10% from 2012-13.**

- b) **Increase funding to the VHCC Educational Foundation by 10% from 2012-2013**

25 Increase Online Donations

Increase the number of online donations to the VFCCE by 20% over 2012-13.

- a) **Research online donation systems and implement an online giving campaign by April 2014.**

26 Launch Rural Virginia Horseshoe Initiative

Launch Rural Virginia Horseshoe Initiative pilot across the seven community colleges within the rural horseshoe region.

- a) **Assist the VCCS with the implementation of the Rural Virginia Horseshoe Initiative during the 2013-14 school years.**

27 Increase Revenues Generated By Workforce Development Services

Meet individual college targets established for revenues generated in excess of covering the direct costs in delivering workforce development services.

- a) **Target revenues will increase by 26%.**

MANAGEMENT GOALS

In order to accomplish the goals set forth in *Achieve 2015- Take Two* and these Chancellor's Goals, various management goals are necessary.

28 Expand Data In Decision Support System

Complete implementation of the financial aid and human resources modules and plan for adding new data to Quinn.

29 Monitor *Achieve 2015-Take Two*

Monitor implementation of *Achieve 2015-Take Two*.

30 Meet Management Standards

Meet specified academic, administrative, and financial Performance Standards required to receive incentives provided for in the Higher Education Restructuring Act.

31 Improve Efficiencies In Administrative Services

Identify best opportunities to improve efficiencies in administrative services across the system and begin implementation.

- a) **Review and update Human Resource policies and procedures to be more in-line with DHRM policies and procedures.**

32 Continue Emergency Preparedness

Host or sponsor a series of threat assessment team training programs and functional exercises throughout the VCCS.

- a) **Conduct a “Shelter In Place” Exercise in fall 2013.**

33 Project Management

By March 1, 2014, colleges will submit reports on the current status for implementation of the technology project management standards and guidelines relative to Level 2.

34 Implement Revised Faculty Evaluation System

Complete implementation of a revised faculty evaluation system.

35 Develop VCCS Leadership

Offer opportunities to develop promising VCCS leaders for senior roles.

36 Complete Internal Audit Plan

Complete the FY 2014 Internal Audit Plan.

37 Create Diversity Taskforce

Create a diversity taskforce to define VCCS policies and practices for recruiting and retaining a diverse workforce and leadership. A VCCS president should serve as chair and a State Board member should serve as co-chair.

Personal Goals:

- 1. Implement Career Coach pilot project in Damascus Middle School and obtain revenue to continue project in years two and three.**
- 2. Renovate machining lab and seek grants to purchase new equipment and instructional materials.**
- 3. Improve interior appearance of ADM building and initiate asbestos removal.**
- 4. Launch process of establishing an Industrial Maintenance Program.**
- 5. Initiate Friday breakfast meetings with potential foundation donors.**
- 6. Begin process of “branding” VHCC.**
- 7. Increase efforts to better promote VHCC in local media.**
- 8. Work with Public Relations Officer to re-establish regular newsletter for communication to internal and external constituents.**
- 9. Develop internal system for evaluation of President’s Administrative Team.**