

# Chancellor's Objectives for the Second Biennium

June 2017

New River Community College Goals

## Considerations

- Consistency – Familiar format and definitions for colleges and system office
- Focus on completion – Objectives should continue to drive student success and completion
- Collaboration – No one area can meet the goal on its own. Collaboration in strategies, services, and pathways is key to meeting the goal and to developing a flexible, forward looking culture for the VCCS.
- Opportunities for action – Both colleges and system office should see opportunities to change, improve and grow.
- Opportunities for flexibility – Priorities change as funding becomes available and as political priorities are shifted. A broad framework
- Supports current projects – Shared Services, expansion of WCG credentials, new admissions application, new onboarding processes, automated financial aid, Ad Astra course planning, dual enrollment review, VCCFE strategic plan, revision of performance funding outcomes measures, etc.

## **SYSTEM OBJECTIVE:**

Increase VCCS fall admissions applications for credit programs to 120,000 in AY 2019.

## **College Objective:**

Increase NRCC fall admissions applications for credit programs to 3,172 in AY 2019.

## **College Strategies to Achieve Objective:**

- Familiarize NRCC faculty and staff with NRCC objectives at General Session
- Enlist the assistance of the career coaches and enrollment coordinator to work within our service region high schools through aggressive outreach mechanisms
- Host on-campus High School Senior/Parent Nights
- Implement EAB Navigate during Spring Semester 2018
- Provide high school on-site placement testing, academic advising, and NRCC course registration
- Increase the number of student services team visits to area high schools and community events
- Increase outreach towards specialized populations
- Increase outreach to non-traditional, adult students
  - Include information pertaining to adult students in the website redesign
  - Publicize the resources and assistance available in the college's Career Connection Centers
  - Host community information sessions throughout the service region
  - Host on-campus information sessions, tours, and enrollment fairs geared toward adult students
- Redesign the NRCC website for ease of access and utility, including a prominently featured "Apply Now" button

Note: The expansion of the Access to Community College Education (ACCE) program in Montgomery County – the largest county in the college's largest service region – may increase the number of fall admissions applications

The ACCE expansion, with its specialized funding, has enabled the college to reallocate its Foundation scholarships to other deserving students, which may also increase the number of admissions applications

**SYSTEM OBJECTIVE:**

Increase admissions application enrollment yield for credit programs to 50% systemwide in AY 2019.

	Application				Enrolled				Enrolled			
	2014 Fall	2015 Fall	2016 Fall	2017 Fall	2014 Fall	2015 Fall	2016 Fall	2017 Fall	2014 Fall	2015 Fall	2016 Fall	2017 Fall
All Institutions	110,860	110,015	114,166	58,695	52,884	50,765	51,025	5,924	47.7%	46.1%	44.7%	10.1%
Blue Ridge	2,862	2,836	3,271	1,738	1,444	1,335	1,447	475	50.5%	47.1%	44.2%	27.3%
Central Virginia	3,305	3,022	3,249	1,697	1,744	1,498	1,427	346	52.8%	49.6%	43.9%	20.4%
Dabney S.	891	1,029	1,187	641	509	513	566	65	57.1%	49.9%	47.7%	10.1%
Danville	2,229	2,078	2,210	1,141	1,144	982	978	33	51.3%	47.3%	44.3%	2.9%
Eastern Shore	664	652	729	341	279	196	220	11	42.0%	30.1%	30.2%	3.2%
Germanna	4,486	4,587	5,942	3,255	2,264	2,294	2,322	255	50.5%	50.0%	39.1%	7.8%
J. Sargeant	9,366	8,521	8,129	3,868	3,590	3,191	3,004	2	38.3%	37.4%	37.0%	0.1%
John Tyler	7,385	7,576	7,601	4,775	3,740	3,744	3,635	310	50.6%	49.4%	47.8%	6.5%
Lord Fairfax	3,685	3,819	3,973	1,608	2,135	2,276	2,272	233	57.9%	59.6%	57.2%	14.5%
Mountain	1,486	1,415	1,509	667	727	735	804	97	48.9%	51.9%	53.3%	14.5%
New River	2,947	2,936	3,021	1,938	1,743	1,663	1,631	269	59.1%	56.6%	54.0%	13.9%
Northern	26,932	28,829	29,088	15,050	12,629	13,502	13,814	1,983	46.9%	46.8%	47.5%	13.2%
Patrick Henry	1,485	1,458	1,334	980	752	577	572	101	50.6%	39.6%	42.9%	10.3%
Paul D. Camp	1,275	1,411	1,398	612	527	628	563	31	41.3%	44.5%	40.3%	5.1%
Piedmont VA	3,216	3,453	3,853	1,931	1,716	1,764	1,811	171	53.4%	51.1%	47.0%	8.9%
Rappahannock	1,972	1,941	2,077	553	1,157	1,028	1,039	15	58.7%	53.0%	50.0%	2.7%
Southside Va	2,738	2,212	2,412	1,315	1,209	820	991	35	44.2%	37.1%	41.1%	2.7%
Southwest VA	1,461	1,431	1,415	821	733	771	703	81	50.2%	53.9%	49.7%	9.9%
Thomas Nelson	6,645	6,505	6,754	2,649	2,834	2,506	2,570	222	42.6%	38.5%	38.1%	8.4%
Tidewater	16,868	16,211	17,085	8,630	7,535	6,999	6,801	794	44.7%	43.2%	39.8%	9.2%
Va Western	5,796	5,167	4,794	2,646	2,758	2,177	2,232	71	47.6%	42.1%	46.6%	2.7%
Virginia	1,383	1,337	1,543	777	807	783	864	142	58.4%	58.6%	56.0%	18.3%
Wytheville	1,783	1,589	1,592	1,062	908	783	759	182	50.9%	49.3%	47.7%	17.1%

