

Institutional Effectiveness Audit of Administrative Units at NOVA: 2018-2019 through 2019-2020

Research Report No. 133-20

Office of Institutional Effectiveness and Student Success
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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
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**Institutional Effectiveness Audit of Administrative Units at NOVA:
2018-2019 through 2019-2020**

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, developed 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 through 2019-2020 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 2019-2020, NOVA was organized into seven College-wide administrative support services units and 42 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 Reports for Administrative Units* for 2018-2019 through 2019-2020 documented the planning and evaluation processes of administrative support service units. Expected outcomes were 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 through 2019-2020* as displayed in Table 1 below.

Table 1. Reporting Categories in the Annual Planning and Evaluation Report for Administrative Units: 2018-2019 through 2019-2020

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 Reports for Administrative Units* for 2018-2019 through 2019-2020. 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 three 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.

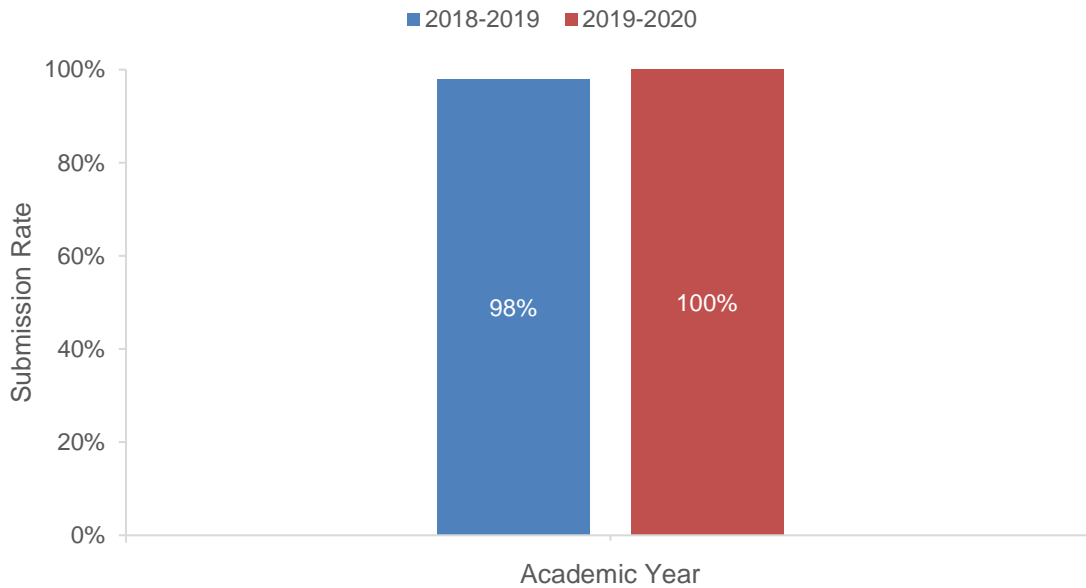
The Office of Planning and Evaluation implemented a new report template. Units reported the evaluation of expected outcomes using the updated template. A rubric was developed and used to evaluate and score the 2018-2019 and 2019-2020 reports to provide comprehensive feedback. The rubric offered specific, 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 planning and evaluation processes has increased, and the College was better able to document 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 and 2019-2020. In 2019-2020, 42 of 42 of the required reports were submitted (100 percent) compared to 98 percent in 2018-2019.

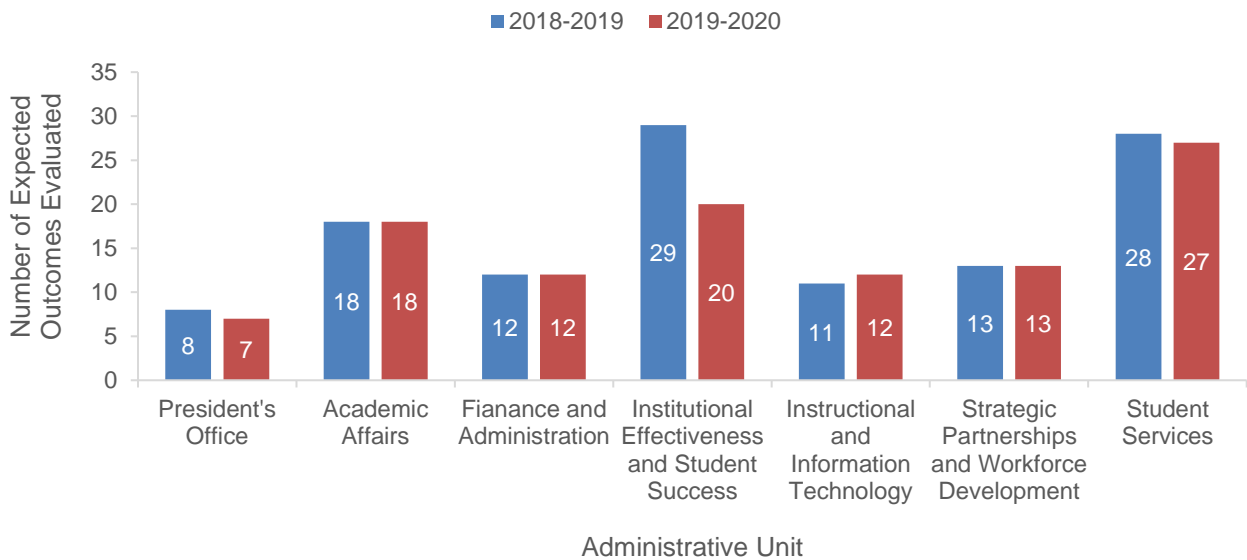
Figure 1. Submission Rate of the Annual Planning and Evaluation Report for Administrative Units: 2018-2019 through 2019-2020



