

Expected Outcomes for Administrative Units: 2018-2019 (SACSCOC Section 7)

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Office of Institutional Effectiveness and Student Success
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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.

4001 Wakefield Chapel Road
Annandale, VA 22003-3796
(703) 323-3129
www.nvcc.edu/oir

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Expected Outcomes for Administrative Units: 2018-2019

Introduction

Northern Virginia Community College (NOVA) is committed to an institutional planning and evaluation process which involves all programs, services, and constituencies in order to achieve the College's mission and strategic goals and to operate effectively. In association with the adoption of *NOVA's Strategic Plan 2017-2023: Pathway to the American Dream*¹, NOVA requested administrative units to review and update past expected outcomes in alignment with the new strategic plan. The Office of Institutional Effectiveness and Student Success hosted workshops to facilitate units in writing expected outcomes in Fall 2018. Administrative units developed and classified expected outcomes as either operational (O) or learning (L) outcomes and mapped them to *NOVA's Strategic Plan 2017-2023*.

Administrative units review their expected outcomes annually and update them when necessary. The most recent expected outcomes for administrative units are compiled in this report. Based on the expected outcomes, administrative units identify appropriate evaluation measures, gather data to determine whether targets are met, analyze the results, and use the results for improvement. Information from the planning and evaluation process is detailed each year in the *Annual Planning and Evaluation Report for Administrative Units*. The reports are available on NOVA's website.²

¹ *Pathway to the American Dream—NOVA's Strategic Plan 2017-2023*: <https://www.nvcc.edu/about/mission/strategic-plan2017-2023.pdf>

² *Annual Planning and Evaluation Reports for Administrative Units*: <https://www.nvcc.edu/oieess/college-planning/apers.html>

Expected Outcomes for Administrative Units

Office of the President

Educational Foundation

1. Educational Foundation will foster a College-wide culture of philanthropy among faculty, staff, and students. (O)
2. Educational Foundation will raise awareness of NOVA philanthropy priorities in the community. (O)
3. Educational Foundation will increase alumni volunteer support with NOVA. (O)
4. Educational Foundation will increase donors' affinity for NOVA. (O)

Human Resources

1. Human Resources will improve efficiency in performance management processes. (O)
2. Human Resources will improve efficiency in recruitment to meet the needs of the organization. (O)
3. Human Resources will decrease the number of ARMICS audit findings. (O)
4. Human Resources will provide a range of professional development opportunities for faculty and staff to promote NOVA's commitment to continuous learning and excellence. (O)

Academic Affairs

Center for Excellence in Teaching and Learning

1. CETL will broaden its reach College-wide. (O)

College Catalog

1. Academic Affairs will publish the College Catalog in a timely manner. (O)

Curriculum Development

1. Degree and certificate programs will meet VCCS and NOVA productivity standards. (O)

Dual Enrollment

1. The Dual Enrollment office will work to increase the number of credit hours individual contract dual enrollment students take. (O)

Fair Practices

1. Fair Practices will create and enhance existing trainings and other forms of outreach to educate the NOVA community concerning Title IX, ADA and Equal Opportunity. (O)
2. Fair Practices will investigate and resolve formal complaints of discrimination and requests for reasonable accommodation in a timely manner consistent with policy. (O)
3. Fair Practices will disseminate statistical information obtained from its case management system regarding Equal Opportunity, ADA and Title IX to key stakeholders and the NOVA community. (O)

Grants and Sponsored Programs

1. Grants and Sponsored Programs will increase opportunities for large grants (\$250,000 and above). (O)
2. Office of Grants and Sponsored Programs will increase the pool of faculty familiar with the grants process. (O)
3. Office of Grants and Sponsored Programs will improve internal compliance performance. (O)

Honors

1. Honors students will complete their core honors curriculum using only courses that apply to their program of study. (O)

International Education

1. International Education will increase the retention rate of first-time international students. (O)
2. International Education will decrease the number of international student completers who graduate with 15 or more additional credit hours than required. (O)
3. International Education will improve office efficiency and effectiveness. (O)
4. International Education will increase global enrichment opportunities for NOVA students and faculty. (O)

NOVA Online

1. NOVA Online will increase student course success rates. (O)
2. NOVA Online will expand course offerings to support workforce demand and community needs. (O)

Perkins

1. Academic Affairs will work with school divisions to create Perkins Pathways that address workforce needs and promote economic mobility. (O)

Transfer Services

1. Academic Affairs will Increase and keep current the transfer pathways available to students. (O)

Finance and Administration

Administrative Services

1. Administrative Services will support the College through effective management and allocation of the College's local funds budgets, which include auxiliary service operations, parking services, and locally funded programs and initiatives. (O)

