

Institutional Effectiveness Audit of Administrative Units at NOVA: 2018-2019

Research Report No. 109-20

Office of Institutional Effectiveness and Student Success
OCTOBER 2020

NORTHERN VIRGINIA COMMUNITY COLLEGE

OFFICE OF INSTITUTIONAL EFFECTIVENESS AND STUDENT SUCCESS

The purpose of the Office of Institutional Effectiveness and Student Success is to conduct analytical studies and provide information in support of institutional planning, policy formulation, and decision making. In addition, the office provides leadership and support in research related activities to members of the NOVA community engaged in planning and evaluating the institution's success in accomplishing its mission.

When citing data from this report, the Northern Virginia Community College (NOVA) Office of Institutional Effectiveness and Student Success must be cited as the source.

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Institutional Effectiveness Audit of Administrative Units at NOVA: 2018-2019

Introduction

College planning and evaluation are ongoing processes led by administrative staff aimed at improving institutional effectiveness. In 2018-2019, in conjunction with NOVA's new Strategic Plan, the Office of Planning and Evaluation (OPE), a subunit within the College's Office of Institutional Effectiveness and Student Success, created more systematic annual planning and evaluation processes for NOVA's administrative and campus units. OPE hosted workshops and meetings to guide units in writing actionable expected outcomes, mapping the outcomes to NOVA's Strategic Plan Objectives, measuring outcomes, collecting data to report results, and using results to create action plans to make improvements. OPE provided extensive feedback on reports for revisions, scored the final reports using a newly developed rubric, and sent each subunit feedback on the rubric scores and the report.

This report analyzes the 2018-2019 College-wide evaluation of expected outcomes for administrative support service units, which was reported in the *Annual Planning and Evaluation Report for Administrative Units*. In 2018-2019, NOVA was organized into seven College-wide administrative support services units and 44 subunits which reported results of the expected outcomes. One of the units was led by the College president and six of the administrative units were led by vice presidents. See Table A1 in the Appendix for a complete list of administrative units and subunits.

The *Annual Planning and Evaluation Report for Administrative Units: 2018-2019* documented the planning and evaluation processes of administrative support service units. The processes aligned with NOVA's Mission, Strategic Plan, and College Goals. Units gathered and analyzed data for expected outcomes and reported on four areas in the *Annual Planning and Evaluation Report for Administrative Units: 2018-2019* as displayed in Table 1 below.

Table 1. Reporting Categories in the Annual Planning and Evaluation Report for Administrative Units: 2018-2019

Expected Outcome	Measure with Target	Results	Use of Results
What was evaluated?	What measure was used? Who/What was evaluated? What were the target and acceptable threshold? What was the justification for the acceptable threshold?	When did the evaluation take place? What were the results? Have results improved over time? What areas need improvement?	What actions have been implemented to improve expected outcomes? What actions will be taken in the future to improve operational efficiencies based on the results?

The institutional effectiveness audit provides data and analysis of the *Annual Planning and Evaluation Report for Administrative Units: 2018-2019*. This report begins with a summary of the changes made in the reporting process of expected outcomes (Section I). Submission rates of the evaluation reports are presented (Section II) followed by expected outcomes (Section III) and quality of reporting (Section IV). Finally, acceptable thresholds, targets, and actions to

improve results (Sections V and VI) are discussed. The Appendix contains data tables which were used to create the figures in this report.

Section I. Process Improvements for Evaluating Expected Outcomes of Administrative Units at NOVA

NOVA has improved its analysis of the *Annual Planning and Evaluation Report for Administrative Units* over the past two years. In Fall 2018, units and subunits updated or created new expected outcomes to align with the College's Strategic Plan. An Expected Outcomes Checklist was developed to ensure outcomes were measurable and classified as either learning or operational. The expected outcomes were mapped to one or more Strategic Plan Objectives in a Strategic Plan Map.

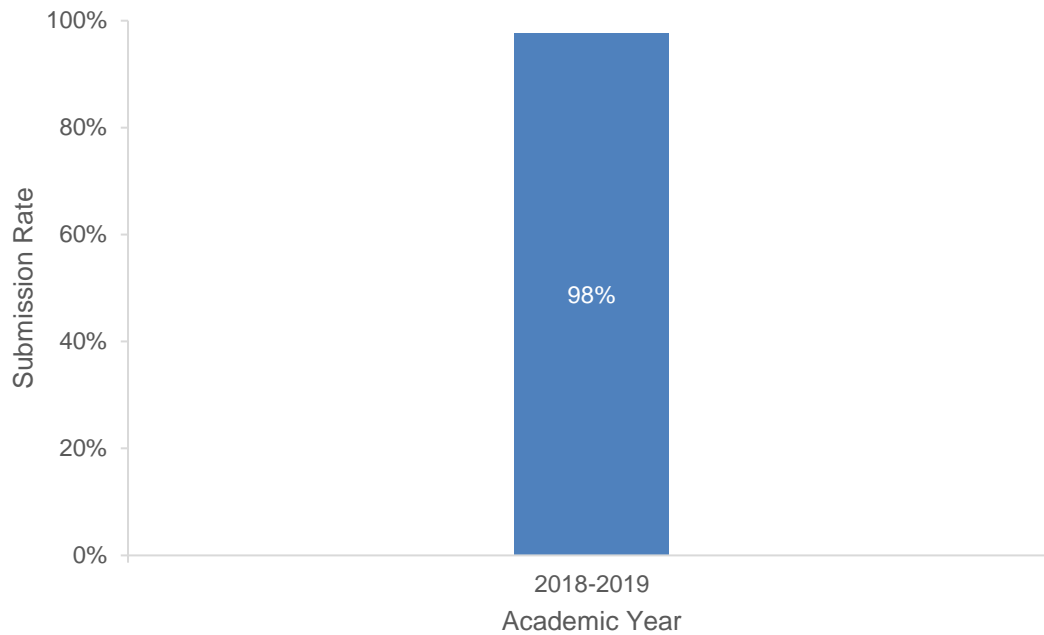
The Office of Planning and Evaluation implemented a new report template. Units reported the evaluation of expected outcomes using the updated template. A rubric was developed and used to evaluate and score the 2018-2019 reports to provide comprehensive feedback. The rubric offered specific, structured feedback to units on the evaluation and reporting process.