Section III. Expected Outcomes

For 2019-2020, the seven administrative units evaluated a total of 109 expected outcomes, which aimed to improve operational areas such as efficiency, effectiveness, customer service, and data quality. Figure 2 below compares the number of expected outcomes evaluated by administrative units in 2018-2019 to 2019-2020. Institutional Effectiveness and Student Success had 9 fewer expected outcomes in 2019-2020 as two subunits (Adult Career Pathways and Financial Stability Program) moved to the Student Services Unit during that time.

Figure 2. Number of Expected Outcomes Evaluated by Administrative Unit: 2018-2019 through 2019-2020



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.

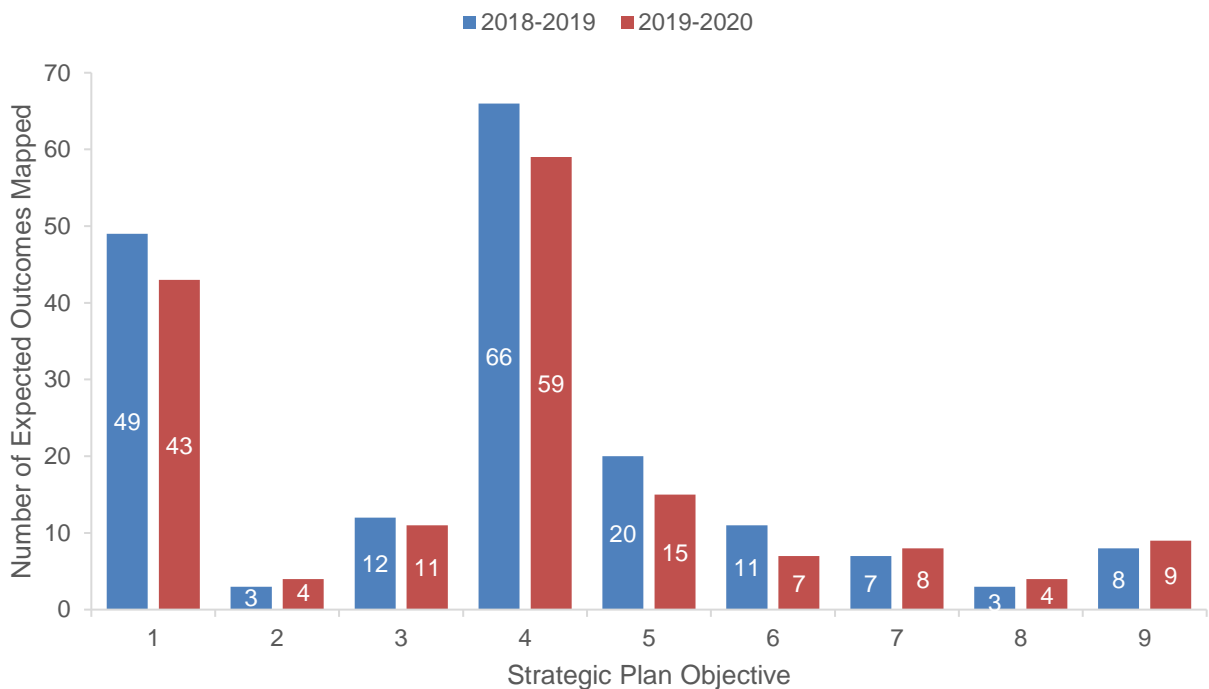
Table 2. Strategic Plan Goals and Objectives at NOVA: 2018-2019 through 2019-2020

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 2019-2020 the 109 expected outcomes evaluated by administrative units were mapped to the nine Strategic Plan Map Objectives. As noted above, one outcome can be mapped to more than one objective; therefore, the total number of Strategic Plan Objectives in Figure 3 below equals 179 objectives for 2018-2019 and 160 objectives for 2019-2020.

