

TIDEWATER COMMUNITY COLLEGE

Chancellor's Goals Supporting *Achieve 2015* July 2013 through June 2014

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 85,000 individuals.

1 Increase Enrollment from Underserved Populations

Increase enrollment from underserved populations by 3% over 2012-13.

Increase enrollment levels through various student success strategies, to include the development and implementation of a Strategic Enrollment Management Plan (SEM). [Dr. Lepper, Dr. DeMarte, and Mr. Toscano]

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 five new academic programs that respond to emerging, critical workforce needs, and STEM-H related disciplines. [Dr. DeMarte with Drs. Rhine, Summers, and Woodhouse]

3 Virginia Education 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. Achieve 15,000 Career and Course Plans by community college students.

Continue to work the plan developed in 2010-11 to promote the Virginia Education Wizard as a career and college planning tool for TCC's diverse student body. [Dr. Lepper, Dr. DeMarte, and Mr. Toscano]

4 Implement Student Level Tracking Of Career Coach Services

Establish access to student data at the division level for career coaches via agreements with division superintendents or school principals.

Ensure that Career Coach services are delivered in all schools consistent with the SEM. [Dr. Lepper with Drs. Rhine, Summers, and Woodhouse]

5 Expand Great Expectations Enrollments

Adopt and implement a strategic plan for the program identifying goals and outcome measures that align with *Achieve 2015-Take Two* and other VCCS system-wide measures of student success. Increase by 10% the number of GE students who successfully earn at least 16 hours of credit per year.

Expand the Great Expectations program in Hampton Roads, increasing by 10% the number of students who successfully complete 16 credit hours. [Dr. Lepper with Drs. Rhine, Summers, and Woodhouse]

6 Expand Shared Distance Learning Model

Expand participation in shared distance learning model to all remaining colleges. Explore the feasibility of adding more course originating colleges to the model.

(VCCS) [TCC's role is TBD]

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 Recipients

Increase the number of students receiving financial aid by 5% over 2012-13 with special focus on middle class students.

Continue to ensure that TCC students take full advantage of the financial assistance opportunities available to them. [Ms. Milloy with Drs. Lepper, Rhine, Summers, and Woodhouse]

8 Benchmarks for Financial Aid Shared Services Model

Implement and monitor the performance benchmarks of the Financial Aid Shared Services model.

(VCCS)

GOAL: STUDENT SUCCESS

Triple the number of students graduating, transferring, or completing a workforce credential to 91,173, including tripling the success of students from underserved populations to 39,393.

9 Enhance Veterans Services

All colleges will develop plans to expand and enhance services for veterans and active duty military personnel with attention to prior learning. Plans will be submitted to the Chancellor by October 1, 2013.

Submit plan to VCCS. [Mr. Dunn]

10 Encourage College Readiness

All colleges will develop plans to strengthen college readiness initiatives between colleges and K-12 partners. Plans may be sequenced over several years. Plans will be submitted to the Chancellor by November 1, 2013.

Submit plan to VCCS and initiate at TCC. [Dr. DeMarte]

11 Develop Student Services Initiatives

Implement an automated early alert system (eWISE) to strengthen persistence.

Provide professional development to the academic alert advisors in the use of appreciative advising and the utilization of text-messaging to more effectively communicate with the students.

Transition from TCC's SARS-based Academic Alert System to the VCCS Starfish-Early Alert System. [Dr. Lepper]

12 Evaluate Developmental Education Redesign

Evaluate effectiveness of developmental mathematics and developmental English redesign.

(VCCS – TCC) [Mr. Aasen and Dr. DeMarte]

13 Explore Emerging Learning Technologies

Develop new and evolving learning technologies and promote those that offer the greatest promise for effective teaching and learning and improved student success.

Advance the use of technology applications in the learning experience, particularly those that complement and advance student success. [Dr. DeMarte]

14 Develop Digital Textbooks for High Volume Courses

Continue development and promotion of the adoption of openly licensed digital textbooks for high volume VCCS courses.

Pilot a program for students in the AS Business Administration degree program designed to eliminate the cost of textbooks for the entire degree. [Dr. DeMarte]

15 Increase Employment Attainment By Students Served By On Ramp And Adult Career Coaches

Meet individual college targets established for job placement of individuals served by On Ramp and the Adult Career Coach Program's Experiential Learning/Job Placement Coordinators.

Continue to provide services and pursue grant support for the OnRamp Grant and link adult career coaches with companies for recruitment into credit programs. [Ms. Bryant]

16 Support Credit And Noncredit Credential Attainment By Dislocated Workers And Middle College Participants

Increase the number of credentials earned by individuals served through On Ramp, Middle College, and Adult Career Coaches.