The changes over the past two years have encouraged administrative units to look carefully at data and results and to seek improvements in the areas where units were not meeting outcomes. The shift has improved the understanding and value of planning and evaluation. It has also broadened awareness of the processes. As a result, the College staff's recognition and understanding of the processes of planning and evaluation has increased, and the College was better able to document learning and operational outcomes and the changes made to improve them.

Section II. Submission Rate of Annual Planning and Evaluation Report for Administrative Units

Figure 1 below presents the percentage of programs which submitted the *Annual Planning and Evaluation Report for Administrative Units* in 2018-2019. In 2018-2019, 43 out of 44 required reports were submitted (98 percent). The subunit which did not submit a report was transitioned to a different unit under new leadership. This subunit will receive guidance from the Office of Planning and Evaluation in order to submit a report in 2019-2020.

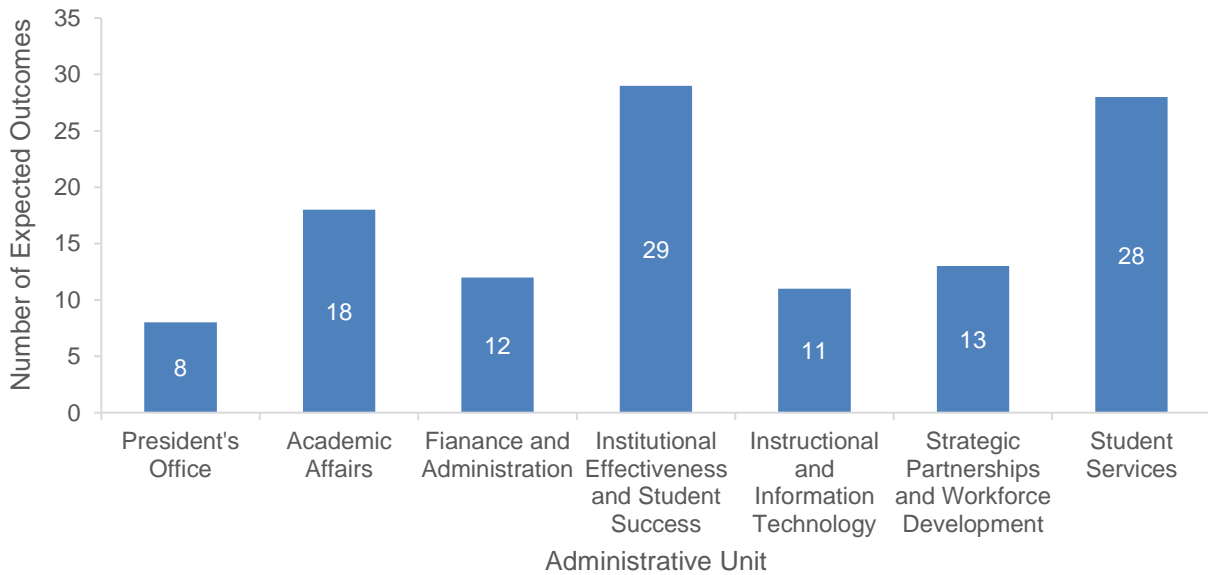
Figure 1. Submission Rate of the Annual Planning and Evaluation Report for Administrative Units: 2018-2019



Section III. Expected Outcomes

Each administrative unit and subunit developed expected outcomes which aimed to improve operational areas such as efficiency, effectiveness, customer service, student learning, and data quality. Expected outcomes were classified as either learning or operational. In 2018-2019, the seven administrative units evaluated a total of 119 expected outcomes. Figure 2 below presents the number of expected outcomes evaluated by administrative unit in 2018-2019.

Figure 2. Number of Expected Outcomes Evaluated by Administrative Unit: 2018-2019



Administrative units aligned expected outcomes with NOVA’s Strategic Plan Goals and Objectives. There were three Strategic Plan Goals which aligned with nine Objectives, listed in Table 2 below.

