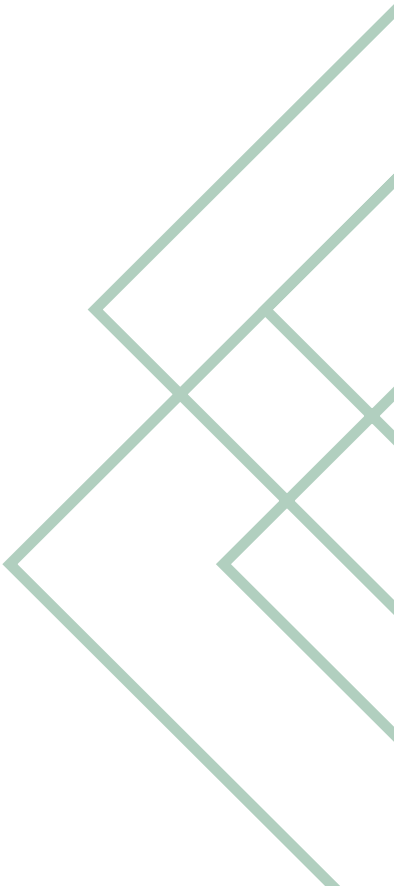


Strategic Enrollment Management Plan



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Section 1: Introduction

The Northern Virginia Community College (NOVA) strategic enrollment management (SEM) plan is a comprehensive roadmap designed to shape the future of NOVA and ensure that the College effectively addresses the five key aspects of student success — access, retention, completion, transfer and employment. In today's rapidly evolving educational landscape, it is imperative that NOVA not only attracts a diverse and talented pool of students but also provides them with the resources and support needed to thrive, graduate, transfer and chart successful career paths. NOVA's SEM plan — informed by the College's 2023–26 strategic plan, a coordinated effort among stakeholders across the College — is an operational framework that synthesizes our institutional mission and values with data-driven insights and best practices in higher education. As the College embarks on this journey to maximize enrollment, we — its faculty and staff — are committed to fostering a culture of accessibility, inclusivity, belonging and student centeredness to empower our students to reach their full potential and contribute to the advancement of the region. The SEM plan reflects NOVA's dedication to creating a rich educational experience that leaves no student behind while maintaining a focus on the ultimate outcomes of successful access, retention, completion, seamless transfer and meaningful employment.

NOVA's Enrollment and Management Planning Process

A cross-College work group has been engaged in SEM planning sessions focused on student access, retention, completion, transfer and employment for the past two years. These planning sessions have served as a mechanism to link day-to-day enrollment tactics and student success operations with the College's newly outlined strategic priorities. The SEM Steering Committee initially reviewed existing enrollment practices and

identified new initiatives aligned with the College's mission and goals as outlined in its previous strategic plan, "Pathway to the American Dream." In Fall 2022, team members shared the preliminary SEM plan with their respective spheres of influence, College-wide teams and NOVA's Administrative Council. When the College developed its new strategic plan, "Inspiring Excellence: A Bold Blueprint for Student Success," the SEM Steering Committee adjusted its targets to coincide with the updated plan.

Alignment with New Institutional Strategic Plan

NOVA's SEM plan aligns with the College's key priorities as outlined in its 2023–26 strategic plan. Like the strategic plan, the SEM plan covers five areas — (1) access, (2) retention, (3) completion, (4) transfer and (5) employment — all through the lens of increasing student enrollment. The SEM team was charged with clearly articulating enrollment goals and outcomes; planning and implementing strategies, tasks and timelines to guide work; and identifying strategies for measuring success and reporting on key performance indicators. The overarching goal of the SEM Steering Committee is to implement the initiatives identified in the SEM plan over a three-year span while tracking progress against annual benchmarks through Fall 2026.

The Education Advisory Board's Strategic Enrollment Management Plan Framework informed the work of NOVA's SEM Steering Committee. Over the next three years, NOVA's SEM team will not only implement the identified enrollment initiatives but also modify the plan as appropriate to enhance the College's performance in each of the five focus areas. The table in the section below displays these focus areas, which align with the College's 2023–26 strategic plan.



