VHCC’s Goals Supporting
Chancellor’s Goals Achieve 2015
July 2011 through June 2012

PREAMBLE
To contribute to the economic and civic vitality of the commonwealth and its international competitiveness, Virginia’s Community Colleges commit to increasing access to affordable education and training for more individuals so they acquire the knowledge and skills to be successful in an ever-changing global economy.

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 3% over 2010-11.
   - Develop and implement a marketing plan for the recruitment of underserved populations

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).
   - Develop two new academic programs
   - Increase campus presentations and visits by four year college representatives to our students and faculty advisors

3. Increase Enrollment in Postsecondary Programs by Middle College Participants
   Enroll at least 50% of Middle College GED recipients in postsecondary community college programs.

4. Increase Enrollment in Community Colleges by Students Served by Career Coaches
   Increase the percentage of high school graduates from high schools served by a career coach who, within one year of graduation, enroll in a community college, as compared with 2011-12.
   - Increase by 2% high school graduates from high schools served by a career coach who, within one year of graduation, enroll in a community college, as compared with 2011-2012.

5. Expand Great Expectations Enrollments
   Expand the number of students in the Great Expectations program by 25% over 2011-12.
   - Expand the number of students in the Great Expectations program by 25% over 2011-2012.

6. Increase Use of Virginia Education Wizard:
   Increase the total number of profiles created in the Virginia Education Wizard by 50,000, to include 35,000 profiles created by Virginia students in grades 7 through 12 and 10,000 profiles by Virginia community college students.
   - Increase by 2% the number of profiles created in the Virginia Education Wizard
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 Applicants and Recipients
Increase the number of students who apply for and who receive financial aid and scholarships by 10% over 2010-11.
- Increase the number of students who apply for and who receive financial aid and scholarships by 5% over 2010-2011.
- Review criteria and procedures for awarding internal and external scholarships.
- Increase the number of students who are awarded On-Ramp Grant funds by ___% (to date at 38 students)

8 Implement Pilot Financial Aid Shared Services Model
Monitor and report on implementation of pilot shared services model to process and award financial aid.

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%.

9 Redesign Developmental Education
Implement the redesign of developmental mathematics and develop curriculum and placement instrument for new developmental English structure.
- Implement the redesign of developmental mathematics
- Establish a Math Lab
- Support the development of curriculum and placement instrument for developmental English structure
- Support professional development of faculty
- Revise Testing Center procedures to support developmental education redesign

10 Encourage College Readiness
Analyze and report on outcomes of college readiness initiatives between colleges and K-12 partners.
- Identify best practices for on-line teaching/learning and for evaluating online education
- Based on best practices, revise/review VHCC guidelines for teaching online and evaluating online courses. Present revised guidelines to appropriate VHCC committees for approval
- Evaluate new classes offered by distance learning technology and compare to face-to-face classes in relation to student satisfaction, student completion rates, and student success at the end of the semester
- Increase the online training using IDOL and TOPS to full-time and part-time faculty teaching online by 25%

11 Student Success Reporting
Provide comprehensive reporting on a variety of student success measures aligned with Achieve 2015 and the Reengineering Task Force recommendations.
- Create a Retention Team to study data and recommend actions.
Support Teaching Excellence
Provide a range of professional development activities for faculty, teaching-related staff, and emerging leaders to support teaching excellence within the VCCS.

- Provide professional development activities for faculty, teaching-related staff, and emerging leaders to support excellence.
- Establish and maintain a ratio of 60-40 full-time faculty credit hours of instruction to adjunct faculty credit hours by adding new faculty based on academic needs.
- Purchase library materials to support faculty and curricula.
- Develop a succession plan based on projected faculty retirements in five-year planning period incorporating academic program needs.
- Utilize Faculty Action Plans and Staff Employee Work Profiles for evaluating PG&D requests.
- Provide training for staff, administration, and faculty to meet industry standards.
- Standardize training of college procedures of new hires and adjunct faculty including mentoring and review of syllabi.

Increase the Number of Students Completing Career Readiness Certificates
Meet targets established for number of individuals receiving a Career Readiness Certificate.