Budget

1. The financial stability of the College will be met. (O)
2. The College's carryforward target will be met. (O)
3. The allocation of resources to instruction, academic support, and student support functional categories will be met. (O)
4. The contingency plan for use of temporary dollars will be met. (O)

Business Services and Financial Services

1. Business Services and Financial Services will improve the impact of the payment plan. (O)
2. Business Services and Financial Services will improve the efficiency of the Accounts Receivable process. (O)

Controller

1. The Office of the Controller will conduct its operations and maintain adequate internal controls in order to be issued an unqualified audit opinion from the Auditor of Public Accounts (APA) with the issuance of the Virginia Community College System (VCCS) financial statements. (O)
2. The Office of the Controller will ensure efficient transaction processing. (O)

Emergency Management and Safety

1. Emergency Management and Safety will work with members of the NOVA Community to build, sustain, and improve their capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. (O)

Facilities Planning and Support

1. Facilities Planning and Support will improve effectiveness through professional and technical development and Employee Recognition. (O)

NOVA Police

1. NOVA Police will provide a safe, secure and ready environment where students can pursue their academic goals and faculty/staff can accomplish their respective missions. (O)

Institutional Effectiveness and Student Success

Academic Assessment

1. Academic Assessment will provide resources, support, and feedback to improve the annual planning and evaluation process for instructional programs. (O)
2. Academic Assessment will provide resources, support, and feedback to improve the general education core competency assessment process. (O)
3. Academic Assessment will provide resources, support, and feedback to the Pathway Councils and their programs/disciplines to improve program/discipline review. (O)
4. Academic Assessment will provide the Administrative Council with updated data, research reports, and research briefs to increase the effectiveness of institutional planning, policy formation, and decision making. (O)

Adult Career Pathways

1. Adult Career Pathways will expand the number of new participants that will complete and sign an Adult Career Pathways application each semester. (O)
2. Adult Career Pathways will increase enrollment of adult students (based on program eligibility requirements) in both credit and non- credit courses. (O)
3. Adult Career Pathways' students will successfully complete their program of study at NOVA. (O)
4. Adult Career Pathways participants will develop an educational plan each semester in order to progressively select courses to successfully achieve their goals. (O)

Financial Stability Program

1. Students who participate in the Financial Stability Program will successfully complete the semester. (O)
2. Students who participate in the Financial Stability Program will analyze their financial situation and appropriately prioritize their financial responsibilities. (L)
3. Students who participate in the Financial Stability Program will learn financial information in order to apply it to make sound financial decisions. (L)
4. The Financial Stability Program will conduct analytical studies and provide data on the effectiveness of the Student Emergency Grant program and its impact on persistence, retention, and completion outcomes. (O)
5. The Financial Stability Program will ensure students are accessing the Single Stop resource database and tracking resources used. (O)

Institutional Research

1. Institutional Research will expand the use of predictive analytics to generate a problem-focused body of actionable knowledge to improve student success and institutional effectiveness. (O)
2. Institutional Research will conduct targeted research and analyses on a wide range of institutional and academic issues and synthesize diverse data points into a coherent set of actionable findings and recommendations for institutional decision-making. (O)

3. Institutional Research will publish the NOVA Fact Book. (O)
4. Institutional Research will annually publish the report, Indicators of Institutional Effectiveness. (O)
5. Institutional Research will ensure the College's compliance with the State of Virginia, the Federal Government and Accreditation reporting mandates by completing data submissions accurately and on time. (O)
6. Institutional Research (OIR) will respond to information requests from internal constituents and external entities by providing accurate data. (O)

Pathway to the Baccalaureate

1. Pathway students will demonstrate progression by term-to-term registration of 12-15 credit hours; retention by fall-to-fall enrollment; and persistence of fall to spring enrollment. (O)
2. Pathway students will demonstrate graduation within three years and transfer to a four-year institution. (O)
3. Pathway students will achieve satisfactory academic performance as they progress through and complete their College experience. (O)
4. Pathway students will participate in academic advising to progress academically, including understanding of degree requirements, developing educational goals, career goals, a learning plan, and the development of a transfer plan. (O)
5. Pathway to the Baccalaureate Program will develop and maintain effective and efficient program processes and services that are aligned across campuses. (O)

Planning and Evaluation

1. Planning and Evaluation (OPE) will provide resources, support, workshops, and feedback to improve the annual planning and evaluation process for administrative and campus units. (O)
2. Planning and Evaluation (OPE) will provide administrative and campus units with updated data, research reports, research briefs, and surveys to assist with making informed and data-driven decisions. (O)