Section 2: Overview of Goals and Priorities

The SEM plan outlines specific strategies and action plans for the College to meet enrollment goals in each focus area over the next three years:

Overarching Enrollment Goals	Priorities
Increase overall College enrollment by 2% annually through Fall 2026.	Access
Increase cohort fall-to-fall retention rates by 2% annually through Fall 2026.	Retention
Increase timely completion of a degree or credentialed program by 2% within six years. Increase by 2% the number of students who successfully transfer to a four-year college or university after earning their Associate of Arts or Associate of Science degree. Increase successful enrollment among students ages 24 and older. Future enrollment goals will be determined in collaboration with NOVA's Office of Strategic Insights.	Completion
By 2026, 2,023 students will successfully transfer to a four-year institution after earning an associate degree.	Transfer
Equip students for the competitive job market using labor market data.	Employment



Section 3: Access

NOVA's mission is to provide equitable access to affordable and exceptional higher education and workforce programs that transform the lives of our students and advance opportunity in our community. Increasing access to a broader demographic of prospective students, then, ultimately positions the College to achieve its fundamental priorities as an institution of higher education.

Expanding access means increasing enrollment, ensuring financial sustainability and maintaining a diverse student body. Additionally, increasing access is a strategic response to demographic and societal shifts; in adapting to ever-changing educational demands, NOVA reaffirms its continual relevance. Ultimately, greater access promotes student success, institutional growth and community impact.

Access Goal: Increase overall College enrollment by 2% annually through Fall 2026. Using the following strategies:

Strategy 1: Align the NOVA student onboarding process with the VCCS Opportunity 2027 Redesign Initiative to increase the application-to-enrollment yield rate by 2%.

Strategy 2: Increase the conversion rate of high school dual enrollment students.

Strategy 3: Increase enrollment among student ages 24 and older. Future enrollment goals will be determined in collaboration with NOVA's Office of Strategic Insights.

Historical data indicate a consistent enrollment increase among first-time NOVA students from Fall 2018 to Fall 2022. In contrast, both the number of returning students and new-to-NOVA transfer students saw an enrollment decrease during that same period (Fact Book 2018–2019 through 2022–2023, Chapter 1, Table 1.9).

Data on students from application to enrollment at NOVA will inform key performance indicators for the access focus area. In addition, the SEM team will monitor new-student onboarding processes for all incoming students. Effectiveness will be measured via student feedback, analysis of data points and tracking of the status of student enrollment (i.e., recruited to registered). Specifically, a greater emphasis will be made to increase enrollment efforts among prospective adult learners.

As students progress in their academic journey, effective retention structures become paramount. Sustained student engagement and on-going success rely on such structures. Holistic retention support, especially for adult student learners, comprises personalized academic advising, flexible course scheduling, intentional career guidance, robust mentorship programs, exceptional tutoring services and accessible mental health resources. These critical tools, among others, ensure a comprehensive approach to addressing students' unique needs and challenges.

The following table summarizes the SEM action plan for Access:

	Fall 2023	Spring 2024	Fall 2024	Spring 2025	Fall 2025	Spring 2026	Fall 2026
Goal 1: Increase overall College enrollment by 2% annually through Fall 2026.							
STRATEGIES	ACTION PLAN						
Strategy 1 Align the NOVA student on-boarding process with the VCCS Opportunity 2027 Redesign Initiative to increase the application-to-enrollment yield rate by 2%.	In Progress Five of six college enrollment navigators will begin work at NOVA on January 10, 2024	Enrollment navigators are onboarded and trained. Teams work to review and identify holds that can cause enrollment barriers. NOVA launches Salesforce in April 2024.	Enrollment navigators connect with students who have applied but not enrolled. Fully integrate Salesforce and Standard Contact Form. Remove identified holds that cause enrollment barriers. Evaluate and adjust as necessary.	Enrollment navigators connect with students who have applied but not enrolled. Salesforce, Standard Contact Form usage data retrieved. Remove identified holds that cause enrollment barriers. Evaluate and adjust as necessary.	Enrollment navigators connect with students who have applied but not enrolled. Salesforce, Standard Contact Form usage data retrieved. Remove identified holds that cause enrollment barriers. Evaluate and adjust as necessary.	Enrollment navigators connect with students who have applied but not enrolled. Salesforce, Standard Contact Form usage data retrieved. Remove identified holds that cause enrollment barriers. Evaluate and adjust as necessary.	Enrollment navigators connect with students who have applied but not enrolled. Salesforce, Standard Contact Form usage data retrieved. Remove identified holds that cause enrollment barriers. Evaluate and adjust as necessary.
Strategy 2 Increase the conversion rate of high school dual enrollment students.	In Progress	Market NOVA and academic pathways to high school seniors in the dual enrollment program	Market NOVA and academic pathways to high school seniors in the dual enrollment program. Evaluate and adjust as necessary.	Market NOVA and academic pathways to high school seniors in the dual enrollment program. Evaluate and adjust as necessary.	Market NOVA and academic pathways to high school seniors in the dual enrollment program. Evaluate and adjust as necessary.	Market NOVA and academic pathways to high school seniors in the dual enrollment program. Evaluate and adjust as necessary.	Market NOVA and academic pathways to high school seniors in the dual enrollment program. Evaluate and adjust as necessary.
Strategy 3 Increase enrollment among students ages 24 and older. Future enrollment goals will be determined in collaboration with NOVA's Office of Strategic Insights.	In Progress	Expand marketing campaigns and outreach events to 24-and-older population to increase application pool. Enrollment navigators to reach out to students who have applied but not enrolled to assist with onboarding and enrollment.	Expand marketing campaigns and outreach events to 24-and-older population to increase application pool. Enrollment navigators to reach out to students who have applied but not enrolled to assist with onboarding and enrollment.	Expand marketing campaigns and outreach events to 24-and-older population to increase application pool. Enrollment navigators to reach out to students who have applied but not enrolled to assist with onboarding and enrollment.	Expand marketing campaigns and outreach events to 24-and-older population to increase application pool. Enrollment navigators to reach out to students who have applied but not enrolled to assist with onboarding and enrollment.	Expand marketing campaigns and outreach events to 24-and-older population to increase application pool. Enrollment navigators to reach out to students who have applied but not enrolled to assist with onboarding and enrollment.	Expand marketing campaigns and outreach events to 24-and-older population to increase application pool. Enrollment navigators to reach out to students who have applied but not enrolled to assist with onboarding and enrollment.



Section 4: Retention

Success in math and English is pivotal, as these “gateway” courses set the tone for a student’s academic journey. Indeed, proficiency in math and English not only facilitates overall academic achievement but also lays the foundation for future coursework that enhances critical-thinking and communication skills, which are essential for both academic and professional success.

Retention Goal: Increase cohort fall-to-fall retention rates by 2% annually through Fall 2026. Two key engagement strategies will enhance students’ sense of belonging:

Strategy 1: Increase the percentage of first-time-in-college (FTIC) students ages 25+ successfully completing sequential courses in math and English by developing contemporary learning communities. Navigate and/or Canvas will be used to engage students in these communities, connecting them to targeted programs and services including advising, financial aid and tutoring (year over year).

Strategy 2: Increase fall-to-fall retention rates of FTIC students by developing and implementing Collegewide opportunities for mentoring

by peers, faculty, staff, alumni, community members and industry professionals. Navigate and/or Canvas will be used to connect with mentors and foster a sense of belonging (year over year).

The timeline for implementation of retention support is the first semester following SEM plan approval, with strategies to be executed each semester thereafter. Key performance indicators will include course success rates, retention rates and mentee survey responses. Retention efforts will foster a learning-centered environment by helping students develop soft skills and networking techniques to bolster both personal and professional success. Retained students’ sense of belonging will be strengthened through a personalized and, integrated approach that connects them to critical services. Only by directly addressing retention challenges can NOVA enhance student engagement to ultimately improve degree completion. Indeed, a seamless progression from retention to completion requires sustained support mechanisms, proactive academic interventions and tailored guidance that empowers students to persist.

The following table summarizes the SEM action plan for Retention:

	Fall 2023	Spring 2024	Fall 2024	Spring 2025	Fall 2025	Spring 2026	Fall 2026
Goal 1: Increase cohort fall-to-fall retention rates by 2% annually through Fall 2026.							
STRATEGIES	ACTION PLAN						
Strategy 1 Increase the percentage of FTIC students ages 25+ successfully completing sequential courses in math and English by developing contemporary learning communities. Navigate and/or Canvas will be used to engage students in these communities, connecting them to targeted programs and services including advising, financial aid and tutoring (year over year).	Use Navigate data to identify FTIC students ages 25+. Use Navigate to push targeted comms encouraging MTH/ENG enrollment and resources available (i.e., enrollment campaign).	Mid- and end-of-term: faculty or peer tutor presentation/video on importance of enrolling in next MTH/ENG course. Video could be distributed to students via social media, Nighthawk News, VSU, VL. Target advising that funnels population into MDE/EDE/ESL classes with embedded tutoring support. Create framework for contemporary learning communities in Canvas.	Launch contemporary learning communities in Canvas for FTIC students ages 25+.	To be determined based on the needs identified from assessment data.	Continue to operate contemporary learning communities.	Continue to operate contemporary learning communities	Reevaluate contemporary learning communities.
Strategy 2 Increase fall-to-fall retention rates of FTIC students by developing and implementing Collegewide opportunities for mentoring by peers, faculty, staff, alumni, community members and industry professionals. Navigate and/or Canvas will be used to engage students and foster a sense of belonging (year over year).	Recruit and train up to 60 mentors through partnership with MentorVA. Connect with the NOVA Foundation and Career Services to access industry leaders to serve as mentors.	Recruit peer mentors. Recruit and train up to 60 new mentors through partnership with MentorVA. Develop FY25 program plan for mentorship program. Begin mentor-mentee-matching process and assignments.	Launch full mentorship program.	Reevaluate and repeat Spring 2024 process actions.	Continue to connect students with mentors	Continue to connect students with mentors	Continue to connect students with mentors



Section 5: Completion

Although earning a degree is a significant milestone, the completion journey extends to all individuals translating their learned expertise into a tangible credential. The progression from absorption of knowledge to receipt of a degree or industry-recognized qualification adds practical value to one's professional resume. A credential, more than a symbol of educational attainment, is in fact a testament to field-specific proficiency. Program completion, then, is the bridge that connects classroom learning to the real-world application of skills, leading to career advancement and validating the time and effort invested in one's education. In addition, the SEM team will explore available degree completion tools, including "What if?" queries in SIS and the Navigate Academic Planner. These exploratory efforts will culminate in the development of a completion concept map that features benchmarks, milestones, checkpoints and communications. The concept map will also include the intent-to-graduate form, the

graduation application and a description of the process and a list of important deadlines, as well as commencement communications.

Completion Goal 1: Increase timely completion of a degree or credentialed program by 2% within six years.

Completion Goal 2: Increase by 2% the number of students who successfully transfer to a four-year college or university after earning their Associate of Arts or Associate of Science degree.

Completion Goal 3: Increase successful enrollment among students ages 24 and older. Future enrollment goals will be determined in collaboration with NOVA's Office of Strategic Insights.

Strategy 1: Increase targeted student communication to promote degree completion.

Strategy 2: Increase use of technology tools to promote degree completion.

The overall goal is to increase the degree and completion rates of both full-time and part-time students. The SEM team will increase student communication promoting degree completion by reviewing the types of communication currently sent to students regarding degree completion. The team will work toward increasing the use of technology tools to promote degree completion. Specifically, the SEM team will target students who have earned at least 45 credits and have a cumulative GPA equal to or greater than 2.0. The team will also continue to provide targeted interventions to inform students of the value of their degree or

certificate. Interventions could include scheduled events, workshops, focused programming, Navigate nudging campaigns and transfer fairs. Students with 2.0+ GPA and 45+ credits will be the targeted student population, including those eligible for Virginia's G3 (Get a Skill, Get a Job, Get Ahead) tuition assistance program.

Upon achieving degree completion, students are equipped to leverage their academic accomplishments into new educational opportunities at four-year institutions.

The following table summarizes the SEM action plan for Completion:

	Fall 2023	Spring 2024	Fall 2024	Spring 2025	Fall 2025	Spring 2026	Fall 2026
Goal 1: Increase timely completion of a degree or credentialed program by 2% within six years. Goal 2: Increase by 2% the number of students who successfully transfer to a four-year college or university after earning their Associate of Arts or Associate of Science degree. Goal 3: Increase successful enrollment among students ages 24 and older. Future enrollment goals will be determined in collaboration with NOVA's Office of Strategic Insights.							
STRATEGIES	ACTION PLAN						
Strategy 1 Increase student communication to promote degree completion.	Develop a communication plan encouraging students at key milestones to persist to completion.	Track and evaluate communication for students who have earned 12 credits.	Track and evaluate communication for students who have earned 24 credits.	Track and evaluate communication for students who have earned 30 credits.	Track and evaluate communication for students who have earned 45 credits.	Track and evaluate communication for students who have earned 60 credits.	Track and evaluate communication for students who have applied for graduation.
Strategy 2 Increase use of technology tools to promote degree completion.	Leverage EAB Navigate to promote baseline support and scale interventions.	Establish campaigns to promote academic planning throughout the student lifecycle.	Improve Early Alert coordination and response rate.	Coordinate general To-Do List items and resources to assist students with college progression.	Develop coordinated outreach calendar to scale actions and tailor student support based on need.	Develop reports for tracking and monitoring services and performance outcomes.	Develop a library of training tutorials and resources for effective use of Navigate.



