

Strategic Vision 2015: Gateway to the American Dream



Office of Institutional Research, Planning, and Assessment
Northern Virginia Community College

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College Mission

With commitment to the values of access, opportunity, student success, and excellence, the mission of Northern Virginia Community College is to deliver world-class in-person and online post-secondary teaching, learning, and workforce development to ensure our region and the Commonwealth of Virginia have an educated population and globally competitive workforce.

NOVA 2015: Gateway to the American Dream

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Embracing Change in Northern Virginia

Over the past two decades, the Washington national capital region, especially Northern Virginia, has experienced explosive growth, becoming one of the most economically vibrant, affluent, and diverse regions in the country. Loudoun County is the fastest growing county in the United States. Prince William County leads the nation in new business growth. Fairfax County annually adds more new jobs than any other locality in Virginia. Alexandria and Arlington are among the most diverse urban areas in the country with New Americans from more than 150 nations living there. Northern Virginia has grown exponentially to a population of over 2 million and is expected to add more than 350,000 people this decade.

School enrollment throughout much of Northern Virginia is rising. Fairfax County is home to Virginia's largest public school division and Loudoun and Prince William counties' school enrollments are growing faster than any other districts in the Commonwealth. In the next five years, school enrollment across Virginia is expected to increase by 50,000 students and 90 percent of that student growth will be in Northern Virginia. By 2015, 86,000 students are expected to graduate annually from Virginia high schools, representing nearly a 10 percent increase in Northern Virginia high school graduates during a five-year period. Most of these students are planning to attend college after high school. But college admission is becoming more and more restricted due to limited funding of Virginia's colleges and universities. Limited higher education capacity translates into limited college access for thousands of Northern Virginians.

Northern Virginia has one of the most vibrant high-end knowledge economies in America, fueled by arguably the best educated workforce in the world. More than 300,000 new jobs and 300,000 job vacancies are expected to be created in Northern Virginia in the next 10 years. Critical worker shortages are projected in the life sciences, financial services, homeland security, nursing and other health care fields, as well as teacher and front-line technical work, threatening to stall the region's continued prosperity. This threat stems not from a shortage of people, but from a shortage of educated workers with the right skill sets. Limited worker training capacity in the region translates into increasing worker shortages that threaten our region's economic growth and competitiveness.

Northern Virginia is truly the land of opportunity for those who have the education and skills to compete. Living in one of the wealthiest and most highly educated regions in the United States, Northern Virginians expect and require quality educational and learning opportunities across the lifespan. But amidst this growth and prosperity, some Northern Virginians have found that their pursuit of the American Dream has had to be put on hold due to higher education's limited capacity and restricted admissions in many education and training programs. There is a danger that some of Northern Virginia's residents will be left permanently on the periphery of the American Dream. If so, the loss will be experienced not only by the individuals who are denied

the opportunity to continue their education, but also by the region as it attempts to be globally competitive and as it struggles to maintain the high quality of life that its people cherish.

It is because of these challenges that Northern Virginia Community College (NOVA) must expand its capacity, create educational opportunities that reach all Northern Virginians from all backgrounds, and become *the* gateway to the American Dream for tens of thousands who otherwise would be left out.

NOVA has a plan for becoming the region's most cost-effective strategy for making higher education accessible for all who are qualified and for meeting the region's front-line workforce challenges. *NOVA 2015: Gateway to the American Dream* is the College's strategic plan that outlines the steps needed to help meet the higher education and workforce challenges facing Northern Virginia by 2015.

Strategic Vision

By 2015, Northern Virginia Community College will be regarded as one of the top five institutions of higher education in Virginia, known for its excellence in teaching and dedication to higher education access and economic opportunity for the residents of Northern Virginia. It will have a reputation as one of the nation's top three community colleges, with leading programs in the arts and sciences, nursing and allied health professions, and distance learning. NOVA will be seen as the region's premier gateway for helping all residents, including New Americans, achieve the American Dream and as the region's most strategic asset in developing Northern Virginia's frontline high-skill workforce.

Between 2004-2015, NOVA will extend higher education and training opportunities to more than 500,000 residents, significantly increase the college-going rate of historically under-represented populations, place more than 25,000 persons into new high-wage employment, and help double the annual earnings for 5,000 low-income families. Because of the quality of its teaching and instructional programs, it will be regarded as a "preferred provider" of college transfer students by Virginia's and the National Capital region's most selective universities. Because of the reputation of its technical and workforce programs in responding to businesses' needs and in meeting industry standards, NOVA will be the region's leading provider of highly skilled front-line workers.