Student Success

1. Increase college readiness by placing students in college-level courses. (O)
2. Increase student enrollment. (O)
3. Increase course success rates. (O)
4. Increase student retention. (O)
5. Increase the graduation rate. (O)
6. Increase the transfer rate. (O)
7. Improve the job placement rate. (O)
8. Increase the National and State Licensing Examinations pass rates. (O)

Instructional and Information Technology

Vice President

1. Draft and implement the College Technology Plan. (O)
2. Manage the College Technology Fund budgets. (O)
3. Achieve the annual computer refresh requirement. (O)

Academic Technology Services (Instructional Technology)

1. Ensure a majority of full-time faculty attend at least 1 Learning Management System workshop. (O)

College Information Systems

1. Ensure all PeopleSoft related processes run accurately and on time. (O)
2. Provide technical and functional support to help testing efforts for EAB – Navigate expanding functionality. (O)
3. Produce queries, reports and/or data feeds in an accurate and timely manner to internal and external customers and/or systems. (O)

Information Technology Support (Enterprise Technology Support)

1. Meet Virginia Community College System Information Technology Security Requirements (IITS). (O)
2. Manage and maintain infrastructure reliability (networks, servers, and telecommunications). (O)
3. Provide help desk support to faculty, staff and students. (O)

Library Technical Services

1. Increase the number of electronic library resources licensed this year. (O)

Strategic Partnerships and Workforce Innovation

College Governmental Affairs and Community Relations

1. College Government Affairs and Community Relations will maintain local capital support. (O)
2. College Government Affairs and Community Relations will increase local management and operations budget support. (O)
3. College Government Affairs and Community Relations will meet industry needs by formalizing a career employment pipeline. (O)

Marketing and Communication

1. Marketing and Communication will increase marketing tools to support enrollment and student success at NOVA. (O)
2. Marketing and Communication will train staff in brand compliance within NOVA. (O)
3. Marketing and Communication will create stories and Op Ed placements in both mainstream media outlets and targeted higher education publications about NOVA academic programs. (O)
4. Marketing and Communications will increase community knowledge and interest in College activities via press releases. (O)
5. Marketing and Communications will provide prospective students with timely, clear, and engaging website content that help them decide their educational path at NOVA. (O)
6. Marketing and Communication will increase enrollment success using a Customer Relationship Management (CRM) system. (O)
7. Marketing and Communication will support faculty and staff to enhance web content for publishing. (O)

Workforce

1. Workforce will implement a talent pipeline awareness campaign targeting middle and high school students in the Northern Virginia region to increase interest in high-demand IT careers. (O)
2. NOVA Workforce will serve the needs of regional employers by offering apprenticeships. (O)
3. NOVA Workforce will increase the number of high-demand credentials attained. (O)

Student Services

Advising

1. Advising Professionals will effectively advise students by using the NAVIGATE tool to take notes correctly as instructed in the training sessions. (O)
2. Advisors will enhance their knowledge of advising information through attending training and engaging with the library of electronic resources. (O)
3. In New2NOVA, NOVA's online orientation program, students will gain knowledge of NOVA's policies by accessing and completing New2NOVA's online, interactive orientation program. (O)
4. Advising Technology Support will help advising professionals troubleshoot issues with Navigate Advisor side. (O)
5. Virtual Advising will increase student success by providing resources and information via chat or email for students to make informed decisions about their education. (O)

Call Center

1. The Call Center will support institutional effectiveness by providing excellent quality customer service. (O)
2. The Call Center will support enrollment and student success goals by engaging in customer service activities. (O)
3. The Call Center will deliver informational advising to current students. (O)
4. The Call Center will support institutional marketing and recruitment efforts by engaging in lead generation and nurturing initiatives. (O)

College Records

1. College Records Office will streamline transfer credit processing. (O)
2. College Records Office will reduce processing time for completion of degree audit. (O)

Disability Support Services

1. Disability Support Services will improve student satisfaction. (O)
2. Disability Support Services (DSS) will provide access to programs, classes, and services at NOVA. (O)
3. Disability Support Services will monitor faculty comprehension of the accommodations process and accessibility practices and procedures used at NOVA. (O)

Financial Aid

1. Financial Aid will promote financial literacy for NOVA students through a multi-faceted approach. (O)
2. Financial Aid Office will educate students to adhere to state financial aid law in order to decrease or maintain low student defaults rates. (O)
3. Financial Aid will maintain certification for institutional financial aid eligibility for the maximum period allowed. (O)

Military and Veteran Services

1. Military and Veteran students will be able to independently access their educational benefits and program degree. (O)

NOVACares

1. NOVACares will provide evidence-based Mental Health First Aid (MHFA) training to NOVA faculty and staff to enable them to better assess the need for intervention and support for students who may be experiencing mental health issues. (O)

