New River Community College

Institutional Priorities

2022-2023

Mission Statement: We give everyone the opportunity to learn and develop the right skills so lives and communities are strengthened.

Opportunity 2027 Strategic Goal: Virginia's Community Colleges will achieve equity in access, learning outcomes, and success for students from every race, ethnicity, gender, and socioeconomic group.

Priority: Enrollment	College Goal Area: Student Access and Opportunity
Strategies	Outcomes
Monitor enrollment trends (daily and weekly analyses)	 Throughout the year, daily enrollment reports were prepared and emailed to college staff. These reports described year-to-year changes in headcount and FTE across a variety of key indicants. Weekly, enrollment data received from the System office were analyzed to provide a clearer focus on NRCC and comparisons with sister colleges.
Onboard two new advisors to target specific populations	 Two new advisors were hired and began their respective roles in September 2022. Adult Career Coach and Community Outreach Specialist Veterans and International Student Services Advisor

Exhibit (NRCC tent and/or displays) at public events	 Multiple NRCC exhibits occurred throughout the college's service region. Events included, but were not limited to, the following: High school boys' football games High school girls' basketball games Minor league baseball games New River Valley Fair Multiple community events and festivals New River Valley Community Services (NVRCS) and NRV Cares events Public libraries
Review and update practices in social media marketing	 A comprehensive PR and marketing plan was developed that included expanded social media efforts, including use of two new outlets; staff training was provided in social media marketing trends.
Implement at least one new FastForward program	 A new program in Heavy Equipment Operator was implemented; approval was obtained for new programs in Plumbing and Solar Technician.
Expand efforts to promote participation in the VA Ready initiative	 Communications with incoming FastForward students were increased, including emails at time of registration and presentations during the first week of class. As of March 2023, 62 percent of program enrollees had qualified for a Virginia Ready financial award, compared to 49 percent in May 2022.

Track daily admission applications and prospective student inquiries with student services outreach/follow-up within a 24–48-hour period	 Daily admission applications and prospective student inquiries were tracked with student services outreach/follow-up within a 24-48-hour period. Program-placed (degree-, diploma-, certificate-seeking) new applicants were referred to and received outreach from the appropriate student services advisor. Non-program-placed (non-degree transfer, career exploration, transient student) new applicants were referred to and received outreach from the enrollment coach or the adult career coach based on applicant age (24 or younger; 25 or older). Prospective student inquiries were referred to and received outreach from the enrollment coach or the adult career coach based on prospective student age.
Establish a "Welcome Center" at main entrance to Godbey Hall to staff a "one-stop" shop during regular business hours	A "Welcome Center" was established at the main entrance to Godbey Hall in advance of the fall 2022 semester. The Center has been staffed during regular business hours through a rotation of the enrollment coach, student services advisors, and student services managers to provide a "one-stop" shop experience.

Priority: Retention	College Goal Area: Teaching, Learning, and Student Success
Strategies	Outcomes
Utilize, evaluate and provide training and support for the CLAS (student program tracking system) technology platform	 Training for new faculty and student services advisors was provided; 98% of faculty completed early alert progress surveys. Student services advisors and others (tutors, student resources, etc.) followed up with students and responded to concerns.
Provide regular and substantive interaction (RSI) in online classes	 Faculty provided/are providing at least two different regular and substantive interactions in all online classes during the fall 2022 and spring 2023 semesters. These interactions have included weekly faculty announcements and emails, feedback on assessments and assignments, participation in discussion boards, student engagement hour availability, and group Zoom options.
Maintain collaboration and communication between each student's faculty advisor and the assigned student services advisor	 All students were assigned a faculty advisor and a student services advisor. Assignments were based on enrollment in CTE/G3 programs, transfer programs, or specialized programs (ex. disability services, international students, veteran services). Student services advisors worked in collaboration with faculty advisors to provide a "holistic care- team" approach to student support. They maintained regular communication and worked together to address students' academic and non-academic needs.

