Chancellor's Goals Supporting *Achieve 2015*
July 2012 through June 2013
Virginia Highlands Community College

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 25,000 individuals.

1 Increase Enrollment from Underserved Populations

Increase enrollment from underserved populations by 5% over 2011-12.

- Support the Chancellor's stated goal to increase enrollment among underserved populations by 5%(all)

2 Develop Marketing Plan for URP Students

In collaboration with marketing leaders from Virginia's Community Colleges, develop and execute a strategic communications and marketing plan to convince more URP Virginians to attend college.

- Intentionally market dual enrollment opportunities with URP high schools students. (Dual Enrollment Coordinator).
- Develop a VHCC speakers list for all ETS and UB events (ETS/UB Coordinator).
- Develop a presentation for HS and Middle School students aimed at recruiting nontraditional (gender) students into traditionally male or female programs. (Admissions/Career Coach Supervisor)
- Mentor 100 students of color at service area high schools and attract 10% of those students at VHCC as measured by college applications in spring 2013 for summer/fall 2013. (BHSS)
- Keep VHCC in the public eye by identifying and implementing three marketing activities targeting adult learners (all VP Staff).
- Identify UB increasing participants served by 33% and support efforts to enroll 50% of the seniors served (UB Coordinator)

3 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).

- Explore a consortium agreement with MECC and other CC to develop an AHIMA accredited Associate Degree Program in Electronic Health Records (BHSS Dean and HITE Coordinator)
- Complete assessment needs surveys for other Allied Health careers and collect survey data (NAH/dean and division Counselor).

4 Increase Enrollment In Postsecondary Programs By Middle College Participants

Increase the percentage of Middle College students who, within one year of completing the GED, enroll in a community college, as compared with 2011-12.

Approved by the SBCC: 5/17/12

5 Virginia Educational 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.

- Continue to support Virginia Wizard through Student Development courses, Career Development Center and Career Coaches in high school. (Career Coaches/Dual Enrollment Coordinator, Student Success).

6 Initiate Student Level Tracking Of Career Coach Services

Initiate a case based management system for Career Coaches that allows for individual student tracking.

- Explore using Student Groups through SIS to track students and/or create Access Data Base System. Access Student Clearing House data that tracks high school students and use data to assist Career Coaches with student tracking.
- Explore use of STARFISH (eWISE) to track dual enrollment students (Career Coaches and Dual Enrollment Coordinator)

7 Expand Great Expectations Enrollments

Expand the number of students in the Great Expectations program by 25% over 2011-12.

- Support the Chancellor's initiative to increase the number of students in the Great Expectations program by 25%. (Great Expectations Coach)

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.

8 Increase Financial Aid Recipients

Increase the number of students receiving financial aid by 5% over 2011-12 with special focus on middle class students.

- Support the Chancellor's initiative to increase the number of students receiving financial aid by 5%. (Admissions/FA/Records Director)

9 Increase Financial Aid For Noncredit Workforce Instruction

Increase the proportion of students provided with financial aid for noncredit workforce instruction leading to credentials through the On Ramp program.

- Support VCCS guidelines and funding to increase financial aid for noncredit workforce instruction leading to credentials.

10 Benchmarks for Financial Aid Shared Services Model

Monitor the results of the Financial Aid Shared Services model and begin to draft performance benchmarks.

GOAL: STUDENT SUCCESS

Increase the number of students graduating, transferring or completing a workforce credential by 50%, including increasing the success of students from underserved populations by 75%.

11 Enhance Veterans Services

Expand and enhance services for veterans and active duty military personnel with attention to prior learning.

- Apply for a student organization for Veterans with faculty/staff sponsorship. (Admissions/Faculty or Staff Sponsor)
- Continue to support Veterans Appreciation Day events. (Student Success)
- Apply to be recognized as a Military Friendly Institution with associated organization membership. (Admissions)

12 Encourage College Readiness

Analyze and report on outcomes of college readiness initiatives between colleges and K-12 partners.

- Strengthen partnerships between VHCC and K-12 schools (All)
- Support K-12 teacher's initiatives to complete certificate renewal points and credits by providing at least one professional development activity for public educators that address college readiness. (All)

13 Continue Developmental Education Redesign

Implement developmental English redesign and evaluate effectiveness of developmental mathematics redesign.

- Support the Chancellor's initiatives in the implementation of developmental English and mathematics redesign (SET and BHSS)
- ENGLISH: Define baseline data for number of students who successfully complete developmental English courses and enroll in ENG 111 in 2011-12. Increase by 5% the number of students who successfully complete the redesigned developmental English courses and enroll in ENG 111 in 2012, 2013 as measured by projected grades in Dev English courses and early enrollment data for summer and fall 2013. (BHSS Dean/ English Faculty).
- MATH: Increase the success rate in developmental mathematics by 5% by comparison from spring 2012 to fall 2012 and spring 2013. (SET Dean/ Math Faculty)

14 Develop Student Services Initiatives

Develop college and career plans using the Virginia Education Wizard and implement an automated early alert system (eWISE).

- Identify the baseline of student responses to current early alert system used on campus during the fall 2012 semester. Pilot the Starfish software program (eWISE) and increase student response rates by 5%. (Student Success Counselors, Admissions and Division Faculty/Deans)

15 Develop Professional Development Plan

Create a professional development plan for developmental education faculty through collaboration with college leaders.

