Chancellor’s Objectives for the Complete 2021 Goal: (AY2016-AY2017)

In order to meet the VCCS Complete 2021 Goal of tripling the number of credentials awarded annually by 2021, the Chancellor establishes biennial objectives for the system. Objectives are organized using the Loss-Momentum Framework for Student Success, with an additional objective for increasing college affordability and sustainability. The system office and colleges will identify strategies for meeting these biennial objectives.

**CONNECTION OBJECTIVE**
SYSTEM: Increase VCCS annual admissions applications from 110,000 to 130,000 by 2017.

**College Objective:** Increase NRCC annual admissions applications by 10% by 2017.

**College Strategies to Achieve Objective:**
- Hold “College Application Days” at all high schools in the NRCC service region.
- Add a “How to Apply” card to the Navigator.
- Increase follow-up of prospective students by student services staff (including career coaches).
- Move the location of the online admissions application to a more visible place on the NRCC website.
- Target high school seniors and parents with marketing strategies (direct mail, social media, etc.).

**ENTRY OBJECTIVE**
SYSTEM: Increase admissions application enrollment yield to 60% systemwide.

**College Objective:** Maintain a 60% enrollment rate for NRCC applicants while increasing the number of admissions applications as described above.

**College Strategies to Achieve Objective:**
- Promote NRCC programs and services through presentations to area high schools by program faculty, the college’s enrollment coordinator, career coaches, and other.
- Hold annual Senior/Parent Nights for high school students (open house events which highlight NRCC’s programs, cost benefits, and student services).
- Conduct on-site placement testing for high school seniors.
- Host/hold FAFSA completion events in area high schools and on-campus.
- Expand the number of “NRCC Days” – high school visit days.
- Hold on-site fall NRCC registration for high school seniors.
- Implement a summer follow-up program for recent high school graduates who applied to the college as part of NRCC’s intentional engagement program.
- Hold required orientation sessions for all incoming students.
PROGRESSION OBJECTIVES
SYSTEM: Increase overall VCCS Fall-to-Spring Retention to 71% systemwide.

College Objective: Increase overall NRCC fall-to-spring retention to 71% by 2017.

College Strategies to Achieve Objective: Develop and nurture a culture and practice of intentional engagement across campus in terms of how students are served and supported. (Intentional engagement is purposeful, directed intervention with appropriate communication and exchange of information with the intent to change (improve) the behaviors of students.) Elements of the intentional engagement model include:

- Conduct a new student orientation program to ensure that incoming, program-placed students are better prepared for success in their first semester at NRCC.
- Deploy Connection Specialists as part of the Accountability in Student Learning Program (ASLP) and assign all incoming, program-placed students to a Connection Specialist according to geographic and other appropriate parameters. (Connection Specialists are charged with intentionally engaging (intervening) with students in their respective caseloads to support students’ academic, financial, and other needs that might interfere with success and retention.
- Conduct developmental “boot camps” for students who place in ENF 3 or who are in need of one developmental math unit in order to place into the appropriate college-level math course. (The intention is to provide remediation prior to enrollment in the first semester of college in order to move students more quickly into college-level and curriculum-specific courses which, in turn, will likely contribute to higher retention rates.)
- Provide academic assistance (tutoring) services on campus and at the NRV Mall site, as well as online, to address supplemental instruction needs of a diverse student population.
- Implement the CLAS (Connecting Learning Assets and Students) system, which is designed to consolidate information from SAILS, Blackboard, SIS, and original input from faculty, Connection Specialists, and others to track and support student success. (CLAS will also provide analytics in support of research and evaluation of both processes and student outcomes.)
- Further expand the college’s Career Coach program (and continue to pursue the Rural Virginia Horseshoe Initiative) by bringing four coaches (total) to full-time status and retaining three coaches at part-time status. Career coaches help local high school students better understand what NRCC has to offer, support students as they create realistic educational plans for themselves, and walk students through the application and enrollment process. Beginning with FY2016, NRCC Career Coaches will also be on campus one day each week to support the success of those students with whom they had relationships at one of the high schools in the college’s service region.
- Refocus the nature of support in the Financial Aid Office. Since the implementation of the off-campus Financial Aid Student Support Center responds to the more routine questions students have concerning financial aid, NRCC Financial Aid staff can focus on assisting students with the process of applying for financial aid and understanding the details and regulations of their financial aid awards. This refocus should aid in retention of students because they have a better
understanding of Satisfactory Academic Progress (SAP) and other conditions that could hamper their academic progress due to the loss or suspension of their financial aid eligibility or award.

SYSTEM: Increase overall VCCS Fall-to-Fall Retention to 60% systemwide.

College Objective: Increase overall NRCC fall-to-fall retention by 10% by 2017.

