

TIDEWATER COMMUNITY COLLEGE

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 fall admissions applications from 110,000 to 130,000 by 2017.

Over the next two years, TCC will increase fall applications 18.5% to 20,000, up from 16,880 in Fall 2014. To meet this goal, TCC will complete Phase I (recruit to applicant) implementation of the college's Strategic Enrollment Management (SEM) plan.

In addition, strategies focused on recent high school graduates and the military will be implemented, and the college has targeted two sub goals to measure these efforts. First, TCC will increase fall applications of recent high school graduates by 18%, increasing applications from 3,961 in Fall 2014 to 4,675 in Fall 2016.

Secondly, and in the face of declining military veteran applications, TCC will enact strategies that focus on dependents and those on active duty, increasing those applicants by 18%, from 3,851 in Fall 2014 to 4,550 in Fall 2016.

ENTRY OBJECTIVE

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

Over the next two years TCC will increase the yield of fall applications to 60% from a Fall 2014 yield of 44%. To support these efforts, TCC will complete Phase II (applicant to enrollment) of the SEM plan.

As a sub effort, TCC will increase the yield of recent high school graduates to 65% from a baseline of 56% in Fall 2014 and increase the yield of military related applications to 60% from a baseline of 46%.

PROGRESSION OBJECTIVES

SYSTEM: Increase overall VCCS Fall-to-Spring Retention to 71% systemwide.

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

TCC will increase fall-to-spring retention to 71% from 67% and increase the fall-to-fall retention to 60% from 41%. In support of these efforts, the college will initiate Phase III (student to graduate) of the SEM plan, continue the efforts captured in the Student Success Plan, and implement the college's QEP which focuses on career pathways.

COMPLETION OBJECTIVES

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

TCC will increase our total awards by 19%, to 5,065 in 2016-2017, up from 4,250 in 2014-2015. In support of this goal, the college will initiate Phase III (student to graduate) of the SEM plan, continue the efforts captured in the Student Success Plan, implement the college's QEP which focuses on career pathways, and develop and implement a stackable credential strategy. To support the stackable credential strategy, TCC will support efforts to change VCCS Policy 5.1.2 to allow the automatic awarding of career studies certificates.

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)

SYSTEM: Increase the number and percent 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.*

TCC will conduct a college-wide audit of the number of students currently earning industry certifications or licenses. The college will then inventory (by credit and non-credit programs) industry certifications or licenses that have the potential to be incorporated into a program. The results of these efforts will be used to develop a plan for increasing the number of certifications and licenses earned by students in year two.

AFFORDABILITY AND SUSTAINABILITY OBJECTIVES

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

TCC will take a strong position on working with VCCS performance based funding to aggressively market workforce credentials to business and industry.

In addition, TCC will develop a plan that coordinates efforts between Workforce Solutions and the college's Institutional Advancement office to secure resources for expanding work force credentials.

SYSTEM: Secure funding for philanthropic and other investments for Year2 of the Rural Virginia Horseshoe Initiative (RVHI).

TCC is not in the Rural Virginia Horseshoe Initiative.

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

Through an ongoing process mapping that parallels the SEM plan, TCC has identified several areas where efficiencies in college operations will be improved in the areas of finance, travel approval and reimbursement¹, human resources, and administration.

TCC will work with the System Office to plan and initiate system-wide shared services.

¹ TCC's travel approval and reimbursement system has been developed as a robust and scalable program that can be applied to all VCCS colleges without additional investment.