

Chancellor's Goals Supporting *Achieve 2015* July 2010 through June 2011

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 2009-10.
- 2 **Develop and Launch Wizard 3.0**
Develop and launch Virginia Education Wizard 3.0 for use by students in grades 7 through 12, throughout the commonwealth, in the formation of personalized academic and career plans.
- 3 **Include Tech Prep and Career Pathways Programs on the Wizard**
Post all approved secondary to postsecondary Tech Prep and other career pathway programs of study on Virginia's Education Wizard.
- 4 **Promote Virginia Education Wizard**
By November 1, 2010, Presidents shall submit a plan to promote the Virginia Education Wizard as a career and college planning tool in their college environment.
- 5 **Educational Programs**
Annually develop 10 new academic programs (degree, certificate, or career studies certificate) that respond to emerging, critical workforce needs.
- 6 **Increase Enrollment in Postsecondary Programs by Middle College Participants**
Enroll at least 50% of Middle College GED recipients in postsecondary community college programs.
- 7 **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 2009-10.
- 8 **Expand Great Expectations Enrollments**
Expand the number of students in the Great Expectations program by 25% over 2009-10.
- 9 **Assess and Improve Effectiveness of Online Registration for Non-Credit Courses**
Evaluate the effectiveness of an on-line registration system for noncredit courses and determine next steps for increased access and customer service.
- 10 **Provide Support for Veterans**
Implement a career assessment tool in the Virginia Education Wizard to assist veterans in finding civilian occupations that align with their military skills and experiences.

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.

- 11 **Increase Financial Aid Applicants and Recipients**
Increase the number of students who apply for and who receive financial aid and scholarships by 10% over 2009-10.
- 12 **Increase Training Funds from Local Workforce Boards**
Increase the amount of total training funds received from local workforce investment boards on behalf of unemployed and underemployed individuals.
- 13 **Develop Six Year Financial Plan**
Develop financial plan to support implementation of the new strategic plan.
- 14 **Reflect Tuition Commitment in Six-Year Financial Plan**
Tuition and fees will remain below half of the average cost of attending a public four-year institution.

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%.

- 15 **Increase Use of Virginia Education Wizard**
Increase the number of Virginia students in grades 7 through 12 who have created profiles in the Virginia Education Wizard by 8,000, the number of Virginia community college students who have created profiles by 5,000, and number of Wizard users who have created a transfer plan by 2,000 in 2010-11.
- 16 **Increase the Number of Students Completing Career Pathways Programs**
Increase the number of Career Readiness Certificates by 3%, the number of career and technical education awards by 1.5% overall, and the number of career and technical education awards for underserved students by 3%.
- 17 **Redesign Developmental Education**
Implement appropriate recommendations of the Developmental Mathematics Redesign Team and convene the Developmental English Redesign Team in accordance with the Developmental Education Initiative Grant and Re-engineering efforts.
- 18 **Student Success Reporting**
Provide comprehensive reporting on a variety of student success measures aligned with *Achieve 2015*.
- 19 **Support Teaching Excellence**
Develop and deliver a virtual series, *Current Topics in Teaching and Learning*, to equip faculty to meet emerging needs (example: Handling Increased Class Sizes).
- 20 **Enhance Institutional Effectiveness**
To enhance institutional effectiveness, initiate implementation of a data repository/data warehouse and associated reporting tools as needed for use by the colleges for institutional research and reporting needs.

GOAL: WORKFORCE

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

- 21 **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%.
- 22 **Enhance Reporting of Revenue for Noncredit Courses and Programs**
Improve financial and data systems to capture and report revenue figures for noncredit courses and programs and other workforce services.
- 23 **Increase Statewide Contracts to Employers**
Increase from 2009-10 levels the number of statewide contracts secured by the system office and delivered by colleges to serve employers.
- 24 **Enhance Green Jobs Programs**
Develop an inventory of green jobs employment opportunities and community college education and training programs.

GOAL: RESOURCES

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

- 25 **Submit Target Resource Goals**
By July 1, 2010, colleges will submit target resource goals for FY2011.
- 26 **Coordinate Board Development Services and Workshops**
Coordinate board development services/workshops for the 23 college foundations by creating a customizable curriculum to assist in building capacity in resource fund development.
- 27 **Increase VFCCE Fundraising**
Increase the Virginia Foundation for Community College Education fundraising totals by 10% from 2009-10.
- 28 **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.
- 29 **Increase Support for Career Coaches**
Assist colleges in increasing local support – from local school divisions, grants, foundations, and others – for Career Coaches by 10% over 2009-10 levels.
- 30 **Recognize Philanthropy**
The Chancellor will host an event for Presidents and others that will focus on ways colleges can expand philanthropic investments.

MANAGEMENT GOALS

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

- 31 **Monitor New Strategic Plan**
Monitor implementation of the new strategic plan for Virginia's Community Colleges for 2010-15.

- 32 **Achieve Maximum Benefits from Higher Education Restructuring Level 2 Designation**
Implement processes and procedures to take full advantage of delegated authorities in the approved Memoranda of Understanding for Level 2 status in the functional areas of Capital Outlay and Information Technology.
- 33 **Meet Management Standards**
Meet specified academic, administrative, and financial Institutional Performance Standards (IPS) required to receive incentives provided for in the Higher Education Restructuring Act.
- 34 **Coordinate Sustainability Program**
Implement appropriate recommendations from the Report of the Chancellor's Task Force on Environmental Sustainability.
- 35 **Continue Re-engineering Task Force**
Continue the Chancellor's Re-engineering Task Force and implement recommendations as appropriate.
- 36 **Continue Emergency Preparedness**
Continue to improve and test Continuity of Operations Plans and procedures.
- 37 **Implement Human Resource System**
Implement the human resource system according to the project plan.
- 38 **Expand Chancellor's Faculty Diversity Program**
Expand participation in the Chancellor's Faculty Diversity Program by 5% over the previous year.
- 39 **Develop College Diversity Recruitment Plans**
With assistance from the system office Human Resources staff, colleges will develop and submit a diversity recruitment plan for teaching faculty positions by April 1, 2011.
- 40 **Project Management**
By March 1, 2011, colleges will submit reports on their plans and current status for implementation of the technology project management standards and guidelines relative to Level 2.
- 41 **Complete Internal Audit Plan**
Complete the FY 2011 Internal Audit Plan.
- 42 **Provide Legal Services**
Expand and develop templates and online training relative to legal issues to streamline advice and services.