Section 6: Transfer

For those who have earned associate degrees, transfer to a four-year institution can broaden their educational horizons and expand their employment prospects. As students' aspirations change and grow, so does their ambition and momentum. The prospect of transferring is a significant milestone. For those desiring this next step, the process represents not only the transfer of credit but a student's profound desire for richer academic experiences, expanded opportunities and a more solid foundation for future success.

Transfer Goal: By 2026, 2,023 students will successfully transfer to a four-year institution after earning an associate degree.

Strategy 1: Continue to promote and enhance transfer partnerships, including the NOVA–George Mason University ADVANCE program.

Strategy 2: Improve students' understanding of the value of earning an associate degree prior to transferring.

Strategy 3: Improve faculty and staff members' ability to communicate the value of earning an associate degree prior to transferring.

Strengthened transfer partnerships between NOVA and four-year colleges and universities will increase students' access to the support services and resources necessary to effectively navigate the transfer process. Through these partnerships, strategic efforts will be made to identify and remove obstacles students encounter when transferring. For example, streamlining transfer processes and increasing transparency regarding admission and academic requirements will help improve students' sense of preparedness and keep them on track toward their goal. Another key component of enhanced transfer partnerships will be development of a strategy that clearly articulates the value of earning an associate degree prior to transfer.

The following table summarizes the SEM action plan for Transfer:

	Fall 2023	Spring 2024	Fall 2024	Spring 2025	Fall 2025	Spring 2026	Fall 2026
Goal 1: By 2026, 2,023 students will successfully transfer to a four-year college or university after earning an associate degree.							
STRATEGIES	ACTION PLAN						
Strategy 1 Continue to promote and enhance transfer partnerships, including the NOVA-George Mason University ADVANCE program.	Co-hosted a bus trip to James Madison University to provide students with an opportunity to visit a four-year institution and become better informed about the transfer process and requirements	Co-host a bus trip to the University of Virginia and Christopher Newport University to provide students with opportunities to visit four-year institutions and become better informed about the transfer process and requirements. Collaborate with campus-based transfer personnel to reimagine the method and delivery of on-campus and virtual transfer visits. The goal is to ensure that students can access the information they need to make well-informed decisions regarding their transfer plans.	Co-host a bus trip to Virginia Tech to provide students with an opportunity to visit a four-year institution and become better informed about the transfer process and requirements. Implement new strategies for delivering on-campus and virtual transfer visits. Revise NOVA's transfer website to ensure information is clear and easily accessible for students, faculty and staff.	Co-host a bus trip to provide students with opportunities to visit four-year institutions and become better informed about the transfer process and requirements. Implement new strategies for delivering on-campus and virtual transfer visits. Complete revisions to NOVA's transfer website to ensure information is clear and easily accessible for students, faculty and staff.	Co-host a bus trip to provide students with opportunities to visit four-year institutions and become better informed about the transfer process and requirements. Implement new strategies for delivering on-campus and virtual transfer visits.	Co-host a bus trip to provide students with opportunities to visit four-year institutions and become better informed about the transfer process and requirements. Implement new strategies for delivering on-campus and virtual transfer visits.	Co-host a bus trip to provide students with opportunities to visit four-year institutions and become better informed about the transfer process and requirements. Implement new strategies for delivering on-campus and virtual transfer visits.
Strategy 2 Improve students' understanding of the value of earning an associate degree prior to transferring	The Strategic Plan Transfer OKR group convened to discuss ideas for improving students' understanding of the value of completing an associate degree.	Formalize a plan for achieving transfer-oriented goals. Offer transfer programming to current students to raise awareness of the value of completing an associate degree prior to transferring.	Offer transfer programming to current students to raise awareness of the value of completing an associate degree prior to transferring. Develop marketing materials outlining the benefits of earning a degree prior to transferring.	Offer transfer programming to current students to raise awareness of the value of completing an associate degree prior to transferring. Develop marketing materials outlining the benefits of earning a degree prior to transferring.	Offer transfer programming to current students to raise awareness of the value of completing an associate degree prior to transferring. Provide educational opportunities to prospective students (including dual enrollment students) outlining the benefits of the community	Offer transfer programming to current students to raise awareness of the value of completing an associate degree prior to transferring. Provide educational opportunities to prospective students (including dual enrollment students) outlining the benefits of the community	Offer transfer programming to current students to raise awareness of the value of completing an associate degree prior to transferring.
Strategy 3 Improve faculty and staff members' ability to communicate the value of earning an associate degree prior to transferring.	Discuss opportunities for educating faculty on the transfer process. The ADVANCE Faculty Summit updated faculty on the ADVANCE program and provided a forum for revising academic pathways.	Host a transfer panel at PUP. Organize a faculty summit with a four-year partner institution to further engage faculty in transfer discussions.	Offer an update for faculty on the ADVANCE program and provide a forum for revising academic pathways. Continue to work with the director of faculty professional development to create educational opportunities for faculty to learn about the transfer process.	Organize a faculty summit with a four-year partner institution to further engage faculty in transfer discussions. Initiatives will deliver programming/training to educate faculty on the transfer process.	Offer an update for faculty on the ADVANCE program and provide a forum for revising academic pathways. Initiatives will deliver programming/training to educate faculty on the transfer process.	Organize a faculty summit with a four-year partner institution to further engage faculty in transfer discussions. Initiatives will deliver programming/ training to educate faculty on the transfer process.	Offer an update for faculty on the ADVANCE program and provide a forum for revising academic pathways. Initiatives will deliver programming/training to educate faculty on the transfer process



