TIDEWATER COMMUNITY COLLEGE

Chancellor's Goals Supporting *Achieve 2015*
July 2012 through June 2013

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.

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1   **Increase Enrollment from Underserved Populations**
Increase enrollment from underserved populations by 5% over 2011-12.

(Goal 1) Maintain current enrollment levels through various student success strategies, to include the development and *implementation* of a Strategic Enrollment Management Plan (SEM). [Vice President for Student Success & Enrollment Management]

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.

(3.12) Develop and implement a strategic enrollment plan to include an assessment component with learning outcomes for all areas of student success and enrollment management. [Vice President for Student Success & Enrollment Management]

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).

(1.2) Develop a new *TCC Educational Master Plan as part of the new CSP*. [Vice President for Student Learning & Chief Academic Officer]

(4.6.2) Expand the college's participation in the Navy College Program Distance Learning Partnership (NCPDLP) by providing courses in the five degree programs offered through NCPDLP in formats other than online. [Executive Vice President and Vice President for Student Learning & CAO]

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.

N/A

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.

(1.9) 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. [Vice President for Student Success & Enrollment Management]

6   **Initiate Student Level Tracking Of Career Coach Services**
Initiate a case based management system for Career Coaches that allows for individual student tracking.

(3.12) Develop and implement a Strategic Enrollment Management plan (SEM) to include an assessment component with learning outcomes for all areas of student success and enrollment management. [Vice President for Student Success & Enrollment Management]

Ensure that Career Coach services are delivered in all schools consistent with the SEM. [Vice President for Student Success & Enrollment Management]

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

(1.10) Expand the Great Expectations program in Hampton Roads, increasing enrollments by 25% over the previous academic year. [Provost of Chesapeake Campus]

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.

(6.2) Continue to ensure that TCC students take full advantage of the financial assistance opportunities available to them. [Provosts - Campus enrollment management plans]

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.

(4.3.3) Continue to provide services and pursue grant support for the OnRamp Grant. [Vice President for Workforce Development]

10   **Benchmarks for Financial Aid Shared Services Model**
Monitor the results of the Financial Aid Shared Services model and begin to draft performance benchmarks.

Continue to support financial aid back-office operations and assess whether back office pilot measures should be applied to TCC processes.

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.

(4.6) Continue to support and expand services to military personnel and their families in the region.
[Executive Vice President]

4.6.1   Complete establishment of the Center for Military and Veterans Education, including hiring to fill the remaining staff vacancies and completing the expansion of the space being renovated for the new unit. [Executive Vice President]

4.6.2   Expand the college's participation in the Navy College Program Distance Learning Partnership (NCPDLP) by providing courses in the five degree programs offered through NCPDLP in formats other than online. [Executive Vice President and Vice President for Student Learning & CAO]

4.6.3   Expand the college's support services for military-related students by forming a cadre of faculty and staff who volunteer to assist those students as advisors, mentors, etc. [Executive Vice President]

4.6.4   Expand contract training for governmental and military agencies. [Executive Vice President and Vice President for Workforce Development]

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

(3.2) Develop a College Readiness Plan that engages both internal and external college constituencies, enhances the underpinnings of the TCC Student Success Agenda, and ultimately has a positive impact on retention and graduation rates. [Vice President for Student Learning & Chief Academic Officer]

> 3.2.1   Create a college readiness identity for TCC. [Vice President for Student Learning & Chief Academic Officer]
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> 3.2.2   Recast dual enrollment and AP programming within the larger context of a long-term college readiness plan. [Vice President for Student Learning & Chief Academic Officer]
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> 3.2.3   In response to HB1184, secure agreements across service area school divisions for completion of the General Education Certificate or Associate Degree by the time of high school graduation. [Vice President for Student Learning & Chief Academic Officer]
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> 3.2.4   Explore the need for a College Readiness Summit in Hampton Roads with key stakeholders including K12 Superintendents and Principals, as well as TCC Deans, Provosts, Vice Presidents, and President. [Vice President for Student Learning & Chief Academic Officer]
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> 3.2.5   In an effort to improve college readiness, 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. [Vice President for Student Learning & Chief Academic Officer]

13   Continue Developmental Education Redesign
Implement developmental English redesign and evaluate effectiveness of developmental mathematics redesign.