**College Objective:**

Increase admissions application enrollment yield for credit programs to 55% in AY 2019.

**College Strategies to Achieve Objective:**

- Familiarize NRCC Faculty and Staff with NRCC objectives at General Session
- Implement EAB Navigate in Spring Semester 2018
- Increase intentional outreach to prospective student groups through the Accountability in Student Learning Program, the Advising Center, and work of the career coaches and enrollment coordinator
- Increase outreach and transition services for Veterans and students with disabilities
- Increase outreach to non-traditional, adult students
  - Include information pertaining to adult students in the website redesign
  - Publicize the resources and assistance available in the college's Career Connection Centers
  - Host community information sessions throughout the service region
  - Host on-campus information sessions, tours, and enrollment fairs geared toward adult students
- Continue the required New Student Orientation sessions which have proven to significantly combat what is known as "summer melt"
- Promote the expansion of ACCE (Access to Community College Education) to Pulaski County
- Increase focused outreach to students who have indicated interest in attending NRCC (received financial aid and/or completed the VPT, etc.) but who have not yet enrolled
- Increase the visibility of financial aid options, including Foundation and private scholarships and the financial aid process in general (website redesign, social media presence, PR campaign, etc.)
- Increase intentional outreach to current dual-enrolled students and their parents, focusing on the benefits of completing a program of study at NRCC

## **SYSTEM OBJECTIVE:**

Increase enrollment in the Workforce Credentials Grant by 20% over FY 2017.

- Current enrollment is over 5,000
- 20% increase would be 1,000 participants

## **College Objective**

Increase enrollment in NRCC's Workforce Credentials Grant (WCG) programs by 40% over FY2017.

## **College Strategies to Achieve Objective:**

- Implement a new WCG program in Medical Assisting
- Implement a new WCG program in Lean Six Sigma Yellow Belt
- Identify need and where need is confirmed, obtain approval for additional WCG programs
- Explore possibilities for converting credit programs to non-credit (WCG) programs and/or adding a non-credit (WCG) alternative to existing credit programs
- Increase publicity promoting WCG programs through news releases, social media, television appearances and other no cost/low cost strategies
- Increase paid advertising/marketing in support of WCG programs
- Increase retention of students enrolled in WCG programs through work of the Workforce Career Coach and related efforts

**SYSTEM OBJECTIVE:**

Increase percentage of first-time-in-college (FTIC) credit students who earned 12 college credits with GPA of 2.0 or higher in their first year from 51% to 55%.