Figure 3. Number of Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Administrative Units: 2018-2019 through 2019-2020

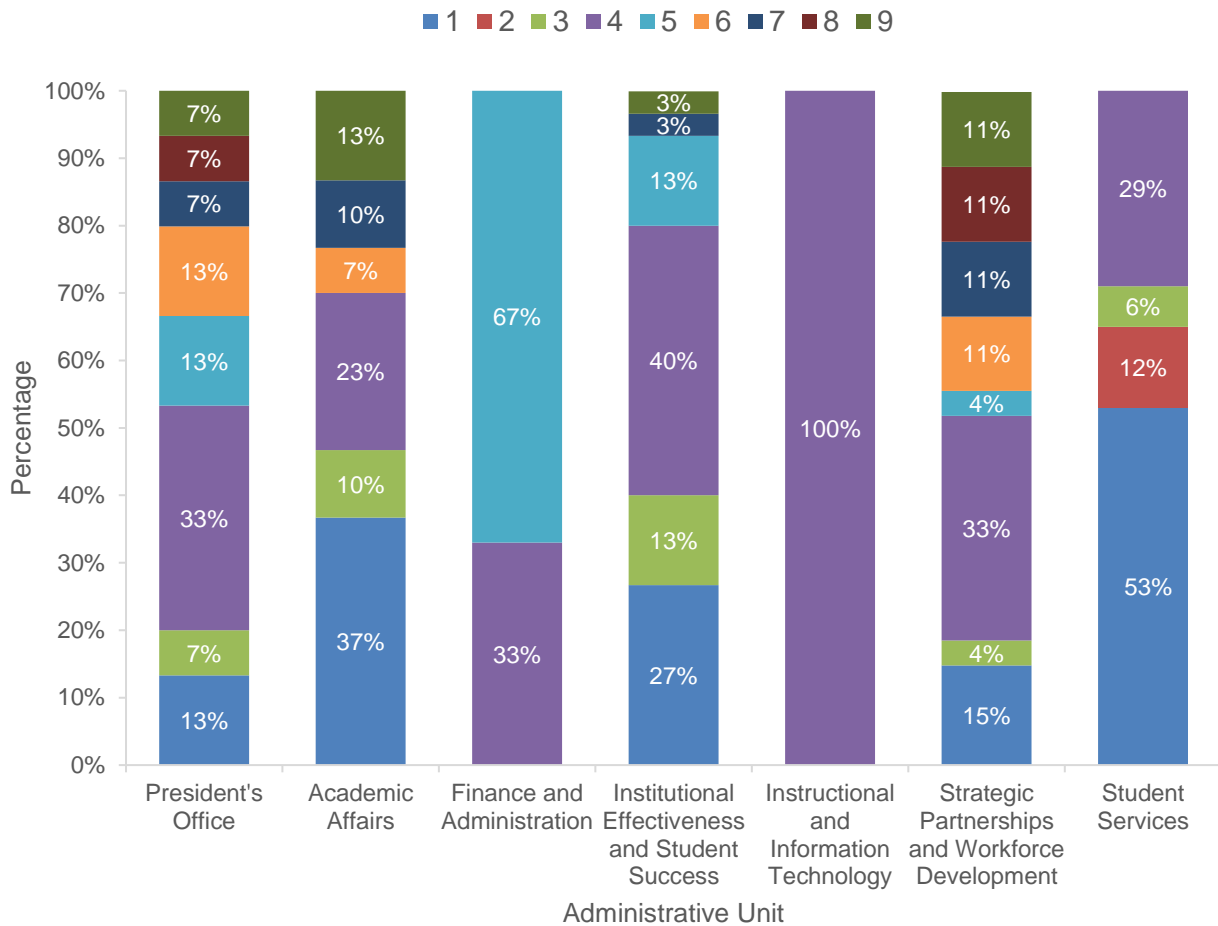


For 2019-2020, Objective 4 (Effective Processes/Protocols) had the most outcomes mapped with 59 outcomes. Objective 1 (Student Advising/Support) had the second largest number of outcomes mapped with 43 outcomes. The third most frequently cited was Objective 5 (Align for Accountability with College Mission) with 15 outcomes mapped. The other six objectives had 12 or fewer outcomes mapped. For 2019-2020, the objectives, which were least frequently mapped to outcomes were Objective 2 (VIP-PASS) and Objective 8 (Re-envision Workforce Strategies) with four outcomes mapped to each objective.

