

Strategic Plan Maps for Campus Units' Expected Outcomes: 2019-2020

(SACSCOC Section 8: Student Achievement)

Research Report No. 130-20

Office of Institutional Effectiveness and Student Success
DECEMBER 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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Table of Contents

| | |
|--|----|
| Introduction | 1 |
| Provost's Office | 2 |
| Provost's Office | 2 |
| Campus Community Relations | 3 |
| Campus Operations..... | 4 |
| Academic Divisions | 5 |
| Health Sciences | 5 |
| Information and Engineering Technologies..... | 6 |
| Languages, Arts, and Social Sciences..... | 8 |
| Mathematics, Sciences, Technologies, and Business..... | 9 |
| Nursing..... | 10 |
| Learning and Technology Resources | 11 |
| Information Technology | 11 |
| Instructional Technology..... | 11 |
| Library | 12 |
| Open Computer Lab..... | 13 |
| Testing | 13 |
| Tutoring..... | 14 |
| Student Services..... | 15 |
| Dean of Students..... | 15 |
| Counseling and Advising Services..... | 16 |
| Enrollment Services..... | 17 |

| | |
|-------------------------------------|----|
| Student Conduct and Integrity | 18 |
| Student Life | 19 |
| Appendix..... | 20 |
| Campus Units: 2019-2020 | 20 |

Strategic Plan Maps for Campus Units' Expected Outcomes: 2019-2020

Introduction

This report contains strategic plan maps from the Campus Units at Northern Virginia Community College (NOVA). The maps were created to align Campus Unit expected outcomes to *NOVA's Strategic Plan 2017-2023: Pathway to the American Dream*.¹ Results of expected outcomes will be utilized for continuous improvement. The Office of Planning and Evaluation hosted workshops to facilitate units in writing expected outcomes in Fall 2018. Expected outcomes were planned for the duration of the strategic plan in order to analyze trends over time and to demonstrate improvements to institutional effectiveness and student achievement.

¹ NOVA's Strategic Plan: <https://www.nvcc.edu/mission/strategic-plan2017-2023.pdf>

Provost's Office

Provost's Office

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|------------------|--|----------------------------------|----------|--|-----------------------------------|---|--|--|----------------------------------|--|
| | | Access and Success | | | Institutional Effectiveness | | | Competitive Workforce/Career Opportunity | | |
| | | NOVA's Strategic Plan Objectives | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | | Student Advising/ Support | VIP-PASS | Informed Pathways for Seamless Transitions | Effective Processes/ Protocols | Align for Accountability with College Mission | Workforce Dev/ Community Prosperity | IT and Cyber Programs | Re-envision Workforce Strategies | Healthcare, Biotech, and Future Programs |
| Provost's Office | Improve student enrollment, retention and degree/certificate completion, (O) | | | | | ✓ | | | | |
| | Foster a culture of inclusivity and academic excellence. (O) | | | | | ✓ | | | | |
| | Increase interactions with public school students for partnership purposes and for recruitment purposes. (O) | | | | | ✓ | | | | |
| | Increase outreach activities to working adults for recruiting and retention. (O) | | ✓ | | | | | | | |
| | College Community will be informed about activities and decisions of Pathway Councils. (O) | | | | | ✓ | | | | |

Campus Community Relations

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|----------------------------|---|----------------------------------|----------|---|-----------------------------------|--|--|--|----------------------------------|--|
| | | Access and Success | | | Institutional Effectiveness | | | Competitive Workforce/Career Opportunity | | |
| | | NOVA's Strategic Plan Objectives | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | | Student Advising/ Support | VIP-PASS | Informed Pathways for Seamless Transitions | Effective Processes/ Protocols | Align for Accountabil- ity with College Mission | Workforce Dev/ Community Prosperity | IT and Cyber Programs | Re-envision Workforce Strategies | Healthcare, Biotech, and Future Programs |
| Campus Community Relations | Campus and Community Relations will enhance NOVA's visibility by engaging with community, government, and business leaders. (O) | | | | ✓ | | | | | |
| | Campus and Community Relations will engage with community associations, committees, organizations, and businesses to enhance enrollment opportunities. (O). | | | | ✓ | | | | | |
| | Campus and Community Relations will enhance internal and external communication through various channels including newsletters, digital messaging, emails and social media. (O). | | | | ✓ | | | | | |
| | Campus and Community Relations will enhance awareness of NOVA by providing campus visitors/tours information sessions and campus visibility for VIP's, community leaders and other specialized audiences. (O) | | | | ✓ | | | | | |