Strategic Goals

In order to respond to the region's challenges and achieve this vision, NOVA will need to attain eight strategic goals between 2004 and 2015:

1. **STUDENT SUCCESS** – Northern Virginia Community College will move into the top tier of community colleges with respect to the key indicators of student success.
 - College Readiness – in cooperation with regional school systems, reduce from 54% to 40% the percentage of recent northern Virginia public high school students that need to enroll in developmental courses at NOVA

- Developmental Course Completion – increase by 30% the percentage of students who successfully complete their developmental course requirements
 - Retention – increase the retention rate of fall to fall first-time, full-time degree-credit students from 62% to 70%
 - Persistence – increase the persistence rate by 3% annually
 - Bridging Attainment Gaps – increase the graduation, transfer, and retention/persistence rates of traditionally underachieving and non-persisting groups, such that they are equal to or exceed that of other groups
 - Graduation – increase from 2,500 to 6,000 graduates annually; increase the graduation rate from 16% to 25%
 - Transfer – increase from 1,200 to 2,000 the number of graduates transferring to a four-year college or university; increase by 25% the number of transfer students who graduate with the baccalaureate
 - Career Placement – increase from 75% to 90% the placement rate of students in career fields within 180 days of graduation
2. ACCESS – Northern Virginia Community College will increase the number and diversity of students being served to mirror the population growth of the region.
- Enrollment – increase from 59,000 to 84,000 students taught in credit programs annually; full-time equivalent students will increase from 24,000 to 38,000
 - Workforce Training – increase the annual enrollment of workforce development / continuing education students from 24,500 to 38,000
 - Dual Enrollment – increase from 1,800 to 2,600 the number of dual enrolled high school students at NOVA
 - Underserved Populations – increase by 15% the college-going rate of underserved populations in Northern Virginia by establishing minority and New American outreach programs with a focus upon minority males and Spanish-speaking adults
 - Adult Learners – assess, develop, and implement at least three needed programs for adult learners in the region
 - Distance Education – increase the number of students enrolled in distance education from 11,000 to 22,000 students and from 2,000 to 4,500 full-time equivalent students annually
 - Financial Aid – increase from 6,500 to 26,000 the number of NOVA students receiving financial aid
3. TEACHING AND LEARNING – Northern Virginia Community College will focus on student success by creating an environment of world-class teaching and learning.
- Diverse Faculty and Staff – increase the diversity of NOVA faculty and staff to reflect the diversity of students being served
 - Center for Teaching and Learning – establish a Center for Teaching and Learning dedicated to assisting faculty and staff in improving the quality of teaching and learning services, beginning with distance learning and hybrid instructional delivery modes
 - Full-Time Faculty – increase the proportion of credit hours being taught by full-time faculty from 52% to 60%

- Faculty Salaries – increase faculty compensation such that it is ranked in the top one-third of community college faculty salaries nationally
 - Classified Staff Salaries – increase staff compensation such that is competitive with Northern Virginia economic standards
 - Faculty and Classified Staff Professional Development – increase professional development opportunities for faculty and staff that result in enhanced teaching, increased productivity, and improved services to students
 - New Educational Programs – develop and offer new programs that are responsive to and supportive of the region’s knowledge-based economy
4. EXCELLENCE – Northern Virginia Community College will develop 10 focal points of excellence in its educational programs and services that will be benchmarked to the best in the nation and strategic to building the college’s overall reputation for quality.
- Instructional Programs – enhance programs in the arts and sciences, nursing and allied health technologies, health information systems, distance learning, ESL (English as a Second Language), world languages, STEM (science, technology, engineering and math) disciplines, and specialties within information technology and the biosciences
 - Global Learning – leverage NOVA’s strength in serving students from around the world to create learning experiences that build greater global awareness across the college
 - Faculty and Student Achievement – lead the nation in the number of students recognized nationally for outstanding achievement and faculty recognized for outstanding teaching, scholarship, student service, or excellence in professional accomplishment
 - “One College” Reputation for Excellence – enhance NOVA’s brand as a single institution with a consistent level of quality and a local reputation for excellence
 - Campus Distinctiveness – develop at least one focal point of excellence at each campus that will help define the campus’ distinctiveness and contribute to the college’s reputation for quality
 - Customer Service – provide excellent service by all college and campus offices to external and internal customers that matches or exceeds the benchmarks of recognized leaders in service-oriented industries
 - Academic and Student Excellence – provide NOVA’s best and brightest students with a coherent set of challenging educational experiences, such as honors, that stretches their intellectual abilities and invites them to set academic and personal development goals on par with America’s best college students
5. LEADERSHIP – Northern Virginia Community College will serve as a catalyst and a leader in developing educational and economic opportunities for all Northern Virginians and in maintaining the quality of life and economic competitiveness of the region.
- Regional Health Care Workforce – convene and help lead a regional coalition of private sector, government, community, and education leaders that develops a business-driven, sustainable strategy addressing the Northern Virginia health care worker shortage