Figure 4 below depicts how each of the seven administrative units’ expected outcomes mapped to the nine Strategic Plan Map Objectives in 2019-2020. 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 eight of the nine objectives in 2019-2020, Office of the President mapped to eight objectives in 2019-2020. Office of Academic Institutional Effectiveness and Student Success mapped to seven in 2019-2020, Academic Affairs mapped to six in 2019-2020. Student Services mapped to four objectives.

Figure 4. Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Administrative Unit: 2019-2020



Of the 160 strategic plan objectives administrative units mapped to expected outcomes assessed in 2019-2020, the majority of 85 objectives (53 percent) related to the College's goal number two, "Every Program Achieves". Goal number one "Every Student Succeeds" was linked to 47 objectives (29 percent) and 28 objectives (18 percent) aligned with goal number three, "Every Community Prospers".

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 that year 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 through 2019-2020

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 and 2019-2020 reports are provided in Table 4 below. All four components of the report met expectations (Expected Outcomes, Measure with Target, and Use of Results) in 2019-2020. Improvements were made in the results section (6 percentage point increase) and the use of results section (2 percentage point increase) in 2019-2020 compared to 2018-2019. Overall, administrative units' College-wide average rubric score totals increased by over one percentage point in 2019-2020 compared to 2018-2019. This demonstrates administrative units improved their reporting from 2018-2019.

Table 4. College-Wide Rubric Results for Administrative Units: 2018-2019 through 2019-2020

Rubric Category	2018-2019	2019-2020	Change from 2018-2019
Expected Outcomes	100.0%	99.6%	-0.4
Measure with Target	99.2%	98.6%	-0.6
Results	87.8%	93.4%	+5.6
Use of Results	91.4%	93.8%	+2.4
Total	94.1%	95.4%	+1.3

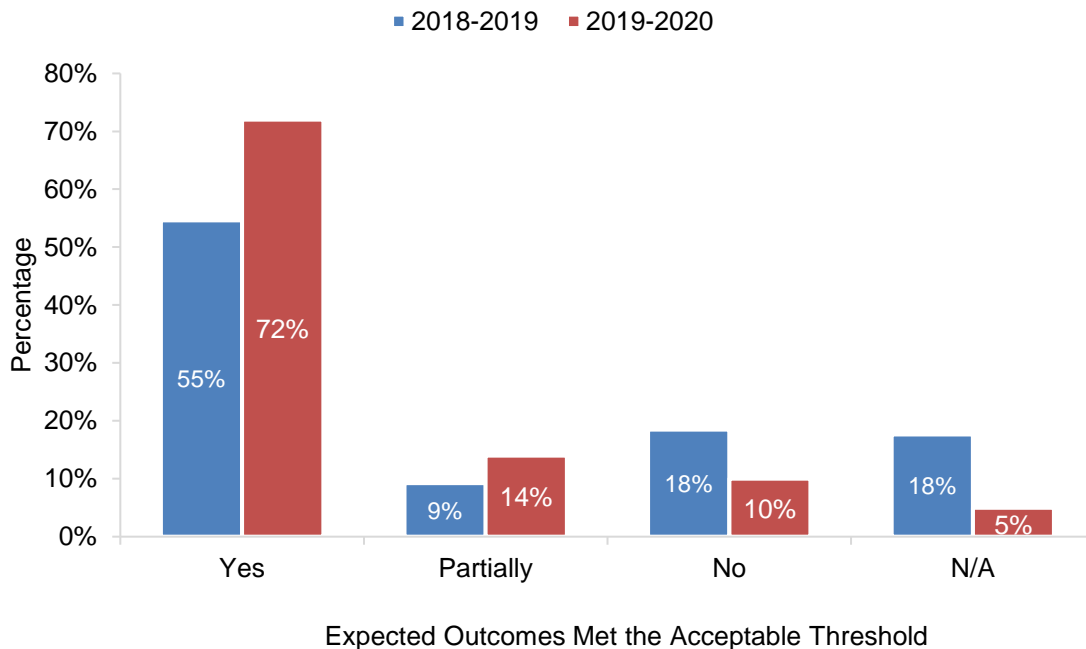
Section V. Acceptable Thresholds and Targets

A. Acceptable Thresholds

Administrative units set acceptable thresholds for meeting expected outcomes. An acceptable threshold is 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 2019-2020. Out of 109 outcomes, the acceptable threshold was met for 78 outcomes (72 percent) and partially met for 15 outcomes (14 percent). The combined success rate equals 86 percent, a 22% increase over 2018-2019.