- Provide robust tutoring services with a focus on research-based practices, training in multi-modal tutoring styles and strategies, outreach efforts to the student population, and use of the CLAS system to monitor student success
- Host a Community Resource Fair at both college locations to connect students to non-academic resources
- Monitor retention data by semester and year

- The Academic Success Center held 2,236 tutoring sessions for Fall semester 2022. Tutors trained in online, face-to-face, and recorded media and continued to make video tutorials for common issues. The Writing Center in the library served both students and community. Embedded tutors functioned in both A&S and B&T classes. Using the CLAS system continued to be spotty for notes, but excellent for referrals.
- A Career and Community Resource Fair was held during the fall 2022 semester at the Christiansburg site. A similar event is planned for Dublin in fall 2023 to help ensure that students at both locations are connected to a variety of non-academic resources.
- Retention data were calculated, provided to team decision makers, and reviewed after each term. Data for the recently completed term were compared with the previous five years to determine trends in the measures. Fall-to-Spring, Fall-to-Fall and Spring-to-Fall were the predominant retention groups examined [e.g., Fall '22–Sp. '23 65%; Sp. 22–Fall '22 49%; Fall '21-Fall '22 41%]. In addition to exploring retention of the college as a whole, student retention was explored for a large variety of subpopulations. About 25 separate subgroup analyses were conducted for each timeframe to understand the nature of retention at the college more fully.

Priority: Fiscal Responsibility	College Goal Area: Organizational Excellence
Strategies	Outcomes
 Conduct monthly review and analysis of college spending (budget) 	The VP for Finance and Technology prepared a monthly budget analysis and met monthly with the president to review spending.
 Detail strategic purchase requests in NETSPACE and allocate resources for purchases based on budget analysis 	 College employees detailed and prioritized strategic spending requests in the NETSPACE planning and budgeting system. October 11, 2022 – The college leadership team met, reviewed requests, and allocated \$1,056,092 for strategic purchases. February 20, 2023 – The college leadership team met, reviewed requests, and allocated \$1,077,846 for strategic purchases.
Priority: Equity	College Goal Area: Student Access and Opportunity
Strategies	Outcomes
Conduct a targeted marketing campaign aimed at under-represented populations	 Phase one of a two-phase campaign aimed at under-represented populations was completed. The use of digital video and targeted social ads resulted in 17,359 impressions with a CTR (click-through-rate) of 7.96 percent for paid search, compared to the average rate for educational institutions of 5.46 percent; and 523,852 impressions for targeted social ads, with a CTR of 0.84 percent compared to the benchmark of 0.73 percent. Preliminary analysis showed an increase in minority student enrollment from 16.06% in spring 2022 to 18.31% in spring 2023.

Priority: Community	College Goal Area: Resources and Advocacy
Delegate senior-level administrators to participate in regional economic and community development organizations (Onward NRV, Regional Planning Commission, Chamber Boards, etc.)	Outcomes Sampling of representation: President Go Virginia Region 2 Council Verge Board Pulaski County Chamber of Commerce Board Pulaski County Encouraging Progress (PEP) Co-Chair – Onward NRV (regional economic development organization) Capital Campaign New River Valley Drug Court Advisory Board VP for Workforce Development and External Relations Onward NRV Board
	 Pulaski County Encouraging Progress (PEP) Executive Director of Educational Foundation New River Valley Regional Commission Board Pulaski Rotary Club – President Lewis Gale Pulaski Hospital Board VP for Instruction and Student Services Montgomery County Economic Development Authority Director of Institutional Effectiveness and Research Metropolitan Planning Organization (MPO) Board Member
 Sponsor a recognition/appreciation event for scholarship donors to the NRCC Educational Foundation 	 Held two events, October 2022 and March 2023 October 2022 – annual scholarship brunch (200+ donors and students in attendance) March 2023 – New River Health Foundation appreciation dinner (40 donors and students in attendance)