Section 7: Employment

The transition from community college to the workforce is a critical step in a student's professional journey. Indeed, the path from classroom to career is one characterized by determination, as individuals seek to apply their education in the real world. And with a solid foundation of practical skills and theoretical knowledge, community college graduates are poised to enter the job market with purpose and confidence. Professional employment, however, is not merely a destination, but rather a dynamic continuum of growth.

Employment Goal: Equip students for the competitive job market using labor market data.

Strategy 1: Increase student participation in career planning and development workshops.

Strategy 2: Increase the number of individual career counseling appointments.

Strategy 3: Increase usage of career planning and development resources and tools.

Strategy 4: Increase participation in Collegewide internship and employment fairs.

The following table summarizes the SEM action plan for Employment:

	Fall 2023	Spring 2024	Fall 2024	Spring 2025	Fall 2025	Spring 2026	Fall 2026
Goal 1: Equip students for the competitive job market using labor market data.							
STRATEGIES	ACTION PLAN						
Strategy 1 Increase participation in career planning and development workshops.	Hosted 79 career planning and development workshops. Student participation: 1,343	Host 84 career planning and development workshops. Student participation: 1,369	Host 89 career planning and development workshops. Student participation: 1,396	Host 94 career planning and development workshops. Student participation: 1,423	Host 99 career planning and development workshops. Student participation: 1,451	Host 104 career planning and development workshops. Student participation: 1,480	Host 109 career planning and development workshops. Student participation: 1,509
Strategy 2 Increase the number of individual career counseling appointments	Scheduled 449 individual career counseling appointments.	Schedule 463 individual career counseling appointments	Schedule 477 individual career counseling appointments.	Schedule 492 individual career counseling appointments.	Schedule 507 individual career counseling appointments.	Schedule 523 individual career counseling appointments.	Schedule 539 individual career counseling appointments.
Strategy 3 Increase usage of career planning and development resources and tools	Career Connection Usage: Unique student logins: 7,514 Job and internship applications: 2,382	Career Connection Usage: Unique student logins: 7,664 Job and internship applications: 2,429	Career Connection Usage: Unique student logins: 7,817 Job and internship applications: 2,477	Career Connection Usage: Unique student logins: 7,973 Job and internship applications: 2,526	Career Connection Usage: Unique student logins: 8,132 Job and internship applications: 2,576	Career Connection Usage: Unique student logins: 8,294 Job and internship applications: 2,627	Career Connection Usage: Unique student logins: 8,459 Job and internship applications: 2,679
Strategy 4 Grow participation in Collegewide internship and employment fairs.*	Number of Employer Engagement Events: 11 Student participation: 994 Employer tables: 37	Number of Employer Engagement Events: 13 Student participation: 1,043 Employer tables: 37	Number of Employer Engagement Events: 13 Student participation: 1,095 Employer tables: 40	Number of Employer Engagement Events: 13 Student participation: 1,149 Employer tables: 40	Number of Employer Engagement Events: 14 Student participation: 1,206 Employer tables: 44	Number of Employer Engagement Events: 14 Student participation: 1,266 Employer tables: 44	Number of Employer Engagement Events: 14 Student participation: 1,329 Employer tables: 44