- Increase the number of individuals receiving the CRC to VCCS projections of 170 participants. (estimate for TY= 70)

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

Serve Employers through College Courses and Programs
Increase the number of employers served through college credit and noncredit courses, customized training, and other outreach efforts by 5%.

- Increase the number of employers served by 10%. (TY= 151 to VCCS projections of 167)
- Increase the number of employers served by 10% with On-Ramp contacts. (# of businesses served 15?)
- Increase partnership with SBDC by ____% or # of events to attract new businesses.
- Should I be including businesses served by SBDC?

Increase Customized and Open Enrollment Training
Increase the number of businesses returning for customized and open enrollment training.

- Develop a retention plan for increase the number of returning businesses. (32% for 2009-2010)
- Increase headcount for non-credit training to VCCS projection of 910. (as of VCCS last report from 7/1/10 to 3/31/11 at 634)

GOAL: RESOURCES
Raise at least $550 million in cumulative gifts and grants to support the mission of Virginia’s Community Colleges.
16 Increase VFCCE Fundraising
Increase the Virginia Foundation for Community College Education fundraising totals by 10% from 2010-11.

17 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.
  - Maintain and support On-Ramp Grant funding.

18 Develop Capital Outlay Six Year Plan
Develop capital outlay six year plan that supports implementation of Achieve 2015 goals and ensures that facilities needs are communicated effectively so the Commonwealth’s capital plan adequately reflects community colleges’ needs.

19 Increase Grants
Increase the number of grants applied for and received by the VCCS.
  - Develop yearly project plans by division to identify grant needs to allow for early preparation for anticipated grant proposals.

20 Develop Collective Fundraising Initiative
Provide leadership to the Virginia Foundation for Community College Education to work in concert with the 23 colleges on a collective fundraising initiative aligning with Achieve 2015.

21 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.

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<tr>
<th>MANAGEMENT GOALS</th>
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<tbody>
<tr>
<td>In order to accomplish the goals set forth in Achieve 2015 and these Chancellor's Goals, various management goals are necessary.</td>
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<tr>
<td>22 Monitor Achieve 2015</td>
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<td>Monitor implementation of Achieve 2015.</td>
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<td>23 Meet Management Standards</td>
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<tr>
<td>Meet specified academic, administrative, and financial Institutional Performance Standards (IPS) required to receive incentives provided for in the Higher Education Restructuring Act.</td>
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<td>24 Enhance Institutional Effectiveness</td>
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<td>Complete implementation of decision support system and initial reporting capabilities.</td>
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<td>25 Continue Re-engineering Task Force</td>
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<td>Continue the Chancellor’s Re-engineering Task Force and implement recommendations as appropriate.</td>
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<td>26 Implement Faculty Employment Spectrum</td>
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<td>Create plans for broadening use of full faculty employment opportunities.</td>
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<tr>
<td>27 Conduct Credit Audit</td>
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<td>Conduct a credit audit of academic programs in an attempt to reduce time-to-degree for students.</td>
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  - Complete credit audit of VHCC programs using VCCS guidelines. |
| 28 Continue Emergency Preparedness |
| Continue to improve and test Continuity of Operations Plans and procedures. |
  - Provide training to faculty and staff |
29 **Project Management**
By March 1, 2012, colleges will submit reports on their plans and current status for implementation of the technology project management standards and guidelines relative to Level 2.

30 **Expand Diversity Recruitment**
Increase diversity of teaching faculty by implementing college diversity recruitment plans.

31 **Complete Internal Audit Plan**
Complete the FY 2012 Internal Audit Plan.

32 **Provide Legal Services**
Expand and develop templates and online training relative to legal issues to streamline advice and services.

**Additional VHCC Goals**
- Pursue the numerous campus development projects: Coffee Shop, Theatre Lobby Renovation, Window Replacement, parking lots, Motorcycle Range, Smoking Pavilion.
- Enhance classroom learning for students: having meetings with VP of Instruction, Deans, and Buildings & Grounds Superintendant, and tour all classrooms campus-wide for any needed improvements.
- Enhance Campus Security: continue to add more security cameras and lighting improvements, expand proximity lock system to all exterior doors, and install new interior door locks to all office and classroom doors.
- Review and update VHCC "Equipment Change Form" to reflect current Fixed Asset Inventory Procedures.