Figure 5. Percentage of Administrative Expected Outcomes Which Met the Acceptable Threshold: 2018-2019 through 2019-2020



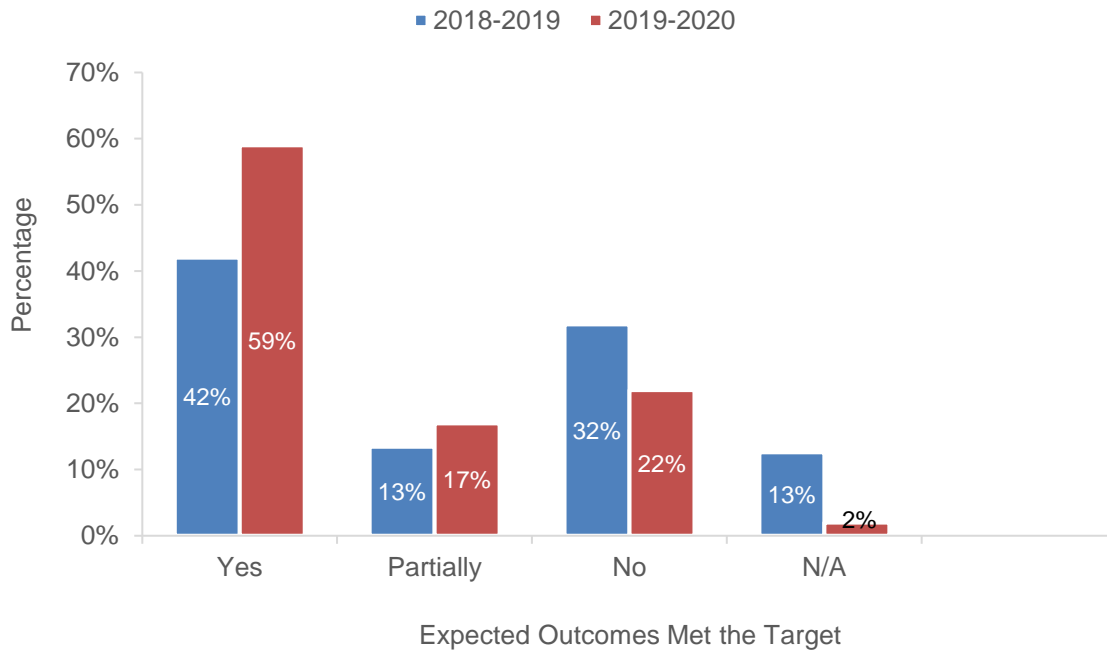
Another notable change in 2019-2020 is the decrease in number of “Acceptable Thresholds Not Met” with only 11 outcomes (10 percent) and five outcomes “Not Applicable” (N/A) (5 percent). These outcomes demonstrate leaders’ efforts to effectively implement their annual plans. Some examples of why acceptable thresholds were not met or not applicable included: new programs (Credit for Prior Learning), which needed current year results to benchmark data; expected outcomes rewritten to reflect changes in programs; staffing issues, which affected completion of actions (Call Center); subunit needed guidance on how to craft the measure (Financial Stability); or impact of COVID-19 starting in March 2020.

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 below, the programs demonstrated significant success in meeting their targets. Targets met or targets partially met increased by 21 percent in 2019-2020. Over half of the 109 outcomes addressed (76 outcomes) showed this positive result. The target was met for 64 outcomes evaluated (59 percent) and partially met for 19 outcomes (17 percent). Targets not met reduced by 10 percent in 2019-2020. Less than one quarter of the 109 outcomes did not meet the target (24 outcomes or 22 percent). Only two outcomes (2 percent) were not applicable (N/A) due to the outcome not being evaluated previously.

Figure 6. Percentage of Administrative Expected Outcomes Which Met the Target: 2018-2019 through 2019-2020



Overall, most of the expected outcomes' acceptable thresholds and targets were met by the administrative units in 2019-2020.