College Strategies to Achieve Objective: Develop and nurture a culture and practice of intentional engagement across campus in terms of how students are served and supported. (Intentional engagement is purposeful, directed intervention with appropriate communication and exchange of information with the intent to change (improve) the behaviors of students.) Elements of the intentional engagement model include:

- Conduct a new student orientation program to ensure that incoming, program-placed students are better prepared for success in their first semester at NRCC.
- Deploy Connection Specialists as part of the Accountability in Student Learning Program (ASLP) and assign all incoming, program-placed students to a Connection Specialist according to geographic and other appropriate parameters. (Connection Specialists are charged with intentionally engaging (intervening) with students in their respective caseloads to support students’ academic, financial, and other needs that might interfere with success and retention.
- Conduct development “boot camps” for students who place in ENF 3 or who are in need of one developmental math unit in order to place into the appropriate college-level math course. (The intention is to provide remediation prior to enrollment in the first semester of college in order to move students more quickly into college-level and curriculum-specific courses which, in turn, will likely contribute to higher retention rates.)
- Provide academic assistance (tutoring) services on campus and at the NRV Mall site, as well as online, to address supplemental instruction needs of a diverse student population.
- Implement the CLAS (Connecting Learning Assets and Students) system, which is designed to consolidate information from SAILS, Blackboard, SIS, and original input from faculty, Connection Specialists, and others to track and support student success. (CLAS will also provide analytics in support of research and evaluation of both processes and student outcomes.)
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understanding of Satisfactory Academic Progress (SAP) and other conditions that could hamper their academic progress due to the loss or suspension of their financial aid eligibility or award.

- Market the value of attaining the first two years of college at NRCC to parents in the New River Valley.
- Expand the ACCE (Access to the Community College Education) program to additional localities within the college’s service region.

COMPLETION OBJECTIVES

SYSTEM: Increase the overall annual VCCS graduates in associate degrees, certificates and career studies certificates by 6,000 over FY2015.

College Objective: By 2017, increase the overall number of NRCC graduates in associate degrees, certificates, diplomas, and career studies certificates by 15%. Strategies include the implementation of the college’s intentional engagement model (as described above), as well as the pilot project described below.

College Objective: Conduct a pilot project aimed at incentivizing students to remain enrolled at the college until their educational goals are met. This pilot would be similar to the Accelerated Studies in Associate Programs (ASAP) program at CUNY that has realized substantial gains in student success. Strategies for the pilot might include:

- Selection of a limited number of students (e.g., 200 initially).
- Requirement that the students maintain full-time enrollment status.
- Summer immersion program for developmental needs and orientation.
- Utilization of winter break (between fall and spring semesters) to address failures or fast-track courses.
- Learning communities/cohort groups for accountability and student/career development.
- Financial incentives for continued participation.

SYSTEM: Collect college-generated baseline information on top business-demanded industry certifications and licenses offered at each college and college-generated evidence of the number of students earning the intended industry certification or license as a numeric value and as a percent of students who complete noncredit training in preparation for the industry certification or license. (Year 1)

College Objective: Survey at least 30 New River Valley employers to determine the demand/desirability for industry certifications and licenses to support workforce development offerings and to generate (at least in part) baseline data for the System Office.
SYSTEM: Increase the number and percentage of students for which the college obtains evidence of industry certification or license completion * systemwide. (Year 2)

*To be determined by baseline data collected in year 1.

**College Objective:** Increase the number of students for which NRCC obtains evidence of industry certification or license completion in Year 2 based on target provided by System Office.

**College Strategies to Achieve Objective:** To be determined in Year 2.

**AFFORDABILITY AND SUSTAINABILITY OBJECTIVES**

SYSTEM: Secure resources for an outcomes based funding formula for workforce credentials.

SYSTEM: Secure funding for philanthropic and other investments for Year 2 of the Rural Horseshoe Virginia Initiative (RHVI).

**College Objective:** Raise $100,000 for the Rural Virginia Horseshoe Initiative by 2017.

**College Strategies to Achieve Objective:**

- Hold at least one major event annually to bring awareness to, and secure funding for, RVHI.
- Seek major gifts in support of RVHI goals.
- Communicate RVHI merits and needs to donor prospects (through information packets, direct mailings, etc.).
- Capitalize on the prestige of former Governor Gerald Baliles (chair of the Virginia Foundation for Community College Education Board) as speaker at the annual Scholarship Brunch in 2015.

SYSTEM: Identify and implement efficiencies in college and system office operations.

**College Objective:** Explore ways to effectively utilize shared services in the VCCS.

**College Objective:** Develop individualized intervention plans for all students that will include a connection plan of “people to see” and track the students through their respective programs at NRCC. The college uses technology (a locally-developed system) to support this intervention process.

**College Strategies to Achieve Objective:** This will be accomplished through the implementation of the college’s intentional engagement model, as described above.