

Annual Planning and Evaluation Report Campus Reports



2011–2012

ANNUAL PLANNING AND EVALUATION

Campus Reports: 2011-2012



Office of Institutional Research, Planning, and Assessment
Northern Virginia Community College

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**Annual Planning and Evaluation
Campus Reports: 2011-2012**

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NOVA Mission and Strategic Goals: 2004 – 2015

Mission

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.

Strategic Goals

- I. **STUDENT SUCCESS** - Northern Virginia Community College will move into the top tier of community colleges with respect to the key indicators of student success: college readiness, developmental course completion, retention, graduation, transfer, and career placement of its students.
- II. **ACCESS** - Northern Virginia Community College will increase the number and diversity of students being served to mirror the population growth of the region.
- III. **TEACHING AND LEARNING** - Northern Virginia Community College will focus on student success by creating an environment of world-class teaching and learning.
- IV. **EXCELLENCE** - Northern Virginia Community College will develop ten focal points of excellence in its educational programs and services that will be benchmarked to the best in the nation and strategic to building the College's overall reputation for quality.
- V. **LEADERSHIP** - Northern Virginia Community College will serve as a catalyst and a leader in developing educational and economic opportunities for all Northern Virginians and in maintaining the quality of life and economic competitiveness of the region.
- VI. **PARTNERSHIPS** - Northern Virginia Community College will develop strategic partnerships to create gateways of opportunity and an integrated educational system for Northern Virginians who are pursuing the American Dream.
- VII. **RESOURCES** - Northern Virginia Community College will increase its annual funding by \$100 million and expand its physical facilities by more than one million square feet in new and renovated space. This includes the establishment of two additional campuses at epicenters of the region's population growth, as well as additional education and training facilities in or near established population centers.
- VIII. **EMERGENCY PREPAREDNESS AND CONTINUITY OF OPERATIONS** - Northern Virginia Community College will be recognized as a leader among institutions of higher education in Virginia for its development and testing of emergency response and continuity of operation plans.

Annual Planning and Evaluation Campus Report: 2011-2012

Introduction

Annually, Northern Virginia Community College (NOVA) conducts planning and evaluation of all campuses, instructional programs, and administrative units. The Annual Planning and Evaluation Report for Campuses presented in this document is one of three reports completed for 2011-2012 as part of the College's planning and evaluation process: *Annual Planning and Evaluation Report: Campus Report*, *Annual Planning and Evaluation Report: Administrative Units*; and *Annual Planning and Evaluation Report: Instructional Programs*.

In the Campus Report, the Provosts and the administrators who report to the Provosts have prepared a planning and evaluation report for each of the functional areas in the campus. Each of these functional area units documents the expected outcomes for the year at the beginning of the planning and evaluation cycle and identifies evaluation methods to measure achievement towards those expected outcomes.

At the end of the planning and evaluation cycle, each unit documents its actual outcomes and proposes how it will use the results in making continuous improvement.

This report presents results for the 2011-2012 academic year. Each campus is presented separately. The campuses are listed in alphabetical order.

**NOVA President's Goals Supporting *Achieve 2015*
July 2012 through June 2013
(Draft 7-30-12)**

GOAL: ACCESS

Increase the number of individuals who are educated and trained by Virginia's Community Colleges by 50,000 to an annual total of 423,000, with emphasis on increasing the number from underserved populations by at least 25,000 individuals.

- 1 Increase Enrollment from Underserved Populations**
NOVA will increase enrollment from underserved populations by 5% over 2011-12.
- 2 Develop Marketing Plan for URP Students**
In collaboration with marketing leaders from Virginia's Community Colleges, NOVA will support a strategic communications and marketing plan to convince more URP Virginians to attend college.
- 3 Educational Programs**
NOVA will develop 3 new academic programs (degree, certificate, or career studies certificate) that respond to emerging, critical workforce needs, particularly in STEM-related areas (science, technology, engineering, and mathematics).
- 4 Increase Enrollment In Postsecondary Programs By Middle College Participants**
NA
- 5 Virginia Educational Wizard**
NOVA will assist the VCCS to increase the total number of profiles created in the Virginia Education Wizard by 70,000, to include 45,000 profiles created by Virginia students in grades 7 through 12 and 12,000 profiles by Virginia community college students.
- 6 Initiate Student Level Tracking Of Career Coach Services**
NOVA will support the development of a case based management system for Career Coaches that allows for individual student tracking.
- 7 Expand Great Expectations Enrollments**
NOVA will expand the number of students in the Great Expectations program by 25% over 2011-12.