College	Cohort - Fall 2014	Earned 12 credits with GPA of 2.0 or higher by Spring 2015 - Progress 12		2016 12 SCH Completers % of Cohort
	N	N	%	
Blue Ridge	871	441	51	50.63%
Central Virginia	688	368	53	53.49%
Dabney S. Lancaster	115	82	71	71.30%
Danville	434	256	59	58.99%
Eastern Shore	102	58	57	56.86%
Germanna	1,073	642	60	59.83%
J. Sargeant Reynolds	1,456	624	43	42.86%
John Tyler	1,187	611	51	51.47%
Lord Fairfax	910	527	58	57.91%
Mountain Empire	320	210	66	65.63%
New River	582	328	56	56.36%
Northern Virginia	9,000	4,663	52	51.81%
Patrick Henry	390	261	67	66.92%
Paul D. Camp	99	53	54	53.54%
Piedmont Virginia	677	345	51	50.96%
Rappahannock	367	222	60	60.49%
Southside Virginia	447	312	70	69.80%
Southwest Virginia	403	293	73	72.70%
Thomas Nelson	1,345	703	52	52.27%
Tidewater	4,471	1,919	43	42.92%
Virginia Highlands	368	211	57	57.34%
Virginia Western	1,297	739	57	56.98%
Wytheville	429	298	69	69.46%
VCCS Total	27,031	14,166	52	52.41%

**College Objective:**

Increase the percentage of first-time-in-college (FTIC) credit students who earned 12 college credits with a GPA of 2.0 or higher in their first year to 60%.

**College Strategies to Achieve Objective:**

- Familiarize NRCC Faculty and Staff with NRCC objectives at General Session.
- Expand the college's Intentional Engagement model with regard to specialized outreach by connection specialists, advisors, and tutors through the following:
  - Encouraging all students to complete SDV 100 their first semester in an effort to better prepare them for successful course completion and college transition
  - Implementing EAB Navigate in Spring Semester 2018
  - Using the CLAS platform to provide a successful mechanism for student referrals and outreach
  - Requiring faculty to complete progress surveys
  - Using the Graduation Acceleration Program (GAP) to provide academic and social support to some of our most vulnerable student populations
  - Focusing the college's SACSCOC Quality Enhancement Plan (QEP) on the First Semester Experience
  - Expanding the ACCE (Access to Community College Education) program, which requires students to enroll in 12-15 credits per semester
  - Increasing focus on academic advising assistance, especially for transfer students
  - Increasing intentional outreach to current dual-enrolled students and their parents and focusing on the benefits of completing a program of study at NRCC

**SYSTEM OBJECTIVE:**

Increase from 33% to 35% the percentage of students who complete career studies certificates and industry certifications and then return for additional education within one year.

College	Completed CSC or Industry Certificate	Returned next year		Took Credit Courses		Took Non-Credit Courses	
	N	N	%	N	%	N	%
Blue Ridge	578	138	24	87	15	58	10
Central Virginia	1,058	301	28	216	20	106	10
Dabney S. Lancaster	384	162	42	143	37	50	13
Danville	443	182	41	167	38	118	27
Eastern Shore	103	37	36	36	35	7	7
Germanna	1,094	311	28	258	24	55	5
J. Sargeant Reynolds	713	333	47	333	47	.	.
John Tyler	955	269	28	250	26	20	2
Lord Fairfax	789	181	23	114	14	94	12
Mountain Empire	969	433	45	388	40	87	9
New River	633	276	44	249	39	31	5
Northern Virginia	1,495	470	31	438	29	47	3
Patrick Henry	480	169	35	158	33	18	4
Paul D. Camp	159	29	18	25	16	4	3
Piedmont Virginia	1,016	224	22	197	19	30	3
Rappahannock	418	187	45	145	35	51	12
Southside Virginia	1,094	356	33	244	22	218	20
Southwest Virginia	648	354	55	350	54	15	2
Thomas Nelson	737	220	30	204	28	32	4
Tidewater	1,807	536	30	520	29	234	13
Virginia Highlands	687	202	29	192	28	31	5
Virginia Western	961	307	32	280	29	28	3
Wytheville	891	301	34	272	31	81	9
VCCS Total	18,112	5,978	33	5,266	29	1,415	8

**College Objective:**

Increase from 44% to 50% the percentage of students who complete career studies certificates and industry certifications and then return for additional education within one year.