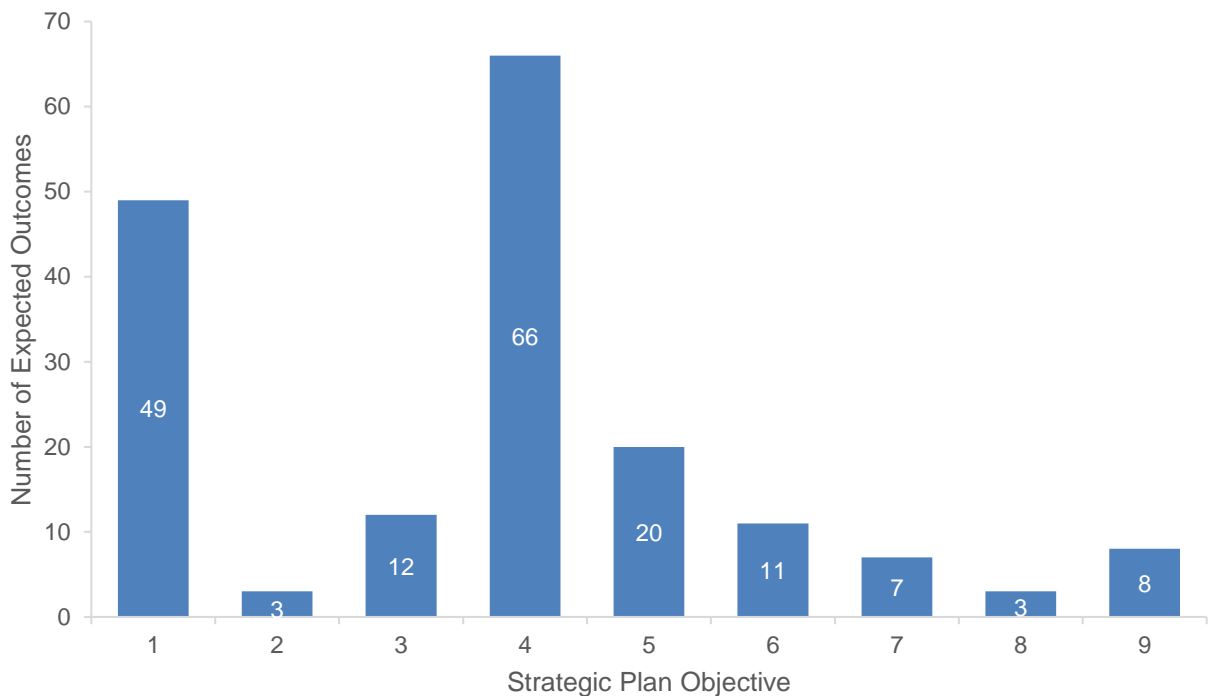
Table 2. Strategic Plan Goals and Objectives at NOVA: 2018-2019

Goal	Objective
#1: Every Student Succeeds	1. Student Advising/Support
	2. VIP-PASS
#2: Every Program Achieves	3. Informed Pathways for Seamless Transitions
	4. Effective Processes/Protocols
	5. Align for Accountability with College Mission
#3: Every Community Prospers	6. Workforce Development/Community Prosperity
	7. IT and Cyber Programs
	8. Re-envision Workforce Strategies
	9. Healthcare, Biotech, and Future Programs

Expected outcomes often map to more than one Strategic Plan Map Objective. For example, the expected outcome, “Honors students will complete their core honors curriculum using only courses that apply to their program of study,” mapped to Strategic Plan Objectives #1: Student Advising/Support and #3: Informed Pathways for Seamless Transitions.

For 2018-2019, the 119 expected outcomes evaluated by administrative units were mapped to the nine Strategic Plan Map Objectives, as displayed in Figure 3 below. Note, as mentioned above, one outcome can be mapped to more than one objective; therefore, the total number of Strategic Plan Objectives in Figure 3 equals 179 for 2018-2019.

Figure 3. Number of Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Administrative Units: 2018-2019