GOAL: AFFORDABILITY

Maintain tuition and fees at less than half of the comparable cost of attending Virginia's public four-year institutions, and increase the annual number of students who receive financial assistance and scholarships by 36,000.

8 Increase Financial Aid Recipients

NOVA will increase the number of students receiving financial aid by 15% over 2011-12 with special focus on low-income and middle class students.

9 Increase Financial Aid For Noncredit Workforce Instruction

NOVA will increase the proportion of students provided with financial aid for noncredit workforce instruction leading to credentials through the On Ramp program.

10 Benchmarks for Financial Aid Shared Services Model

NOVA will participate in the monitoring of results of the Financial Aid Shared Services model and the drafting of performance benchmarks.

GOAL: STUDENT SUCCESS

Increase the number of students graduating, transferring or completing a workforce credential by 50%, including increasing the success of students from underserved populations by 75%.

11 Enhance Veterans Services

NOVA will expand and enhance services for veterans and active duty military personnel with attention to prior learning, training and employment.

12 Encourage College Readiness

NOVA will analyze and report on outcomes of college readiness initiatives between NOVA and Fairfax County Public Schools.

13 Continue Developmental Education Redesign

NOVA will implement developmental English redesign and evaluate the effectiveness of its developmental mathematics redesign.

14 Develop Student Services Initiatives

NOVA will support the VCCS in developing college and career plans using the Virginia Education Wizard and implement an automated early alert system (eWISE).

15 Develop Professional Development Plan

NOVA will support the VCCS in creating a professional development plan for developmental education faculty.

16 Explore Emerging Learning Technologies

NOVA will participate in the identification of evolving learning technologies and in the promotion of those offering the greatest promise for effective teaching and learning and improved student success.

17 Develop Digital Textbooks for High Volume Courses

NOVA will support VCCS efforts to assemble a group of faculty, designers, and other subject matter experts to develop and promote the adoption of an openly licensed digital textbook for a high volume VCCS course.

18 Support Apprenticeship Related Instruction

NOVA will investigate the feasibility of expanding the use of apprenticeship related instruction in Northern Virginia.

19 Support Employment Attainment

NOVA will increase job placement rates by On Ramp participants by 35% and provide job placement services via TAA-funded Adult Career Coaches and Job Placement Coordinators.

20 Support Credit And Noncredit Credential Attainment By Dislocated Workers

NOVA will increase the number of credentials earned by On Ramp participants.

21 Increase the Number of Students Completing Career Readiness Certificates

NOVA will meet its college target for the number of individuals receiving a Career Readiness Certificate.

22 Student Success Reporting

N/A

GOAL: WORKFORCE

Double the annual number of employers provided training and services to 10,000, with a particular focus on high-demand occupational fields.

23 Serve Employers through College Courses, Programs, and Outreach

NOVA will increase the number of employers served through college credit and noncredit courses, customized training, and other outreach efforts by 9% and report annually its employer activities.

24 Implement Workforce Enterprise System

NOVA will participate in the implementation of a workforce enterprise system.

GOAL: RESOURCES

Raise at least \$550 million in cumulative gifts and grants to support the mission of Virginia's Community Colleges.

25 Leverage Support From The Virginia Workforce System

NOVA will leverage funding and in-kind contributions from workforce partners and workforce funding streams.

26 Obtain Support for Career Pathways

N/A

27 Leverage VCCS Purchasing Volume

NOVA will achieve full compliance with purchasing regulations and assist in leveraging economies of scale when system-wide contracts can result in better pricing and administrative efficiencies for NOVA.

28 Increase VFCCE Fundraising

N/A

MANAGEMENT GOALS

In order to accomplish the goals set forth in *Achieve 2015* and these Chancellor's Goals, various management goals are necessary.

29 Plan Cloud-based Library Initiatives

NOVA will supporting planning for the move of key library services to a hosted environment in order to improve the efficiency and effectiveness of library services.