**College Strategies to Achieve Objective:**

- Familiarize NRCC faculty and staff with NRCC objectives at General Session
- Increase the number of stackable credentials available to students in academic programs
- Increase students' awareness of opportunities for obtaining a career studies certificate or industry certification while working towards an associate degree, diploma, or certificate
- Create an industrial certification and CSC public relations campaign to increase the visibility and awareness of these opportunities
- Encourage collaboration between advisors and the Workforce Career Coach to better promote the opportunities to students
- Provide intentional outreach to students working on industrial credentials and CSCs to make them aware of opportunities for and the benefits of continuing their education at NRCC, including academic and financial aid advising
- Increase intentional outreach to previous and current dual-enrolled students and their parents focusing on opportunities for earning a CSC or industry certification while completing an associate degree, diploma, or certificate program of study at NRCC

## SYSTEM OBJECTIVE:

Increase overall VCCS Fall-to-Spring Retention of credit students to 74%, Fall-to-Fall Retention of credit students to 65% systemwide in AY 2019.

College	Fall 2015 Cohort	Graduated in 2015/2016 AY	Returned Spring 2016		Returned Spring 2016 or graduated		Returned Fall 2016		Returned Fall 2016 or graduated		Fall 2015 Adjusted Cohort (Excluding Graduates)	Returned Spring 2016 (Adjusted)		Returned Fall 2016 (Adjusted)	
	N	N	N	%	N	%	N	%	N	%	N	N	%	N	%
Blue Ridge	4,192	627	2,885	69	3,061	73	1,698	41	2,212	53	3,565	2,434	68	1,585	44
Central Virginia	4,433	615	3,261	74	3,349	76	1,646	37	2,154	49	3,818	2,734	72	1,539	40
Dabney S. Lancaster	1,236	158	799	65	811	66	484	39	620	50	1,078	653	61	462	43
Danville	3,561	483	2,477	70	2,543	71	1,493	42	1,891	53	3,078	2,060	67	1,408	46
Eastern Shore	745	95	561	75	573	77	269	36	342	46	650	478	74	247	38
Germanna	6,993	777	4,924	70	5,237	75	2,774	40	3,460	49	6,216	4,460	72	2,683	43
J. Sargeant Reynolds	10,889	1,099	7,415	68	7,695	71	4,354	40	5,191	48	9,790	6,596	67	4,092	42
John Tyler	10,035	825	7,378	74	7,632	76	4,024	40	4,719	47	9,210	6,807	74	3,894	42
Lord Fairfax	7,002	986	5,032	72	5,214	74	3,112	44	3,862	55	6,016	4,228	70	2,876	48
Mountain Empire	2,718	497	1,868	69	1,980	73	1,168	43	1,511	56	2,221	1,483	67	1,014	46
New River	4,477	440	2,930	65	3,009	67	1,807	40	2,186	49	4,037	2,569	64	1,746	43
Northern Virginia	52,078	5,255	36,454	70	38,230	73	23,514	45	28,030	54	46,823	32,975	70	22,775	49
Patrick Henry	2,594	482	1,838	71	1,928	74	1,094	42	1,497	58	2,112	1,446	68	1,015	48
Paul D. Camp	1,473	185	1,055	72	1,071	73	463	31	618	42	1,288	886	69	433	34
Piedmont Virginia	5,438	660	3,804	70	3,919	72	2,314	43	2,847	52	4,778	3,259	68	2,187	46
Rappahannock	3,566	407	2,370	66	2,427	68	1,539	43	1,830	51	3,159	2,020	64	1,423	45
Southside Virginia	4,439	951	3,050	69	3,188	72	1,763	40	2,547	57	3,488	2,237	64	1,596	46
Southwest Virginia	2,563	365	1,851	72	1,938	76	1,155	45	1,450	57	2,198	1,573	72	1,085	49
Thomas Nelson	9,316	957	6,188	66	6,466	69	3,751	40	4,540	49	8,359	5,509	66	3,583	43
Tidewater	25,927	2,826	17,302	67	18,491	71	10,420	40	12,913	50	23,101	15,665	68	10,087	44
Virginia Highlands	2,365	343	1,763	75	1,818	77	1,064	45	1,350	57	2,022	1,475	73	1,007	50
Virginia Western	7,932	746	5,698	72	5,843	74	3,487	44	4,123	52	7,186	5,097	71	3,377	47
Wytheville	2,915	546	2,085	72	2,165	74	1,258	43	1,704	58	2,369	1,619	68	1,158	49
VCCS Total	176,887	20,325	122,988	70	128,588	73	74,651	42	91,597	52	156,562	108,263	69	71,272	46

## **College Objective:**

Increase overall NRCC Fall-to-Spring Retention of credit students to 70% and Fall-to-Fall Retention of credit students to 50% in AY2019.