Campus Operations

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|---------|---|----------------------------------|----------|--|--------------------------------|--|-------------------------------------|--|----------------------------------|--|
| | | Access and Success | | | Institutional Effectiveness | | | Competitive Workforce/Career Opportunity | | |
| | | NOVA's Strategic Plan Objectives | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | | Student Advising/ Support | VIP-PASS | Informed Pathways for Seamless Transitions | Effective Processes/ Protocols | Align for Accountabili ty with College Mission | Workforce Dev/ Community Prosperity | IT and Cyber Programs | Re-envision Workforce Strategies | Healthcare, Biotech, and Future Programs |
| | Campus Operations will optimize campus facilities to support access to teaching and learning, and work to improve the student experience at the campus. (O) | | | | ✓ | | | | | |
| | The Directors of Campus Operations will support and provide unique fiduciary information to meet the budgetary goals of campus departments and divisions. (O) | | | | ✓ | | | | | |

Academic Divisions

Health Sciences

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|-----------------|--|----------------------------------|----------|--|-------------------------------|--|------------------------------------|--|--------------------------------------|--|
| | | Access and Success | | | Institutional Effectiveness | | | Competitive Workforce/Career Opportunity | | |
| | | NOVA's Strategic Plan Objectives | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | | Student Advising/Support | VIP-PASS | Informed Pathways for Seamless Transitions | Effective Processes/Protocols | Reorganization to Align with College Mission | Workforce Dev/Community Prosperity | IT and Cyber Programs | Re-envision Workforce Dev Strategies | Healthcare, Biotech, and Future Programs |
| Health Sciences | Health Sciences will increase enrollment by promoting NOVA's Health Sciences locally, nationally, and internationally. (O) | ✓ | | ✓ | ✓ | | | | | ✓ |
| | Health Sciences will increase graduation rates in each program. (O) | ✓ | | ✓ | ✓ | | | | | ✓ |
| | Health Sciences will expand program offerings relevant to the NOVA community by proposing (and gaining VCCS approval of) new courses, as well as degrees, and certificate programs in Health Sciences. (O) | ✓ | | ✓ | ✓ | ✓ | | | | ✓ |
| | Health Sciences will enhance professional knowledge and teaching effectiveness. (O) | | | | ✓ | | | | | ✓ |

Information and Engineering Technologies

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|--|---|----------------------------------|----------|--|-------------------------------|---|------------------------------------|--|----------------------------------|--|
| | | Access and Success | | | Institutional Effectiveness | | | Competitive Workforce/Career Opportunity | | |
| | | NOVA's Strategic Plan Objectives | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | | Student Advising/Support | VIP-PASS | Informed Pathways for Seamless Transitions | Effective Processes/Protocols | Align for Accountability with College Mission | Workforce Dev/Community Prosperity | IT and Cyber Programs | Re-envision Workforce Strategies | Healthcare, Biotech, and Future Programs |
| Information and Engineering Technologies | Information and Engineering Technologies will improve student access to NOVA's Information and Engineering Technologies programs. (O) | | | ✓ | | | | ✓ | | |
| | Information and Engineering Technologies will develop guaranteed Bachelor of Science transfer degree pathways for Information and Engineering Technologies A.S. and A.A.S. degrees. (O) | | | ✓ | | | | ✓ | | |
| | Information and Engineering Technologies will increase communication of NOVA STEM and NOVA SySTEMic opportunities and activities for internal and external stakeholders. (O) | | | | | | ✓ | ✓ | | |
| | Information and Engineering Technologies will develop new curriculum in support of military/industry need. (O) | | | | | | ✓ | ✓ | | |
| | Information and Engineering Technologies will increase external/workforce engagements and grants. (O) | | | | | ✓ | | ✓ | | |
| | Information and Engineering Technologies will increase membership on industry advisory boards. (O) | | | | | | ✓ | ✓ | | |
| | NOVA will work with career and technical education (CTE) stakeholders including industry, school divisions and workforce investment boards to create and modernize career and technical education Pathways that address workforce needs | | | | | | | | | |

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| | | Student Advising/Support | VIP-PASS | Informed Pathways for Seamless Transitions | Effective Processes/Protocols | Align for Accountability with College Mission | Workforce Dev/Community Prosperity | IT and Cyber Programs | Re-envision Workforce Strategies | Healthcare, Biotech, and Future Programs |
| | and promote careers while providing economic mobility for underrepresented and nontraditional students in career and technical education. (O) | | | | | | | | | |