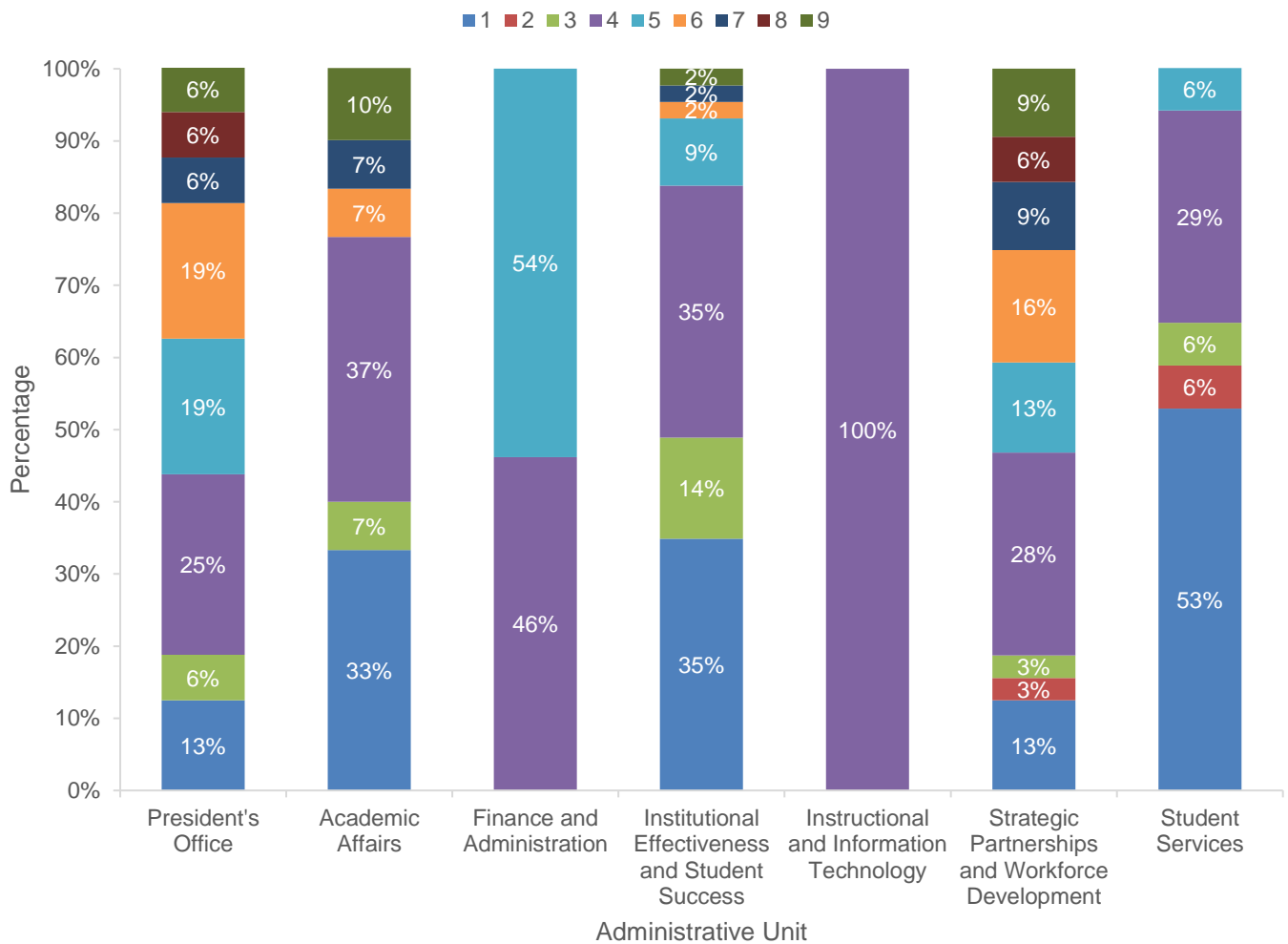


Objective 4 (Effective Processes/Protocols) had the most outcomes mapped with 66 outcomes. Objective 1 (Student Advising/Support) had the second largest number of outcomes mapped with 49 outcomes. The third most frequently cited was Objective 5 (Align for Accountability with College Mission) with 20 outcomes mapped. The other six objectives had 12 or fewer outcomes mapped. The objectives which were least frequently mapped to outcomes were Objective 2 (VIP-PASS) and Objective 8 (Re-envision Workforce Strategies) with three outcomes mapped to each objective.

Figure 4, next page, depicts how each of the seven administrative units' expected outcomes mapped to the nine Strategic Plan Map Objectives. Instructional and Information Technology mapped 100 percent of its outcomes to Objective 4 (Effective Processes/Protocols). Finance and Administration's outcomes mapped to two objectives, Objective 4 (Effective Processes/Protocols) and Objective 5 (Align for Accountability with College Mission). Strategic

Partnerships and Workforce Development mapped its outcomes to all nine objectives, while the President’s Office mapped to eight objectives, Institutional Effectiveness and Student Success mapped to seven, Academic Affairs mapped to six, and Student Services mapped to five. The only objective which was addressed by all seven administrative units was Objective 4 (Effective Processes/Protocols).

Figure 4. Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Administrative Unit: 2018-2019



Section IV. Quality of Reporting

With the implementation of the new report template in 2018-2019 for administrative units to submit the evaluation of expected outcomes, an analytic rubric was developed by the Office of Planning and Evaluation as well. The rubric is divided into four criteria, one for each section of the report described in Table 1: (1) Expected Outcomes; (2) Measure with Target; (3) Results; and (4) Use of Results. Points were awarded for addressing each of the components within each section of the report: two points for meeting the requirement, one point for partially meeting it, and zero points for not meeting the requirement. Based on the total points and percentage score, reports fell into one of four levels of performance indicated in Table 3 below: meeting expectations (dark green), mostly meeting expectations (light green), partially meeting expectations (yellow), and not meeting expectations (red).

Table 3. Quality of Reporting in the Annual Planning and Evaluation Report for Administrative Units-- Rubric Score Scale: 2018-2019

Score on Rubric	Color	Performance Level
90%-100%	Dark Green	Meeting expectations
80%-89%	Light Green	Mostly meeting expectations
70%-79%	Yellow	Partially meeting expectations
Below 70%	Red	Not meeting expectations

The College-wide rubric scores for the 2018-2019 reports are provided in Table 4 below. Three out of the four components of the report met expectations (Expected Outcomes, Measure with Target, and Use of Results). One category mostly met expectations (Results), and the overall College-wide average rubric score met expectations.

Table 4. College-Wide Rubric Results for Administrative Units: 2018-2019

Rubric Category	2018-2019
Expected Outcomes	100.0%
Measure with Target	99.2%
Results	87.8%
Use of Results	91.4%
Total	94.1%