## **College Strategies to Achieve Objective:**

- Familiarize NRCC faculty and staff with NRCC objectives at General Session
- Expand the college's Intentional Engagement model through targeted outreach by connection specialists, advisors, and tutors, including the following:
  - Encouraging all students to complete SDV 100 their first semester in an effort to better prepare them for successful course completion and college transition
  - Implementing EAB Navigate in Spring Semester 2018
  - Using the CLAS platform to provide a successful mechanism for student referrals and outreach
  - Requiring faculty to complete progress surveys
  - Using the Graduation Acceleration Program (GAP) to provide academic and social support to some of our most vulnerable student populations
  - Focusing the college's SACSCOC Quality Enhancement Plan (QEP) on the First Semester Experience
  - Expanding the ACCE program, which requires students to enroll in 12-15 credits per semester
  - Increasing the focus on academic advising assistance, especially for transfer students
  - Following up with students who applied for graduation but did not complete their requirements for various reasons (grades, withdrawals, etc.)
  - Increasing student awareness of the benefits of completing an associate degree prior to transfer
  - Increasing the promotion of the VCCS Transfer Grant
  - Creating a PR campaign or slogan focusing on completion

**SYSTEM OBJECTIVE:**

Increase overall annual VCCS completers in associates degrees, certificates, career studies certificates and industry recognized certifications by 12,000 over FY2017.

	Preliminary 2016-			AY 2015-16			AY 2014-
	Total Complete 2021 Credentials	Industry Recognized Certifications and Licenses (6/15/17)	Total Credit Degrees and Certificates (6/15/17)	Total Complete 2021 Credentials	Industry Recognized Certifications and Licenses (5/16/17)	Total Credit Degrees and Certificates	Total Credit Degrees and Certificates
All Institutions	46,888	17,627	29,261	50,065	16,485	33,580	31,194
Blue Ridge	1,518	539	979	1,744	471	1,273	951
CCWA	1,001	1,001		474	474		
Central Virginia	2,982	1,902	1,080	2,621	1,266	1,355	988
Dabney S.	645	267	378	660	387	273	181
Danville	1,178	551	627	1,402	535	867	756
Eastern Shore	254	154	100	181	81	100	133
Germanna	2,956	941	2,015	2,728	895	1,833	1,730
J. Sargeant	2,094	331	1,763	2,166	461	1,705	1,663
John Tyler	1,923	168	1,755	1,958	348	1,610	1,470
Lord Fairfax	2,030	875	1,155	2,319	783	1,536	1,348
Mountain	2,033	1,350	683	1,673	917	756	636
New River	1,508	866	642	1,426	734	692	656
Northern	6,165	694	5,471	8,610	858	7,752	7,528
Patrick Henry	961	313	648	1,605	534	1,071	749
Paul D. Camp	509	190	319	369	85	284	296
Piedmont VA	2,145	811	1,334	2,141	896	1,245	892
Rappahannock	843	263	580	1,004	345	659	646
Southside Va	2,404	1,248	1,156	2,380	1,061	1,319	1,302
Southwest VA	1,611	1,045	566	1,528	810	718	660
Thomas Nelson	3,202	1,693	1,509	2,808	1,197	1,611	1,700
Tidewater	4,295	450	3,845	4,783	645	4,138	4,252
Va Western	1,777	490	1,287	1,256	649	607	604
Virginia	1,407	900	507	2,309	1,128	1,181	1,107
Wytheville	1,447	585	862	1,920	925	995	946

## **College Objective:**

Increase overall annual NRCC completers in associates degrees, certificates, career studies certificates and industry recognized certifications by 360 over FY2017.