* The type and structure of future employer engagement and student workshops and programs will vary and be addressed on an ongoing basis. Event type and structure will also impact the development, implementation and marketing of career planning tools. Employer and student focus groups will be conducted in the future with the aim of collecting relevant data to determine the optimal mix of programs for both employers and students. Career Services anticipates that optimizing programmatic offerings for both stakeholder groups will lead to improved employment outcomes for students. Career Services' will not only focus on the number of programs offered but, on the volume of student participation and on the qualitative outcome of events. Student participation and outcomes will indicate whether Career Services is offering the types of programs that best address student needs. Career Services events include traditional internship and employment fairs, as well as other opportunities for students to engage with employers, including company site visits, lunch and learns, information and networking sessions and employer tables on campus.



The SEM plan outlines expected College efforts to increase enrollment by 2% annually over the next three years. Completion rates for full-time students will be reviewed, as will historical data on completion rates for part-time students, to determine key enrollment indicators for improvement. The goal of the current plan is to strategize how to reach achievable enrollment gains among students who either: (1) earn an industry-recognized credential with the intention of career advancement, or (2) successfully transfer to a four-year college or university. Each year, the outcomes will

be assessed, and adjustments will be made to reach enrollment goals. Future SEM endeavors will consider how to achieve similar enrollment gains among certificate-seeking students.

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APPENDICES

Appendix A: Spring 2024 Student Enrollment Communication Priorities

The following is a list of student enrollment–related communication priorities and means communication for Spring and Summer 2024.

Important Communications in January	
Remind students to make payment arrangements before Jan. 3 deadline	Navigate and Social media
Last day for waitlist (15-week and 1st 7-week classes) reminder (include enrollment push for Jan. 16 start date)	Navigate
Final tuition payment deadline reminder for students	Navigate, Daily Flyer, social media, DMS
What to do if your classes were dropped (options for re-adding classes)	Navigate
Enrollment push for all start dates –reminder to review important dates and deadlines for SP24	Nighthawk News, Social media, DMS slide (created by creative team/marketing)
First day of classes	Registration reminders (leading up to first day, continuing for future terms), Navigate, Nighthawk News, Daily Flyer, social media, DMS, photo/video
Enrollment push for 13-week classes	Nighthawk News, Social media
Students may add or drop courses through NOVAConnect (1st 7-week classes)	Nighthawk News
Students may add or drop courses through NOVAConnect (15-week classes)	Nighthawk News
Last day for waitlist (13-week classes) reminder (include enrollment push for Jan. 30 start date)	Navigate
Enrollment push for 13-week classes	Nighthawk News
Last day for tuition refund/change to audit (1st 7-week)	Nighthawk News
Classes begin (13-week) Promote flexibility provided by diverse array of programs and options	Navigate, Social media
Students may add or drop courses through NOVAConnect (13-week classes)	Nighthawk News

Important Communications in February	
Last day for tuition refund/change to audit (15-week)	Navigate
Open enrollment for summer 2024	Nighthawk News
Last day for tuition refund/change to audit (13-week)	Navigate
Last day to withdraw without grade penalty (1st 7-week)	Navigate

Important Communications in March

Enrollment push for 2nd 7-week term	Nighthawk News, Social media
Last day for waitlist (2nd 7-week classes) reminder (include enrollment push for March 19 start date)	Navigate
Enrollment push for 2nd 7-week term	Nighthawk News, Social media
Classes begin (2nd 7-week term)	Navigate
Students may add or drop courses through NOVAConnect (2nd 7-week classes)	Nighthawk News
Last day to withdraw without grade penalty (15-week)	Navigate
Summer enrollment push	Nighthawk News, Social media
Last day for tuition refund/change to audit (2nd 7-week)	Navigate
Last day to withdraw without grade penalty (13-week)	Navigate