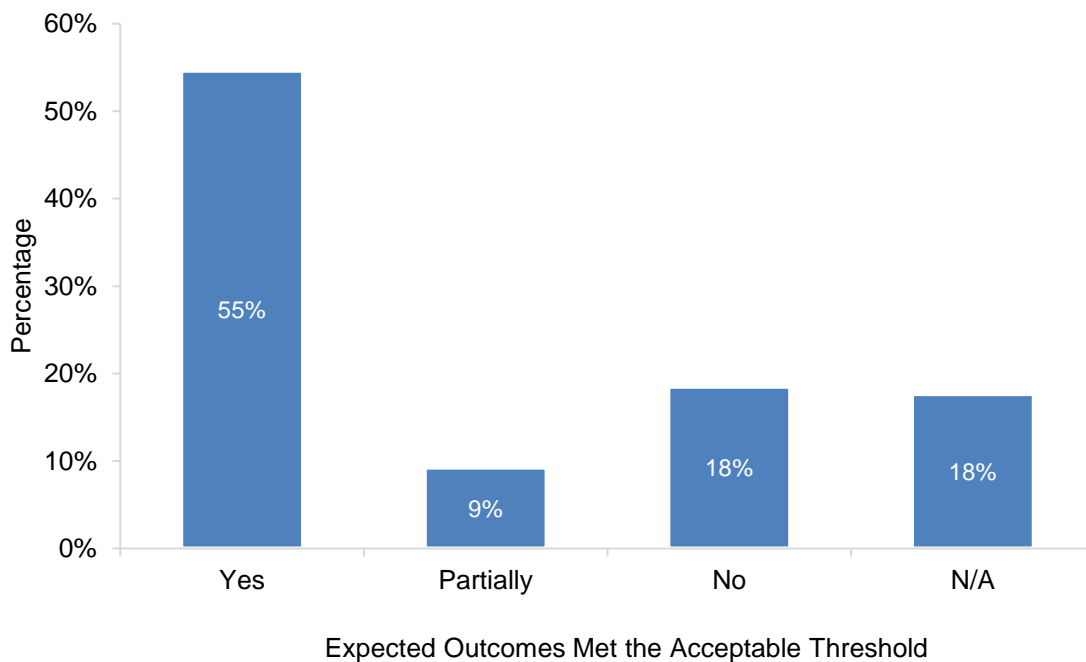
Section V. Acceptable Thresholds and Targets

A. Acceptable Thresholds

Administrative units set acceptable thresholds for meeting expected outcomes. An acceptable threshold was the minimum expectation which defines an acceptable level of achievement. When units did not meet acceptable thresholds, they were required to write an action plan for improvement (discussed in Section VI below).

As seen in Figure 5 below, most outcomes evaluated met the acceptable threshold in 2018-2019. Out of 119 outcomes, the acceptable threshold was met for more than half of the outcomes (65 outcomes), partially met for 11 outcomes (9 percent), and not met for 22 outcomes (19 percent). For 21 outcomes (18 percent), meeting an acceptable threshold was not applicable (N/A) due to the outcome not being evaluated previously in most cases.

Figure 5. Percentage of Expected Outcomes which Met the Acceptable Threshold by Administrative Units: 2018-2019



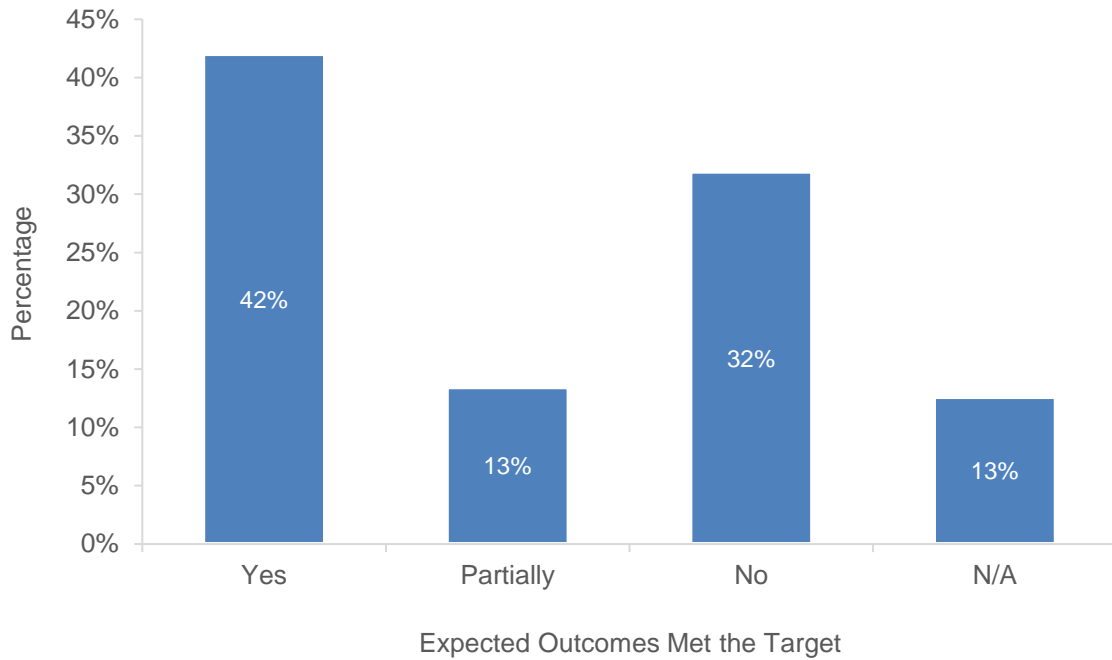
B. Targets

In addition to setting an acceptable threshold, administrative units set targets, which are the desired level of performance on each expected outcome. Typically, targets are higher than the acceptable thresholds set by units, and meeting targets represents success in achieving expected outcomes.

As illustrated in Figure 6, next page, the targets were met or partially met for most outcomes in 2018-2019. The target was met for 50 outcomes (42 percent of all outcomes evaluated), partially met for 16 outcomes (13 percent), and not met for one third of all outcomes evaluated

(32 percent). For 15 outcomes (13 percent), meeting a target was not applicable (N/A) due to the outcome not being evaluated previously.