## **Strategies to Achieve Objective:**

- Familiarize NRCC faculty and staff with NRCC objectives at General Session
- Expand the college's Intentional Engagement model through targeted outreach by connection specialists, advisors, and tutors, including the following:
  - Encouraging all students to complete SDV 100 their first semester in an effort to better prepare them for successful course completion and college transition
  - Implementing EAB Navigate in Spring Semester 2018
  - Using the CLAS platform to provide a successful mechanism for student referrals and outreach
  - Requiring faculty to complete progress surveys
  - Using the Graduation Acceleration Program (GAP) to provide academic and social support to some of our most vulnerable student populations
  - Focusing the college's SACSCOC Quality Enhancement Plan (QEP) on the First Semester Experience
  - Expanding the ACCE program, which requires students to enroll in 12-15 credits per semester
  - Increasing focus on academic advising assistance, especially for transfer students
  - Following up with students who applied for graduation but did not complete their requirements for various reasons (grades, withdrawals, etc.)
  - Increasing student awareness of the benefits of completing an associate degree prior to transfer
  - Increasing the promotion of the VCCS Transfer Grant
  - Creating a PR campaign or slogan focusing on completion
  - Hosting a "Completion Fair" and focusing on students who were enrolled in the past 3-5 years who did not complete their degree and did not transfer to another institution
  - Increasing intentional outreach to current dual-enrolled students and their parents focusing on the benefits of completing a program of study at NRCC

- Continue focused outreach on the following student populations:
  - Students who are currently enrolled but who have yet to enroll for the following semester
  - Students who were enrolled two previous semesters ago, who did not graduate, and who have not enrolled for the current semester
  - Students who have a financial aid award and have not enrolled
  - Students who have completed the VPT and have not enrolled
  - Students who are placed on financial aid warning at the end of a semester (The purpose of this outreach is to help ensure students do not mistake a warning for financial aid termination and assume they cannot re-enroll. Additionally, this strategy allows us to advise students on how to overcome their warning status)
  - Students who are eligible for Educational Foundation Scholarships, including returning students who have not previously applied for a Foundation scholarship
  - Students who have an outstanding tuition balance 10 days prior to enrollment cancellation
  - Students who have been dropped from their courses for nonpayment following enrollment cancellation

## Predicted Number of Credentials to Meet Complete 2021

			PREDICTED NUMBER OF CREDENTIALS NEEDED TO TRIPLE				
Award	Actual 2014-15	Actual 2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
College Transfer	12,294	13,011	14,598	16,185	19,124	21,856	24,588
Career Technical	5,969	5,855	6,569	7,283	8,606	9,835	11,065
CSC	6,004	6,555	7,355	8,154	9,635	11,011	12,388
Certificate/ Diploma	7,022	8,159	9,154	10,150	11,992	13,706	15,419
Industry Certifications	0	15,606	17,510	19,413	22,938	26,215	29,492
<b>TOTAL CREDENTIALS</b>	<b>31,289</b>	<b>49,186</b>	<b>55,186</b>	<b>61,186</b>	<b>72,296</b>	<b>82,624</b>	<b>92,952</b>

**SYSTEM OBJECTIVE:**

Establish a baseline from which to measure wage increases stemming from credential attainment.

- VCCS collects wage data from VEC, WRIS and OMB on all enrolled students.
- SCHEV provides updated wage information on completers by college and program on a three-year rolling average.

**College Objective:**

- Adopt system office established baseline from which to measure increases stemming from credential attainment.

**College Strategies to Achieve Objective:**

- Continue to collaborate with system office staff as they develop and test strategies to meet this objective.

## **AFFORDABILITY AND SUSTAINABILITY OBJECTIVES:**

- Develop and implement VFCCE plan for transformational change with the goal of hastening economic and social mobility through education for under-employed and lower income residents of the Commonwealth of Virginia.
- Continue to implement and collaborate for efficiencies in college and system office operations through shared services to reduce costs and increases in tuition.

### **College Objective:**

- Support VFCCE plan for transformational change with the goal of hastening economic and social mobility through education for under-employed and lower income residents of the Commonwealth of Virginia

### **College Strategies:**

- Expand the Access to Community College Education (ACCE) program
- Participate in other opportunities articulated in the VFCCE plan

### **College Objective:**

- Continue to implement and collaborate with system office operations for efficiencies in college operations through the shared services model

### **College Strategies:**

- Implement the Procure-to-Pay (P2P) function as part of Wave 5 in March 2018
- Participate in other shared services opportunities when available