Student Services and Enrollment Management

1. Student Services and Enrollment Management will implement strategies to increase completion rates. (O)
2. Student Services and Enrollment Management will enhance services to students. (O)

Student Life

1. College-wide Student Life will engage students in systemic co-curricular activities to build community and enhance student development and success across the College. (O)
2. College-Wide Student Life will develop systemic service and civic engagement programs that inclusive and provide participants an opportunity to promote community development public service. (O)
3. Athletes 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 and the effects of drugs. (O)

Appendix

Expected Outcomes Checklist

Unit:

Subunit:

Submitter:

Date:

Approved:

Subunit	Expected Outcome	At least 1-3 Expected Outcomes per Subunit	Type of Outcome		Uses Action Verb?	Outcome is Measurable?
			Learning Outcome	Operational Outcome		

Purpose Statement:

Next Steps:

Strategic Plan Map

Name of Submitter:

Date Submitted:

Date Approved:

Unit:

Subunit:

Expected Outcomes Map to NOVA's Mission and Strategic Plan Objectives

Subunit	Expected Outcome (Include Learning-L or Operational-O)	Measure	Target, Acceptable Threshold, and Justification for Threshold	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 of Programs	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re- envison Workforce Strategies	Healthcare, Biotech, and Future Programs
			Target: Acceptable Threshold: Justification for Threshold: (ex. Benchmark based on last year's data. Benchmark based on national data. Data will be collected this year to set a benchmark.)									
			Target: Acceptable Threshold: Justification for Threshold:									

Process and Checklists for Strategic Plan Map

Step 1

- List expected learning (L) and operational (O) outcomes.
- Include (L) or (O) next to the expected outcome to indicate the type.

Step 2

- For each expected outcome, indicate the Strategic Plan Objective it addresses, which aligns with NOVA's Mission, and mark (✓).
 - Each expected outcome should address at least one objective
 - If not, the outcome and its place in the unit should be reexamined

Step 3

- Provide the measure of evaluation.
- Some examples of measures of evaluation are presented in table below.

Measures of Evaluation

Direct Measures
Collect data (number of users, inquiries, positive/negative comments, etc.)
Assignment/Quiz
Pre-test and Post-test
Email log
Phone call log
Checklist or Rubrics for evaluating
Indirect Measures
Satisfaction surveys
Comment cards
Survey community/student/faculty/staff
Focus groups

Step 4

- Provide the target and acceptable threshold for each expected outcome.
 - **Target** is number or percentage that you hope you will achieve.
 - **Acceptable threshold** is the minimum acceptable performance standard.

Annual Planning and Evaluation Report

Annual Planning and Evaluation Report for Administrative Units: 2018-2019

Unit:

Subunit:

NOVA Mission Statement: With commitment to the values of access, opportunity, student success, and excellence, the mission of Northern Virginia Community College is to deliver world-class in-person and online post-secondary teaching, learning, and workforce development to ensure our region and the Commonwealth of Virginia have an educated population and globally competitive workforce.

Subunit Purpose Statement:

Expected Outcome (L) Learning (O) Operational	Measure with Target	Results	Use of Results																																				
<p>Expected Outcome:</p> <p>Strategic Plan Objective(s) #:</p>	<p>Measure:</p> <p>Target:</p> <p>Acceptable Threshold:</p> <p>Justification for Threshold: (ex. Benchmark based on last year's data. Benchmark based on national data. Data will be collected this year to set a benchmark.)</p>	<p>Semester/Academic or Fiscal Year Data Collected:</p> <p style="text-align: center;">Table Title: Year/Term</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 15%;"></td><td style="width: 15%;"></td><td style="width: 15%;"></td><td style="width: 15%;"></td><td style="width: 15%;"></td><td style="width: 15%;"></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td style="text-align: left;">Total</td><td></td><td></td><td></td><td></td><td></td></tr> </table> <p>Overall Results:</p> <p>Strengths of Results:</p> <p>Areas to Improve:</p> <p>Current Results Improved: [] Yes [] No [] Partially [] N/A</p> <p>Explain:</p>																															Total						<p>Previous Actions(s) to Improve Unit Services Related to this Outcome (What? Who? How? When?):</p> <p>Target Met: [] Yes [] No [] Partially [] N/A</p> <p>Acceptable Threshold Met: [] Yes [] No [] Partially [] N/A</p> <p>Areas Needing Improvement Based on Results:</p> <p>Action Plan Based on Results (What? Who? How? When?):</p> <p>Next Evaluation of this Expected Outcome (Semester/Academic or Fiscal Year):</p>
Total																																							

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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