Figure 6. Percentage of Expected Outcomes which Met the Target by Administrative Units: 2018-2019



Overall, most expected outcomes were met by the administrative units. For both acceptable thresholds and targets, 2018-2019 set a benchmark against which administrative units will measure future expected outcome evaluations.

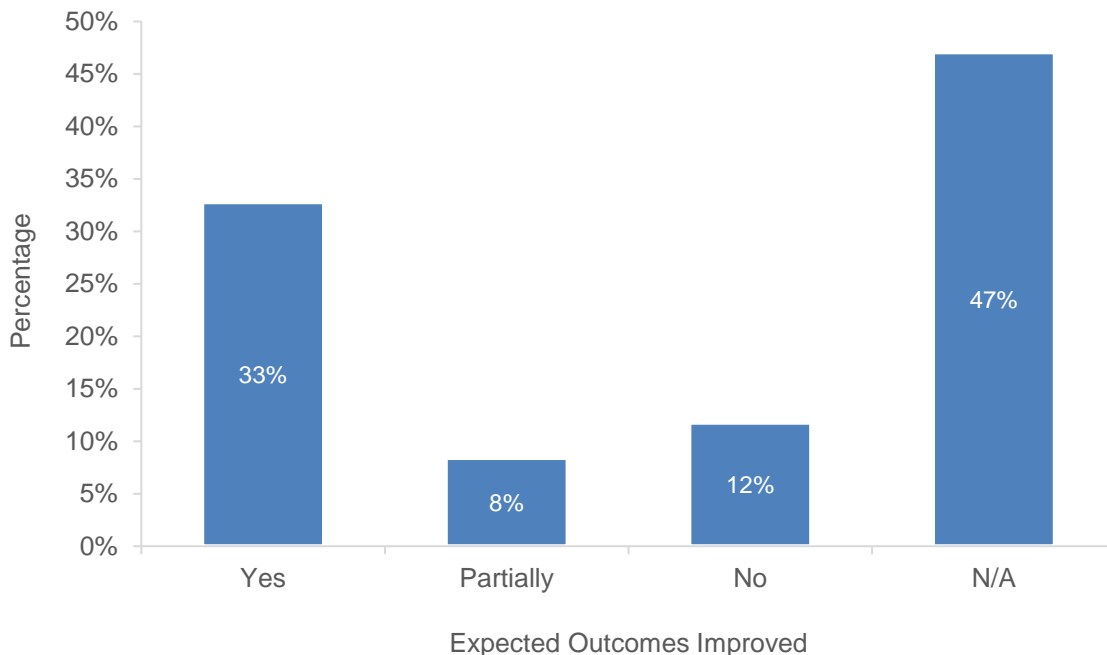
Section VI. Seeking Improvement

A. Improving Results

Evaluating expected outcomes each year allows administrative units to compare results year-over-year and to seek continuous improvement. Results from evaluations were compared to previous years, successes were recognized, and areas needing improvement were determined.

While 2018-2019 was the first year for units to record evaluation results on newly created expected outcomes in the *Annual Planning and Evaluation Report for Administrative Units*, improvements from previous years were measured where previous data were available. As displayed in Figure 7 below, 33 percent of all outcomes (39 total) were reported as having improved over the previous year, 8 percent partially improved (10 outcomes), and 12 percent did not improve (14 outcomes). For nearly half of the outcomes evaluated (56 outcomes; 47 percent), improvement was not applicable since subunits established new outcomes and did not have previous data against which to compare or the outcome was not evaluated. It is important to note 2018-2019 was the first year for reporting results with newly established or revised outcomes. Therefore, results for most expected outcomes did not demonstrate improvement since administrative units established benchmarks during the year. Future evaluations will be compared to the benchmarks set in 2018-2019.

Figure 7. Percentage of Expected Outcomes which Improved for Administrative Units: 2018-2019



B. Action Plans

When acceptable thresholds were not met, administrative units were required to create an action plan for improvement. Most administrative units implemented action plans even when acceptable thresholds were met. As displayed in Figure 8 below, 114 action plans were proposed by administrative units for implementation in 2018-2019. For the 22 outcomes which did not meet the acceptable threshold (see Section V above), action plans were required. Since only 22 action plans were required but 114 were proposed (out of 119 expected outcomes), it indicates administrative units are seeking continuous improvement to improve operational efficiencies and processes.

Examples of action plans from 2018-2019 include the following:

- The Financial Stability Program will increase the number of financial education workshops in 2019-2020, make them more accessible in an online format, and increase referrals to the Personal Financial Expert. Topics for the workshops will include budgeting and credit management.
- Workforce will continue outreach to encourage more apprenticeship participation with new corporate partners in 2019-2020, hire an apprenticeship coordinator to support efforts, and expand apprenticeship programs to include more technology occupations.