Important Communications in April

Summer enrollment push	Nighthawk News, Social media
Open enrollment for Fall 2024	Nighthawk News
Open enrollment – advising week for Fall 2024	Navigate email
Summer enrollment push	Nighthawk News
Last day to withdraw without grade penalty (2nd 7-week)	Navigate

Important Communications in May

Summer enrollment push	Nighthawk News, Pardot email
Last day to be added to class wait-list (12 week and 6 week)	Navigate
Summer classes begin (12-week and 6-week)	Navigate, Pardot email, social media
Last day to add to class waitlist (10-week)	Navigate
Summer enrollment push	Pardot email, social media

Appendix B: SEM Plan Steering Committee

Name (Alpha Order)	Title	Department
Asihel, Selam	Associate Director	Advising
Barthelus, Dr. Linda	Director	College Information Center
Bharucha, Dr. Diana	Research Analyst II	Office of Strategic Insights
Bowen, Stuart	Associate Director	Student Communications
Bumgarner, Kyle	Counselor	Career Planning & Development, Workforce Dev
Bustillos, Stacey	Associate Director	International Student Services
Creppy, Dr. Gbago	Teaching Faculty	Liberal Arts
Daniels, Jen	Associate Vice President	Academic Affairs
DeFreitas, Jason	Trainer Instructor II	Testing Center
Diaz, Dr. Vanessa	Interim Director	NOVA Online
Edmead, Krystal	Director	Accommodations and Accessibility Services (AAS)
Fallon, Dana	Director of Business Engagement & Career Svcs	Career Planning & Development, Workforce Dev
Gomez, Monica	Care Counselor	Office of Wellness and MH
Jackson, Cecil	Associate Director	Recreation and Intramurals
Jemison, Zina	Associate Registrar	College Records Office
Jones, Dr. Twyla	Associate Director	Advising
Kamara, Dr. Tanneh	Coordinator	Student Ombuds
Koeppen, Dr. Katie	Coordinator	Interpreter Services, AAS
Lawson, Maureen	Coordinator	Advising, Navigate Training
Mannheimer, Mark	Assistant Director	First Year Experience/SDV
McCarl, Tank	Coordinator	AN Community Outreach
McMiller, Dr. Takesha	Interim Associate Vice President	Student Affairs, Student Support Services
Mendoza, Nereo	Technical Engineer	IT Navigate Lead

Name (Alpha Order)	Title	Department
Miller, Emily	Coordinator	MEC Tutoring Center
Mosley, Steven	Conduct Officer	Student Conduct & Integrity
Mrowka, Steve	Athletic Director	Student Affairs, Athletics
Myers, Dr. Rhonda	Associate Vice President	Engagement and Retention
Nelson, Jennifer	Director of University Transfer & Initiatives	Academic Services
Nieves-Campos, Susan	Interim Director	Dual Enrollment, Outreach & Recruitment
Robinson, Connie	Coordinator	AN Enrollment Management
Rosen, Deborah	Writer/Editor	Office of Strategic Insights
Rowther, Dr. Rashida	Teaching Faculty	Liberal Arts
Shi, Sam	Associate Vice President	Office of Strategic Insights
Simmons, Denise	Teaching Faculty	Business and Social Sciences
Srinivas, Karan	Assistant Director	Student Affairs, E&R Navigate
Story, Tamasha	Associate Director	Financial Aid
Todd, Karen	Coordinator	MA Community Outreach
Via, Brent	Associate Director	Career Planning & Development, Workforce Dev
Warren-Nickens, Vinita	Counselor	Academic Success
White, La'Tonia	Director	Financial Stability and Advocacy
Word, Nigel	Director	Engagement and Retention
Wright, Dr. Kimberly	Director	Academic Planning and Advising
Wyne, Dr. Deborah	Associate Vice President	Enrollment Success
Administrative Council members: Dr. Beatrice McKeithen, Acting Vice President, College SEM Plan Lead, and Dr. Molly Lynch, Provost Liaison		
Administrative Support: Rhina Alvarado		