30 Implement Decision Support System

NOVA will be an active participate in the planning and implementation of the student component of the Decision Support System.

31 Monitor *Achieve 2015*

N/A

32 Meet Management Standards

NOVA will meet specified academic, administrative, and financial Performance Standards required to receive incentives provided for in the Higher Education Restructuring Act.

33 Continue Re-engineering Task Force

NOVA's president will continue to chair the Chancellor's Re-engineering Task Force and propose and monitor recommendations as appropriate.

34 Continue Emergency Preparedness

NOVA will continue to improve and test Continuity of Operations Plans and procedures.

35 Project Management

By March 1, 2013, NOVA will submit reports on the current status for implementation of the technology project management standards and guidelines relative to Level 2.

36 Technology Innovation

N/A

- 37 Implement Revised Faculty Evaluation System**
NOVA will participate with the VCCS in completing plans for a revised faculty evaluation system.
- 38 Expand Diversity Recruitment**
NOVA will continue college efforts to increase diversity among full-time faculty.
- 39 Complete Internal Audit Plan**
N/A
- 40 Provide Legal Services**
NOVA will work with the VCCS to determine an appropriate plan for legal services support for NOVA.

**Alexandria Campus
2011-2012**

Annual Planning and Evaluation Campus Report: 2011-2012

Unit: Provost, Alexandria Campus

PURPOSE STATEMENT: The purpose of the Alexandria Campus is to respond to the educational needs of the residents of the Alexandria and Arlington counties by providing an array of comprehensive programs and services that facilitate learning and workforce development in an environment of open access and lifetime educational opportunities.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase enrollment of first generation, immigrant students	More first generation, immigrant students from local high schools will attend Alexandria Campus.	Number of students enrolled, survey of participants	Organized Gateway to the American Dream event. This event was targeted towards local high school students (immigrant, first generation students). Participants were surveyed. Students who attended were excited about the opportunities awaiting them at the AL campus. Many students recommended that more events like "Gateway to the American Dream Day" take place.	The Provost Office has plans to collaborate with the Student Services Outreach Office to develop more outreach activities such as Gateway to the American Dream Day.
Implement Internship program for Fairfax County high school students with an IEP (Individualized Education Plan)	Special education students who are ready for high level of independence will receive non-paid internship opportunities.	Completion of initiatives for students with IEP	On May 17 th , the Provost Office hosted an information session for the campus. Attendees received detailed information about the program and learned about ways in which they could sign-up. The Provost Office plans to meet with Fairfax County Representatives to discuss next steps.	Fall 2012 is the scheduled target to place students in internships; Efforts have been made to register these students for classes.
Increase the enrollment of non-traditional students through the Rentals department	More non-traditional students will enroll to NOVA through CBO partnerships.	Number of new enrolled students	At the end of each semester, the Rentals Department assesses how many of its clients partnered with the CBO office.	Based on our results, we have decided to continue to market the CBO initiative to Rental clients.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Support research opportunities for faculty	Faculty will become well versed in their disciplines and better prepared to intellectually engage students in the classroom.	Formation of a professional development advisory committee	The following decisions have been made: Dean of Instruction will form the advisory committee of seasoned faculty; this committee will identify research opportunities for the fall and spring semesters and develop processes and procedures on how to apply for funding.	Implementation has been identified as the next step.
Develop placement and intervention programs for remedial education in South Africa.	Intervention and remedial programs will be developed for South African Further Education Training Colleges.	Success of intervention programs	Identified faculty to participate in a week- long development of curriculum content for developmental math and English. This training took place during the last week of January or the beginning of February 2012. NOVA partnered with one of the most distinguished universities in South Africa, WITS University, to develop placement and intervention programs for remedial education. A website and newsletter were developed for this project. Representatives from FET and DHET (Department of Higher Education and Training) met with NVCC representatives and collaborated on the recommendations for improvement.	Recommendations were shared during the week- long training (Feb. 2012). Many FETCs immediately began implementing the suggested recommendations.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Address concerns and issues brought by clients	All clients will have their email and phone inquiries addressed.	Targets: All phone calls will be answered on the second ring. Responses to email inquiries will be sent within 24 hours of receipt. Documents signed by the Provost will be signed and returned within 24 hours of receipt (unless indicated otherwise). Visitors to the Provost Office will be acknowledged and served immediately upon their arrival to the office.	At the end of every month, survey results are reviewed. At the end of every week, the office visit forms are reviewed by the Provost Office Manager and shared with the Provost.	A plan of improvement was developed and implemented based on the survey results.