Figure 8. Total Number of Action Plans Submitted by Administrative Units: 2018-2019

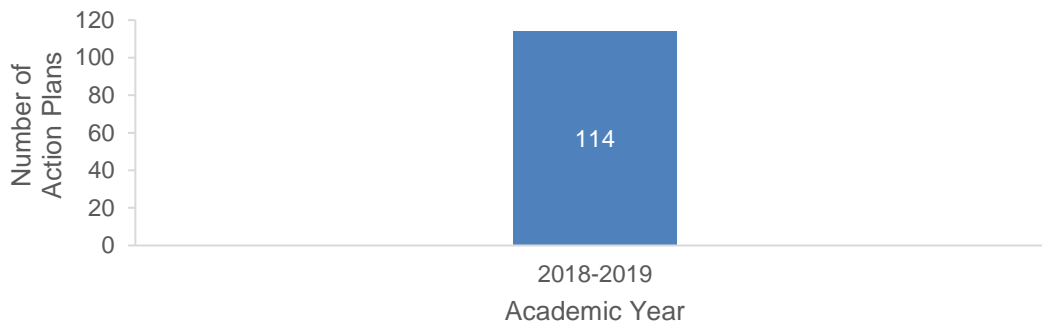
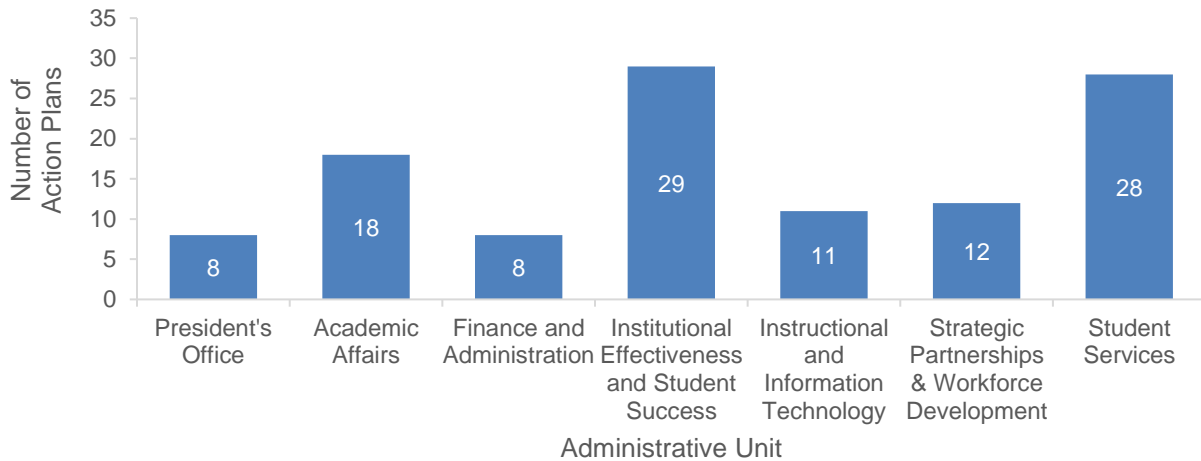


Figure 9 below illustrates how many action plans were implemented by each of the seven administrative units in 2018-2019.

Figure 9. Number of Action Plans Submitted by Administrative Unit: 2018-2019



Summary

In summary, NOVA's administrative units improved the quality of evaluations and efforts to enhance expected outcomes. In 2018-2019, administrative units updated expected outcomes and aligned the outcomes with NOVA's new Strategic Plan. Most outcomes created will be measured for the duration of the Strategic Plan in order to observe trends over time. Administrative units collected and analyzed data in order to determine if current results improved, documented the extent targets and acceptable thresholds were met, and recorded areas needing improvement. Action plans were then created to seek continuous improvements. The results of the 2018-2019 *Institutional Effectiveness Audit of Administrative Units* demonstrate NOVA's administrative units made significant improvements in the reporting process. The culture of planning and evaluation at NOVA is growing stronger as subunit staff and administrators participate in systematic planning and evaluation processes to improve institutional effectiveness.

Appendix

Table A1. List of Administrative Units and Subunits at NOVA: 2018-2019

Administrative Unit	Unit Lead	Subunits
President's Office	President	Educational Foundation Human Resources
Academic Affairs	Vice President, Academic Affairs	Center for Excellence in Teaching and Learning (CETL) College Catalog Curriculum Development Dual Enrollment Fair Practices Grants and Sponsored Programs Honors International Education NOVA Online Perkins Transfer Services
Finance and Administration	Vice President, Finance and Administration	Administrative Services Budget Business Services and Financial Services Controller Emergency Management and Safety Facilities Planning and Support NOVA Police
Institutional Effectiveness and Student Success	Vice President, Institutional Effectiveness and Student Success	Academic Assessment Adult Career Pathways Financial Stability Program Institutional Research Planning and Evaluation Student Success
Instructional and Information Technology	Vice President, Instructional and Information Technology	Office of the Vice President Academic Technology Services College Information Systems Information Technology Support Services Library Technical Services
Strategic Partnerships and Workforce Innovation	Vice President, Strategic Partnerships and Workforce Innovation	College Government Affairs and Community Relations Marketing and Communication Workforce
Student Services	Vice President, Student Services	Advising Call Center College Records Disability Support Services Financial Aid Military and Veteran Services NOVACares Pathway to the Baccalaureate Student Life Student Services and Enrollment Management

Note: The number of subunits varies by year.