Continue to provide services and pursue grant support for the OnRamp Grant and link adult career coaches with companies for recruitment into non-credit programs. [Ms. Bryant]

17 Increase the Number of Students Completing and Businesses Recognizing Career Readiness Certificates

Meet individual college targets established for number of individuals receiving and businesses recognizing the CRC.

Continue to expand the implementation of the Virginia Career Readiness Certificate. [Ms. Bryant]

18 Student Success Reporting

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

(VCCS)

19 Dual Enrollment Success

Monitor college dual enrollment efforts and assist colleges in implementing HB 1184.

Implement HB1184 agreements with area school divisions for completion of the General Education Certificate or Associate Degree by the time of high school graduation.

Make available to all high school students in the Chesapeake, Norfolk, Portsmouth, and Virginia Beach Public Schools the McCann Mathematics Placement and Diagnostics Test, providing sufficient time to correct any deficiencies prior to college entry. [Dr. DeMarte with Drs. Rhine, Summers, and Woodhouse]

GOAL: WORKFORCE

Increase the number of employers provided training and services to 13,000, with a particular focus on high-demand occupational fields.

20 Serve Employers Through College Courses, Programs, And Outreach

Increase the number of employers served through college credit and noncredit courses, customized training, layoff aversion, and other outreach efforts by 6% and report annually all their employer activities.

Increase the number of businesses served by 10% through expanded training and implementation of support services to companies in transition. [Ms. Bryant]

21 Implement Workforce Enterprise System

Monitor and report on the multi-year implementation of a workforce enterprise system.

(VCCS - TCC) TCC will utilize and report on WES when it becomes operational. [Ms. Bryant]

GOAL: RESOURCES

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

22 Leverage Support From The Virginia Workforce System

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

Continue to provide services and pursue grant support for the Job Skills Training program from the Virginia Department of Social Services and from other public and private organizations as appropriate. [Ms. Bryant]

23 Leverage VCCS Purchasing Volume

Obtain Level II delegated authority for procurement for the system.

(VCCS) [Ms. Milloy – TCC currently has Level II delegated authority for procurement]

24 Increase VFCCE Fundraising

Increase the Virginia Foundation for Community College Education fundraising totals by 10% from 2012-13.

Increase the number of gifts and grants by \$16 million. [Ms. Davenport]

25 Increase Online Donations

Increase the number of online donations to the VFCCE by 20% over 2012-13.

(VCCS)

26 Launch Rural Virginia Horseshoe Initiative

Launch Rural Virginia Horseshoe Initiative pilot across the seven community colleges within the rural horseshoe region.

(VCCS)

27 Increase Revenues Generated By Workforce Development Services

Meet individual college targets established for revenues generated in excess of covering the direct costs in delivering workforce development services.

TCC will meet revenue targets. [Ms. Bryant]

MANAGEMENT GOALS

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

28 Expand Data In Decision Support System

Complete implementation of the financial aid and human resources modules and plan for adding new data to Quinn.

Provide training on the QUINN Student Module to Executive Staff, deans, academic program heads, Grant Office staff, and student affairs staff. [Mr. Aasen with Ms. Milloy]

29 Monitor *Achieve 2015-Take Two*

Monitor implementation of *Achieve 2015-Take Two*.

(VCCS)

- 30 Meet Management Standards**
Meet specified academic, administrative, and financial Performance Standards required to receive incentives provided for in the Higher Education Restructuring Act.
- (VCCS) [TCC's role TBD]
- 31 Improve Efficiencies In Administrative Services**
Identify best opportunities to improve efficiencies in administrative services across the system and begin implementation.
- (VCCS) [TCC's role TBD]
- 32 Continue Emergency Preparedness**
Host or sponsor a series of threat assessment team training programs and functional exercises throughout the VCCS.
- Continue emergency management planning, training, and conducting hands-on exercises. [Mr. Dunn]
- 33 Project Management**
By March 1, 2014, colleges will submit reports on the current status for implementation of the technology project management standards and guidelines relative to Level 2.
- Submit college technology project management reports to VCCS. [Dr. Ying]
- 34 Implement Revised Faculty Evaluation System**
Complete implementation of a revised faculty evaluation system.
- Implement an approved revised faculty evaluation system. [Dr. DeMarte]
- 35 Develop VCCS Leadership**
Offer opportunities to develop promising VCCS leaders for senior roles.
- (VCCS)
- 36 Complete Internal Audit Plan**
Complete the FY 2014 Internal Audit Plan.
- (VCCS)
- 37 Create Diversity Taskforce**
Create a diversity taskforce to define VCCS policies and practices for recruiting and retaining a diverse workforce and leadership. A VCCS president should serve as chair and a State Board member should serve as co-chair.
- (VCCS) [TCC's role TBD]