(3.7) Continue with implementation of developmental education redesign as part of the VCCS re-engineering effort. [Vice President for Student Learning & Chief Academic Officer]

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

(3.1.6) Implement the new Academic Alert Program (SARS), assessing the program and reporting on the strengths and challenges associated with its full implementation. [Vice President for Student Success & Enrollment Management]

15 **Develop Professional Development Plan**
Create a professional development plan for developmental education faculty through collaboration with college leaders.

(3.7.4.4) As part of the VCCS Re-engineering effort, create a professional development program specifically for faculty teaching the redesigned developmental math and English curricula. [Vice President for Student Learning & Chief Academic Officer]

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.

(1.1) Advance the use of technology applications in the learning experience, particularly those that complement and advance student success, such as podcasts. [Vice President for Student Learning & Chief Academic Officer]

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.

(6.3) In collaboration with faculty, designers, and other subject matter experts, develop open source digital textbooks for high volume courses. [Vice President for Student Learning & Chief Academic Officer]

Explore a textbook-free degree program. [Vice President for Student Learning & Chief Academic Officer]

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).

(4.2) Expand the development and delivery of apprenticeship-related instruction, both in the expansion of services to current sponsors and in building partnerships with new sponsors, by increasing the number of apprentices served by 4 percent and by adding at least two new sponsors. [Vice President for Workforce Development]

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.

(4.3.3) Continue to provide services and pursue grant support for the OnRamp Grant and link adult career coaches with companies for recruitment into credit programs. [Vice President for Workforce Development]

20   Support Credit And Noncredit Credential Attainment By Dislocated Workers
Increase the number of credentials earned by On Ramp participants.

(4.3.3) Continue to provide services and pursue grant support for the OnRamp Gran Grant and link adult career coaches with companies for recruitment into credit programs. [Vice President for Workforce Development]

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

(2.4) Continue to expand the implementation of the Virginia Career Readiness Certificate. [Vice President for Workforce Development]

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

(VCCS – TCC)

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

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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.

(4.1.1) Increase the number of businesses served by 15% through expanded training and implementation of support services to companies in transition. [Vice President for Workforce Development]

24   Implement Workforce Enterprise System
Monitor and report on implementation of a workforce enterprise system.

(VCCS – TCC)

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.

(4.3.1) 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. [Vice President for Workforce Development]

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.

(2.1.4) Access funding to expand workforce development activities through the VCCS established channels. [Vice President for Workforce Development]

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.

(TCC Purchasing)

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

(Goal 5) Increase the number of gifts and grants by $13.7 million.

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.

(VCCS)

30   **Implement Decision Support System**
Implement the student component of the Decision Support System.

(VCCS – TCC) TCC has representation on the student module workgroup and the DSS Steering Committee.

31   **Monitor *Achieve 2015***
Monitor continuing implementation of *Achieve 2015*.

(VCCS – TCC) TCC Student Success Agenda Assessment report.

32   **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)

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

(VCCS – TCC)

34   **Continue Emergency Preparedness**
Continue to improve and test Continuity of Operations Plans and procedures.

(TCC Executive VP)

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.

(TCC VP for Information Systems)

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

(VCCS)

37   **Implement Revised Faculty Evaluation System**
Complete planning for implementation of a revised faculty evaluation system.

(VCCS – TCC)

38   **Expand Diversity Recruitment**
Continue college efforts to increase diversity among full-time faculty.

(1.7) Continue to participate in the Chancellor's Faculty Diversity Initiative increasing placement of adjunct minority faculty by 5%. [Vice President for Student Learning & Chief Academic Officer]

39   Complete Internal Audit Plan
Complete the FY 2013 Internal Audit Plan.

(VCCS)

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

(VCCS)