Table A2. Submission Rate of Annual Planning and Evaluation Report for Administrative Units: 2018-2019

Academic Year	# of Annual Reports to be Submitted	# of Annual Reports Submitted	% of Annual Reports Submitted
2018-2019	44	43	97.7%

Table A3. Number of Expected Outcomes Evaluated by Administrative Unit: 2018-2019

Administrative Unit	Number of Expected Outcomes Evaluated
President's Office	8
Academic Affairs	18
Finance and Administration	12
Institutional Effectiveness and Student Success	29
Instructional and Information Technology	11
Strategic Partnerships and Workforce Development	13
Student Services	28
Total	119

Table A4. Number of Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Administrative Units: 2018-2019

Strategic Plan Map Objectives	Number of Expected Outcomes Mapped to the Objective*
1. Student Advising/Support	49
2. VIP-PASS	3
3. Informed Pathways for Seamless Transitions	12
4. Effective Processes/Protocols	66
5. Align for Accountability with College Mission	20
6. Workforce Development/Community Prosperity	11
7. IT and Cyber Programs	7
8. Re-envision Workforce Strategies	3
9. Healthcare, Biotech, and Future Programs	8

*Note: One expected outcome can be mapped to more than one Strategic Plan Map Objective. Therefore, the total number of outcomes in this table (179) is greater than the number of expected outcomes listed by administrative units and subunits (119; see Table A3 above).

Table A5. Number and Percentage of Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Administrative Units: 2018-2019

Administrative Unit	1		2		3		4		5		6		7		8		9	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
President's Office	2	12.5	0	0.0	1	6.3	4	25.0	3	18.8	3	18.8	1	6.3	1	6.3	1	6.3
Academic Affairs	10	33.3	0	0.0	2	6.7	11	36.7	0	0.0	2	6.7	2	6.7	0	0.0	3	10.0
Finance and Administration	0	0.0	0	0.0	0	0.0	6	46.2	7	53.8	0	0.0	0	0.0	0	0.0	0	0.0
Institutional Effectiveness and Student Success	15	34.9	0	0.0	6	14.0	15	34.9	4	9.3	1	2.3	1	2.3	0	0.0	1	2.3
Instructional and Information Technology	0	0.0	0	0.0	0	0.0	11	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Strategic Partnerships and Workforce Development	4	12.5	1	3.1	1	3.1	9	28.1	4	12.5	5	15.6	3	9.4	2	6.3	3	9.4
Student Services	18	52.9	2	5.9	2	5.9	10	29.4	2	5.9	0	0.0	0	0.0	0	0.0	0	0.0

Table A6. Number of Acceptable Thresholds Met by Administrative Units: 2018-2019

Academic Year	Yes		Partially		No		N/A	
	#	%	#	%	#	%	#	%
2018-2019	65	54.6	11	9.2	22	18.5	21	17.6

Table A7. Number of Targets Met by Administrative Units: 2018-2019

Academic Year	Yes		Partially		No		N/A	
	#	%	#	%	#	%	#	%
2018-2019	50	42.0	16	13.4	38	31.9	15	12.6

Table A8. Number of Expected Outcomes which Improved by Administrative Units: 2018-2019

Academic Year	Yes		Partially		No		N/A	
	#	%	#	%	#	%	#	%
2018-2019	39	32.8	10	8.4	14	11.8	56	47.1

Table A9. Number of Action Plans Implemented by Administrative Unit: 2018-2019

Administrative Unit	Number of Action Plans
President's Office	8
Academic Affairs	18
Finance and Administration	8
Institutional Effectiveness and Student Success	29
Instructional and Information Technology	11
Strategic Partnerships and Workforce Development	12
Student Services	28
Total	114

PATHWAY TO THE AMERICAN DREAM—NOVA'S STRATEGIC PLAN 2017-2023

THE NOVA COMMITMENT

As its primary contributions to meeting the needs of the Commonwealth of Virginia, the Northern Virginia Community College pledges to advance the social and economic mobility of its students while producing an educated citizenry for the 21st Century.

THE STRATEGIC PLAN GOALS AND OBJECTIVES

To deliver on this commitment NOVA will focus its creativity and talent, its effort and energy, and its resources and persistence, on achieving three overarching goals—success, achievement, and prosperity. It will strive to enable **Every Student to Succeed, Every Program to Achieve, and Every Community to Prosper.**

To advance the completion agenda described above, thereby promoting students' success and enhancing their social mobility, ensuring that programs achieve, and producing an educated citizenry for the 21st Century, the following goals and objectives are adopted:

GOAL 1: Every Student Succeeds

- **Objective 1:** Develop a College-wide approach to advising that ensures all students are advised and have access to support throughout their time at NOVA
- **Objective 2:** Implement VIP-PASS System as the foundational technology based on NOVA Informed Pathways for student self-advising, assignment and coordination of advisors, and course registration

GOAL 2: Every Program Achieves

- **Objective 3:** Develop comprehensive, fully integrated Informed Pathways for every program to ensure seamless transitions from high school and other entry points to NOVA, and from NOVA to four-year transfer institutions or the workforce
- **Objective 4:** Develop effective processes and protocols for programmatic College-wide collective decisions that include consistent, accountable leadership and oversight of each academic program with designated "owners," active advisory committees, clear student learning outcomes and assessments, and program reviews in all modalities of instruction
- **Objective 5:** Align NOVA's organizational structures, position descriptions, and expectations for accountability with its overarching mission to support student engagement, learning, success and institutional effectiveness

GOAL 3: Every Community Prospers

- **Objective 6:** Enhance the prosperity of every community in Northern Virginia by refocusing and prioritizing NOVA's workforce development efforts
- **Objective 7:** Further develop NOVA's IT and Cybersecurity programs to support regional job demand and position NOVA as the leading IT community college in the nation
- **Objective 8:** Re-envision workforce strategies and integrate workforce development into a NOVA core focus
- **Objective 9:** Plan to expand the breadth and reach of NOVA's healthcare and biotechnology programs, and prioritize future programs to support regional economic development goals

NOVA

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Community College**

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