Languages, Arts, and Social Sciences

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|---------|--|----------------------------------|----------|--|-------------------------------|---|------------------------------------|--|----------------------------------|--|
| | | Access and Success | | | Institutional Effectiveness | | | Competitive Workforce/Career Opportunity | | |
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| LASS | LASS will foster a culture of inclusivity and academic excellence. (O) | ✓ | | | ✓ | | | | | |
| | LASS will provide faculty advising to students based on the pathways model. (O) | ✓ | ✓ | ✓ | | ✓ | | | | |
| | LASS will maintain efficient academic program scheduling to facilitate student retention and degree completion. (O) | | | | ✓ | | | | | |
| | LASS will enhance faculty and staff's professional knowledge and skills through providing appropriate tools, training, and organizational support. (O) | | | | ✓ | | | | | |
| | LASS will track and evaluate successful completion rates in ENG 111. (O) | ✓ | | ✓ | ✓ | ✓ | | | | |
| | LASS will track and evaluate success rates in contract Dual Enrollment as compared to campus courses. (O) | | | ✓ | | | | | | |

Mathematics, Sciences, Technologies, and Business

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|---------|---|----------------------------------|----------|--|-----------------------------------|---|--|--|--------------------------------------|--|
| | | Access and Success | | | Institutional Effectiveness | | | Competitive Workforce/Career Opportunity | | |
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| | | Student Advising/ Support | VIP-PASS | Informed Pathways for Seamless Transitions | Effective Processes/ Protocols | Align for Accountability with College Mission | Workforce Dev/ Community Prosperity | IT and Cyber Programs | Re-envision Workforce Dev Strategies | Healthcare, Biotech, and Future Programs |
| MSTB | MSTB will maintain efficient academic program scheduling through access to courses via multiple modalities (campus, online, hybrid, synchronous) to facilitate student retention and degree completion. (O) | | ✓ | | | ✓ | | | | |
| | MSTB will provide effective academic support and faculty advising to students based on the pathways model. (O) | ✓ | ✓ | ✓ | ✓ | | | | | |
| | MSTB is committed to hiring diverse and highly qualified faculty. (O) | | | | ✓ | ✓ | | | | |
| | MSTB will increase student success in completing developmental Math and persisting with enrolling and completing NOVA gatekeeper Math courses successfully. (O) | | ✓ | ✓ | ✓ | | | | | |
| | MSTB will offer courses to allow timely pathway completion. (O) | ✓ | ✓ | | ✓ | ✓ | | | | |

Nursing

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|---------|---|----------------------------------|----------|--|-------------------------------|---|--|-----------------------|--------------------------------------|--|
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| Nursing | The Nursing program will demonstrate growth in student enrollment while maintaining continued faculty and staff support with the goal of total student enrollment of 400 by the spring of 2021. (O) | | | | | ✓ | ✓ | | | ✓ |
| | The nursing division will recruit and retain qualified diverse faculty to support current enrollment and projected growth. (O) | | | | ✓ | | | | | ✓ |
| | The A.A.S. Nursing program will explore alternate pathways and entry points for students to obtain an A.A.S. in Nursing. (O) | | | | | ✓ | | | ✓ | ✓ |

Learning and Technology Resources

Information Technology

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
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| Information Technology | Information Technology will ensure computers and technology devices are effectively maintained and supported as needed for faculty, staff, and students. (O) | | | | ✓ | | | | | |

Instructional Technology

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
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| Instructional Technology | Instructional Technology staff will train faculty and staff on technology to improve College instruction and operations. (O) | | | | ✓ | | | | | |

Library

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|---------|---|----------------------------------|----------|--|-------------------------------|---|------------------------------------|--|----------------------------------|--|
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| Library | Students, faculty, and staff will have equitable, sufficient and consistent access to Library facilities, staffing, resources, and services. (O) | ✓ | | | ✓ | | | | | |
| | NOVA Libraries will provide instructional programming and resources to support academic programs, including NOVA General Education Core Competencies, and to develop information-literate learners for academic success, research, and lifelong learning. (O) | ✓ | | | ✓ | ✓ | | | | |
| | NOVA Libraries will develop, enhance, and provide access to collections in a variety of formats sufficient in quality, depth, diversity, and currency to support the teaching and scholarly missions of the college. (O) | ✓ | | | ✓ | ✓ | | | | |

Open Computer Lab

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|-------------------|---|----------------------------------|----------|--|-----------------------------------|---|--|--|----------------------------------|--|
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| Open Computer Lab | Students will use the Open Computer Lab equipment, software, and facility to successfully obtain their educational needs. (O) | | | | ✓ | | | | | |