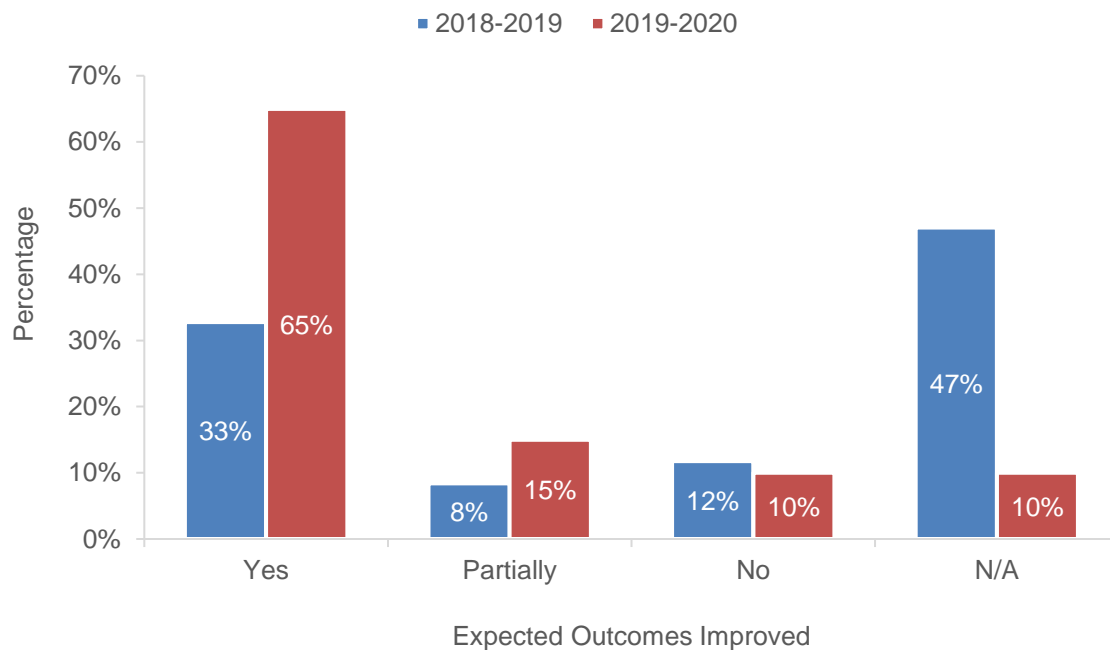
Section VI. Using Results to Seek Improvement

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 in previous years were compared to 2019-2020, 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*, results from previous years were included and compared where available. As displayed in Figure 7 below, results for 2019-2020 showed that 65 percent of the 109 outcomes (71 outcomes) were reported as having improved over the previous year, 15 percent reported as partially improved (16 outcomes), and 10 percent did not show improvement (11 outcomes). In 2019-2020, there was a dramatic decrease in the number of results that were not comparable (N/A) with only 11 outcomes (10 percent). Most units reported on the same expected outcomes evaluated in 2018-2019, so data was available to compare results. Thereby, fewer administrative subunits reported N/As in 2019-2020. The most common reason for subunits to report N/A were new outcomes established, no previous data against which to compare, or the outcome was not previously evaluated.

Figure 7. Percentage of Expected Outcomes Which Improved by Administrative Unit: 2018-2019 through 2019-2020



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, 109 action plans were proposed by administrative units for implementation in 2019-2020. For the 11 outcomes which did not meet the acceptable threshold (see Section V above), action plans were required. Since only 11 action plans were required but 109 were proposed, it indicates that administrative units were highly successful (72%) in seeking continuous improvement based on the results.

Figure 8. Total Number of Action Plans Submitted by Administrative Units: 2018-2019 through 2019-2020