- Access to Higher Education – work across educational boundaries and develop and ensure access to affordable higher education for all Northern Virginians
 - Educational and Economic Gateways – provide educational and economic gateways for all Northern Virginians, especially those who are from New American families and low-income neighborhoods
6. PARTNERSHIPS – Northern Virginia Community College will develop strategic partnerships to create gateways of opportunity and an integrated educational system for Northern Virginians who are pursuing the American Dream.
- Community-Based Organizations – identify and secure partnerships with key community agencies and community-based organizations that work with immigrant communities and low-income neighborhoods
 - Local Governments – develop key relationships with those local governments that are willing to invest in NOVA as a strategic asset in their localities’ future
 - Business Sectors – identify key business sectors to be served by the college and establish strategic relationships with leadership organizations and key businesses and associations within those sectors
 - George Mason University – strengthen the partnership with George Mason University to create a joint admissions program and advance a comprehensive and seamless system of higher education in Northern Virginia
 - Nationally Ranked Universities – identify and develop strategic relationships with at least four nationally ranked universities for preferential transfer agreements and the recruitment of diverse and talented faculty
 - Schools – develop strategic relationships with targeted public schools in the Northern Virginia region, especially those with a commitment to serving traditionally under-represented populations
 - National Organizations – develop and strengthen strategic relationships with national organizations where NOVA can play a leadership role, including American Association of Community Colleges (AACC), American Council on Education (ACE), the League for Innovation in Community Colleges, and the Association of Community College Trustees (ACCT)
7. RESOURCES – Northern Virginia Community College will increase its annual funding by \$150 million and expand its physical facilities by more than one million square feet in new and renovated space. This includes the establishment of two additional campuses at epicenters of the region’s population growth as well as additional education and training facilities in or near established population centers.
- Operating Expenses – increase from \$110 million to \$260 million in annual operating revenues
 - Outreach Activities – develop workforce development and continuing education activities to generate from \$8 million to \$20 million in gross annual revenue
 - Grants and Contracts – increase annual revenue from grants and contracts from \$2 million to \$8 million
 - NVCC Educational Foundation – increase the NVCC Educational Foundation (NVCCEF) holdings from \$10 million to \$30 million

- Capital Campaign – conduct a successful \$25 million capital campaign to support implementation of the College’s strategic plan
 - Expansion Plan – develop a capital plan to include 1.3 million square feet of new and renovated college space and achieve funding for facilities and campus expansion through private, local, state, and federal funding
 - Local Government Support – increase local jurisdiction support for capital outlay from \$2 million to \$4 million annually
 - Federal Support – maximize the opportunities afforded by NOVA’s proximity to Washington, D.C. and undertake strategies to receive increased federal appropriations
 - Entrepreneurial Activity – establish structures that encourage entrepreneurial activity that redounds to the benefit of college programs
 - Out-of-State Enrollment – establish a funding model that allows retention of out-of-state tuition and increase the number of out-of-state students attending NOVA
 - Tuition and Fees – increase tuition and student fees to rates comparable to regional and national averages at community colleges but not exceeding half of the average cost to attend a public four-year institution in the Commonwealth
 - Student Centers – establish Student Centers on each campus to increase student engagement
 - Administrative and Financial Support Services (facilities, budgeting, purchasing, human resources, information technology, and business office functions) – provide infrastructure resource allocations for effective operation of college and campus services commensurate with the increasing demands placed upon them by the growth of the College’s students, faculty, staff, funding, and physical plant
- 8. EMERGENCY PREPAREDNESS AND CONTINUITY OF OPERATIONS –** Northern Virginia Community College will be recognized as a leader among institutions of higher education in Virginia for its development and testing of emergency response and continuity of operation plans.
- Emergency Preparedness – develop, test, and maintain current emergency response plans that further the safety and security of students, faculty, and staff based on meeting or exceeding the standards set by federal and state emergency preparedness agencies
 - Continuity of Operations – develop, test, and enhance plans that provide for the survival and recovery of critical college functions during emergencies such as building fires, natural disasters, terrorist attacks, or a flu pandemic

NOVA 2015: Gateway to the American Dream is a strategic plan based upon and extended from the vision and goals outlined in the Virginia Community College System’s strategic plan, *Achieve 2015: Six Year Strategic Plan for Virginia’s Community Colleges*.

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