Testing

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
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| Testing | Testing Center will identify and monitor the number of tests administered to improve testing services for students. (O) | ✓ | ✓ | | | | | | | |
| | Testing Centers will provide a satisfying real-time experience and equitable resources to NOVA students. (O) | ✓ | ✓ | | | | | | | |

Tutoring

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
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| Tutoring | Students will indicate improved mastery of their course material after tutoring sessions. (O) | ✓ | | | ✓ | | | | | |
| | Students will indicate area needing help upon arrival and active strategies they will use to complete independent work after tutoring sessions. (L) | ✓ | | | ✓ | | | | | |
| | Tutoring will provide support for the primary pathway and gateway courses. (O) | ✓ | | | ✓ | | | | | |

Student Services

Dean of Students

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
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| Dean of Students | The Office of the Dean of Students will ensure continuity of business processes across all campuses and sites through uniform staff training, continuous review and documentation of business practices and effective use of resources to support students. (O) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| | The Office of the Dean of Students will develop and review student related policies across NOVA Student Services locations to ensure consistent application and understanding. (O) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| | The Office of the Dean of Students will cultivate a work environment that promotes trust and recognizes individuals for their teamwork efforts and contributions to stimulating healthy workplace behaviors. (O) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| | The Office of the Dean of Students will provide exceptional student support services to engage and promote their intellectual and social development. (O) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |

Counseling and Advising Services

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
|----------------------------------|--|----------------------------------|----------|--|--------------------------------|--|-------------------------------------|--|----------------------------------|--|
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| Counseling and Advising Services | Counselors and Advisors will use Navigate to promote student success by entering notes after appointments and walk-in meetings, tracking the academic progress of students and notifying students of milestones met or not achieved. (O) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ |
| | Students using the Online Career Assessment, FOCUS II will be able to identify and employ strategies to achieve their desired educational and career goals. (L) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ |
| | New College Students up through age 24 will use the Learning Management System to track their progress toward degree or credential completion. (L) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ |
| | Students will develop a sense of personal responsibility for their academic success and program completion at NOVA by reviewing their Student Advisement Report for accuracy and choosing the courses that coincide with their program of study. (L) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |

Enrollment Services

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
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| Enrollment Services | State and institutionally mandated reports will be completed before specified deadlines. (O) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ |
| | Deans of Students will work closely the Interim AVP for Enrollment Services to ensure that forms that directly affect Campus-Based Enrollment Services will be reviewed and approved by the Enrollment Services Workgroup and Campus Deans of Students prior to being made available on the College website. (O) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| | Students will develop a sense of personal responsibility for their academic success and program completion at NOVA by reviewing their Student Advisement Report for accuracy and choosing the courses that coincide with their program of study. (L) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |

Student Conduct and Integrity

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
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| Student Conduct and Integrity | The Office of the Dean of Students will manage and monitor student conduct infractions. (O) | | | | ✓ | ✓ | | | | |
| | The Office of the Dean of Students will ensure that students, faculty, and staff are aware of college policies and procedures related to Student Code of Conduct. (O) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ |
| | Students receiving one Educational Sanction will be less likely to repeat similar behaviors that violate the Student Code of Conduct. (L) | | | | ✓ | ✓ | | | | |

Student Life

| Subunit | Expected Outcome (Include Learning-L or Operational-O) | NOVA's Mission | | | | | | | | |
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| Student Life | Student Life units will engage students in campus-based and college-wide co-curricular activities to build community and enhance student development and success. (O) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ |
| | Student Life units will provide and support diverse cultural activities and opportunities for students and members of the college community. (O) | | ✓ | | | | | | | |
| | Students who attend Student Life drug and alcohol abuse activities will be able to identify and articulate practical tools and information for the responsible use of alcohol. (L) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ |
| | Students will be able to articulate characteristics and behaviors of effective leaders after attending leadership training opportunities. (L) | ✓ | | | | | | | | |

Appendix

Campus Units: 2019-2020

| Provost's Office |
|---|
| Provost's Office |
| Campus Community Relations |
| Campus Operations |
| Academic Divisions |
| Health Sciences |
| Information and Engineering Technologies |
| Languages, Arts, and Social Sciences |
| Mathematics, Sciences, Technologies, and Business |
| Nursing |
| Learning and Technology Resources |
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| Instructional Technology |
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| Student Conduct and Integrity |
| Student Life |

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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