- Implement the professional development plan recommended by the ENG Developmental Implementation faculty lead for dual enrollment and adjunct faculty. (BHSS Faculty/Dean)
- NAH Division will host two workshops for faculty including teaching techniques in a concept based curriculum and preparation for NLNAC accreditation self-study. (NAH Dean and Health Grants Project Director)
- Increase attendance at VCCA Conference and New Horizons by 2%. Increase applications for the Paul Lee Professional Development Grants by 1% and apply for the Paul Lee Workshop MiniGrant (all academic divisions)

16 Explore Emerging Learning Technologies

Identify and investigate new and evolving learning technologies and promoting those that offer the greatest promise for effective teaching and learning and improved student success.

- Use Camtasia to record videos that enhance the Online Preview and Faculty Advisor training (Student Success Counselors)
- Develop and implement the VHCC APP and provide access to college resources (Library and Instructional Services, Vice-President of ISS).
- Activate Tablet PC labs for the classroom (All)
- Provide Tablet PC training for faculty/staff and ensure that 60% of faculty/staff who have COVA Tablet PCs will have attended a training session (Library and Inst. Services, Division Deans, All)
- Explore Mobile Learning Technology (All)
- Use Collaborate in Bb for conferencing (Library and Instructional Services)
- Provide training on the new Bb rollout of Facebook and texting (Library and Instructional Services)

17 Develop Digital Textbooks for High Volume Courses

Assemble a group of faculty, designers, and other subject matter experts to develop and promote the adoption of an openly licensed digital textbook for a high volume VCCS course.

- Explore digital textbook options for high volume courses (All)
- Pilot digital textbooks for Tablet PCs through Project Excel Bridge Program (Project Excel)
- Explore use of digital books by surveying SDV students to determine their access to electronic devices.

18 Support Apprentice Related Instruction

Initiate annual reporting of the number of apprentices earning actual or articulated college credits through Apprenticeship Related Instruction (ARI) and establish annual performance metrics to increase the number and percentage of apprentices earning college credits through ARI (Success).

19 Support Employment Attainment

Increase job placement rates by On Ramp participants by 35% and provide job placement services via TAA-funded Adult Career Coaches and Job Placement Coordinators.

- Support VCCS job placement rates for On-Ramp and TAA funded students.

20 Support Credit And Noncredit Credential Attainment By Dislocated Workers

Increase the number of credentials earned by On Ramp participants.

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21 Increase the Number of Students Completing Career Readiness Certificates

Meet individual college targets established for number of individuals receiving a Career Readiness Certificate.

- Support the VCCS targets established for individuals receiving a CRC.
- Increase marketing of the CRC.
- Increase completion of Career Readiness Certificates by 3% (SET Dean/Great Expectations Coach)

22 Student Success Reporting

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

- Support Chancellors initiative by collecting and using data on student success in developmental English and Math Redesign (BHSS and SET)
- Collect and use data on Psychology redesign success rates (BHSS)
- Collect and use data from the Core-curriculum Assessment Plan (Academic Divisions)
- Initiate a Plan for Program Reviews using data for continuous improvement (Academic Divisions)

GOAL: WORKFORCE

Double the annual number of employers provided training and services to 10,000, with a particular focus on high-demand occupational fields.

23 Serve Employers through College Courses, Programs, and Outreach

Increase the number of employers served through college credit and noncredit courses, customized training, and other outreach efforts by 9% and report annually all their employer activities.

- Increase the number of employers served.

24 Implement Workforce Enterprise System

Monitor and report on implementation of a workforce enterprise system.

- Support the VCCS in implementing the workforce enterprise system.

GOAL: RESOURCES

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

25 Leverage Support From The Virginia Workforce System

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

- Support VCCS efforts to leverage funding and in-kind contributions from VHCC workforce partners.

26 Obtain Support for Career Pathways

Secure at least $1,000,000 in grants to develop and expand workforce and career pathways activities that involve colleges and local workforce partners.

- Research grant opportunities available to VHCC to develop and expand workforce and career pathways activities.

27 Leverage VCCS Purchasing Volume

Achieve full compliance with purchasing regulations and leverage economies of scale when system-wide contracts can result in better pricing and administrative efficiencies.

28 Increase VFCCE Fundraising

Increase the Virginia Foundation for Community College Education fundraising totals by 10% from 2011-12.

- Host at least two new cultivation events during the 2012-2013 school year.
- Increase annual giving at VHCC by 10% from 2011-2012
- Plan and conduct an annual corporate recognition event.

MANAGEMENT GOALS

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

29 Plan Cloud-based Library Initiatives

Plan the move of key library services to a hosted environment in order to improve the efficiency and effectiveness of library services.

30 Implement Decision Support System

Implement the student component of the Decision Support System.

31 Monitor *Achieve 2015*

Monitor continuing implementation of *Achieve 2015*.

32 Meet Management Standards

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

33 Continue Re-engineering Task Force

Continue the Chancellor's Re-engineering Task Force and implement recommendations as appropriate.

34 Continue Emergency Preparedness

Continue to improve and test Continuity of Operations Plans and procedures.

- Conduct at a minimum 2 emergency drills during the 2012-13 academic year.

35 Project Management

By March 1, 2013, colleges will submit reports on the current status for implementation of the technology project management standards and guidelines relative to Level 2.

36 Technology Innovation

Complete the work of the Innovation and Technology Task Force and begin implementing recommendations in this fiscal year.

37 Implement Revised Faculty Evaluation System

Complete planning for implementation of a revised faculty evaluation system.

38 Expand Diversity Recruitment

Continue college efforts to increase diversity among full-time faculty.

39 Complete Internal Audit Plan

Complete the FY 2013 Internal Audit Plan.

40 Provide Legal Services

Expand and develop templates and online training relative to legal issues to streamline advice and services.