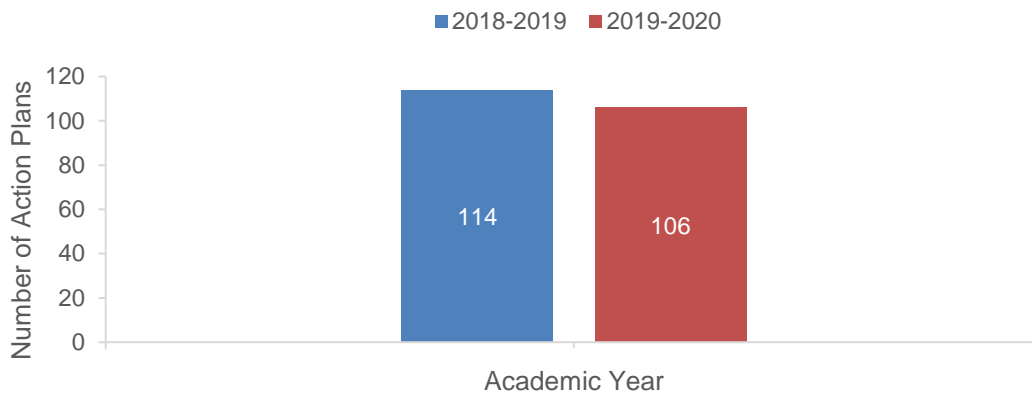
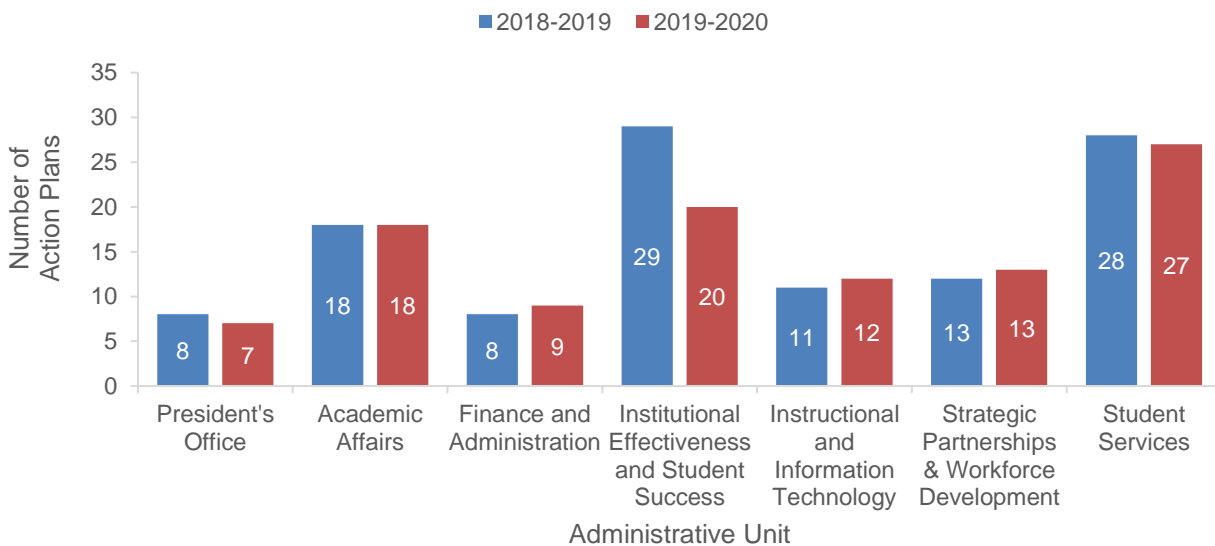


Figure 9 below illustrates how many action plans were implemented by each of the seven administrative units from 2018-2019 through 2019-2020.

Figure 9. Number of Action Plans Submitted by Administrative Unit: 2018-2019 through 2019-2020



Despite COVID-19, most subunits executed their 2018-2019 action plans in 2019-2020 and are continuing to use the results from 2019-2020 to inform 2020-2021 actions plans. Some examples of how 2018-2019 administrative action plans that led to improved results in 2019-2020 are included below:

2018-2019 Action Plans with Improved Results in 2019-2020

- 2018-2019 Action Plan: 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.
 - 2019-2020 Results: Financial Stability Program increased the number of workshops by 43 percent by providing financial education to 223 students.

- 2018-2019 Action Plan: 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.
 - 2019-2020 Results: Workforce's Career Services manager and team developed a brand for the career services management system (Career Connection) and a communication plan to share information about the new system with key stakeholders. Career Services developed accounts for more than 130,000 NOVA students and alumni in the first year.

In 2019-2020, subunits, whose plans were negatively affected by COVID-19, were prompted by OPE to report on the three quarters of the year the College was open pre-COVID-19 and address how they adjusted to changes caused by COVID-19. OPE will continue to offer feedback and training to administrative units on how to craft meaningful and measurable action plans, as well as evaluate and report the results, including the impact of COVID-19 on their results. The continued goal is that the new actions plans for improvement reported in 2019-2020 will in turn lead to further improved operational efficiencies and processes in the coming year.

Summary

In summary, NOVA's administrative units' efforts to continually improve the quality of planning and evaluation processes and to enhance institutional effectiveness are documented in the *Annual Planning and Evaluation Report for Administrative Units: 2019-2020* and the above *Institutional Effectiveness Audit for Administrative Units: 2018-2019 through 2019-2020*. In 2019-2020, 100 percent of administrative subunits collected and analyzed data on expected outcomes in order to determine if current results improved, to document if targets and acceptable thresholds were met, and to record areas needing improvement. One hundred and nine action plans were created to make continuous improvements. The results of the 2018-2019 through 2019-2020 *Institutional Effectiveness Audit of Administrative Units* also demonstrate that NOVA's administrative units are making improvements in service and operations for the majority of expected outcomes (80 percent, as seen in Figure 7). In addition, the culture of planning and evaluation at NOVA continues to grow 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 through 2019-2020**

Administrative Unit	Unit Lead	2018-2019 Subunits	2019-2020 Subunits
Office of the President	President	Educational Foundation Human Resources	College Governmental Affairs and Community Relations 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	Center for Excellence in Teaching and Learning (CETL) College Catalog Credit for Prior Learning Curriculum Development Dual Enrollment Fair Practices Honors International Education NOVA Online 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	Administrative Services (VP) 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	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	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	Grants and Sponsored Programs 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	Adult Career Pathway Advising Call Center College Records Disability Support Services Financial Aid Financial Stability Military and Veteran Services NOVACares Pathway to the Baccalaureate Student Life

Note: The number of subunits varies by year.

Table A2. Submission Rate of Annual Planning and Evaluation Report for Administrative Units: 2018-2019 through 2019-2020

Academic Year	# of Annual Reports to be Submitted	# of Annual Reports Submitted	% of Annual Reports Submitted
2018-2019	44	43	97.7%
2019-2020	42	42	100.0%

Table A3. Number of Expected Outcomes Evaluated by Administrative Unit: 2018-2019 through 2019-2020

Administrative Unit	2018-2019	2019-2020
Office of the President	8	7
Academic Affairs	18	18
Finance and Administration	12	12
Institutional Effectiveness and Student Success	29	20
Instructional and Information Technology	11	12
Strategic Partnerships and Workforce Development	13	13
Student Services	28	27
Total	119	109

Table A4. Number of Expected Outcomes Mapped to the Nine Strategic Plan Objectives: 2018-2019 through 2019-2020

Strategic Plan Map Objectives	2018-2019	2019-2020
1. Student Advising/Support	49	43
2. VIP-PASS	3	4
3. Informed Pathways for Seamless Transitions	12	11
4. Effective Processes/Protocols	66	59
5. Align for Accountability with College Mission	20	15
6. Workforce Development/Community Prosperity	11	7
7. IT and Cyber Programs	7	8
8. Re-envision Workforce Strategies	3	4
9. Healthcare, Biotech, and Future Programs	8	9

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. Expected Outcomes Mapped to the Nine Strategic Plan Objectives:
2018-2019**

Administrative Unit	1		2		3		4		5		6		7		8		9	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Office of the President	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. Expected Outcomes Mapped to the Nine Strategic Plan Objectives: 2019-2020

Administrative Unit	1		2		3		4		5		6		7		8		9	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Office of the President	2	13.3	0	0.0	1	6.6	5	33.0	2	13.3	2	13.3	1	6.6	1	6.6	1	6.6
Academic Affairs	11	36.7	0	0.0	3	10.0	7	23.3	0	0.0	2	6.7	3	10.0	0	0.0	4	13.3
Finance and Administration	0	0.0	0	0.0	0	0.0	4	33.3	8	67.0	0	0.0	0	0.0	0	0.0	0	0.0
Institutional Effectiveness and Student Success	8	26.7	0	0.0	4	13.3	12	40.0	4	13.3	0	0.0	1	3.3	0	0.0	1	3.3
Instructional and Information Technology	0	0.0	0	0.0	0	0.0	12	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Strategic Partnerships and Workforce Development	4	14.8	0	0.0	1	3.7	9	33.3	1	3.7	3	11.1	3	11.1	3	11.1	3	11.1
Student Services	18	52.9	4	11.8	2	5.9	10	29.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

**Table A7. Number of Acceptable Thresholds Met by Administrative Units:
2018-2019 through 2019-2020**

Academic Year	Yes		Partially		No		N/A	
	#	%	#	%	#	%	#	%
2018-2019	65	54.6%	11	9.2%	22	18.5%	21	17.6%
2019-2020	78	71.5%	15	13.8%	11	10.0%	5	4.5%

**Table A8. Number of Targets Met by Administrative Units:
2018-2019 through 2019-2020**

Academic Year	Yes		Partially		No		N/A	
	#	%	#	%	#	%	#	%
2018-2019	50	42.0%	16	13.4%	38	31.9%	15	12.6%
2019-2020	64	58.7%	19	17.4%	24	22.0%	2	1.8%

**Table A9. Number of Expected Outcomes Which Improved:
2018-2019 through 2019-2020**

Academic Year	Yes		Partially		No		N/A	
	#	%	#	%	#	%	#	%
2018-2019	39	32.8%	10	8.4%	14	11.8%	56	47.1%
2019-2020	71	65.1%	16	14.6%	11	10.0%	11	10.0%

**Table A10. Number of Action Plans Implemented by Administrative Unit:
2018-2019 through 2019-2020**

Administrative Unit	2018-2019	2019-2020
Office of the President	8	7
Academic Affairs	18	18
Finance and Administration	8	9
Institutional Effectiveness and Student Success	29	20
Instructional and Information Technology	11	12
Strategic Partnerships and Workforce Development	12	13
Student Services	28	27
Total	114	106

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

**Northern Virginia
Community College**

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