Increase the Campus Room Rental Client Base	Alexandria campus will increase the number of clients utilizing campus rooms.	Target: By Fall 2012, the client base will increase 14 clients and the monthly revenue will increase significantly.	The Provost Office assumed responsibility of the Room Rentals Department in February 2012. At that time, there were 7 clients. At the close of the 2012 fiscal year, we added 10 more clients to our roster and generated over \$18,000.00 in revenue. We will use these results to identify areas of improvement.	Target partially met.
Improve the management of the Information Desk in the Bisdorf and Tyler Buildings	The Information Desk at Bisdorf and Tyler Buildings will run smoothly.	The following tasks have been identified as targets: establish front desk staff, write job responsibilities, equip staff with FAQs, invite staff feedback for ways to improve front desk	At monthly staff meetings, information desk staff provide feedback and suggestions on ways to improve the front desk.	It is planned that suggestions will be used to develop an action plan of improvement.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Enhance academic advising	Alexandria campus will increase retention and persistence from fall to spring.	<p>Monitor number of students receiving academic advising.</p> <p>Monitor student completion of academic goals and graduation plans.</p> <p>At the end of the Spring semester, collect data on the number of students who received Enhanced Academic Advising and persisted from Fall to Spring.</p>	<p>The following have been identified as action steps:</p> <p>Recruit more faculty members to serve as advisors.</p> <p>Expand the number of hours for advising</p> <p>Require students receiving enhanced academic advising to identify academic goals and map out graduation plans.</p>	Results are planned to inform how to improve the Academic Advising Program.
Increase retention rates	Students with demonstrated need will receive assistance with textbook purchases.	At the end of the semester, students are required to submit a report that explains how this assistance helped them.	Students who pass their classes were eligible to re-apply for Helping Hands assistance the following semester. Those who do not pass were ineligible to re-apply until they have demonstrated academic success.	Target met.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Increase faculty awareness of instructional technologies and how to use them through more customized, just-in-time information</p>	<p>An increased number of faculty will take advantage of instructional technology.</p>	<p>Track the number of faculty participating in relevant instructional technology professional development activities.</p> <p>Track the number of faculty using technology tools and customized information.</p> <p>Track the number of faculty who re-use training materials as self-teaching guides.</p> <p>Track the number of faculty receiving training in targeted instructional technology professional training.</p>	<p>No results reported.</p>	<p>Funding has been made available for faculty to pursue additional professional development opportunities so that they are well equipped to use the latest technology.</p>

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Alexandria Campus
Sub-Unit: Academic Center for Excellence

PURPOSE STATEMENT: The purpose of the Academic Center for Excellence at the Alexandria Campus is to promote fundamental literacy in reading, writing and mathematics and mastery of skills in most subjects.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Expand tutoring services	Students will have more walk-in hours in a variety of courses.	Amount of walk-in hours (compare fall to spring); variety of tutored courses	<p>The Center added walk-in hours for the Fall and Spring semesters on major core subjects such as math, biology and chemistry. However, not much progress was made in offering more ESL-focused tutoring. ESL students utilized reading and writing more so than peer tutoring.</p> <p>Fall semester=785 tutoring hours Spring semester= 2,000 tutoring hours</p>	Target met. ACE must continue to hire more tutors in "high" demand subjects.
Provide more outreach to students	More students will become aware of ACE services.	Amount of walk-in hours	ACE reached out to the Deans and faculty about walk-in hours and services, went to classrooms to give brief presentations, hosted an Open House as well as group study sessions prior to finals. ACE received many "thank you's" from tutoring recipients. Dramatic increase in the number of tutoring hours from Fall 2011 (785) to Spring 2012 (over 2,000).	Target met.

COLLEGE STRATEGIC GOAL: RESOURCES

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Use new technologies to improve services for students	Students will have better access to ACE services.	Scheduling data	<p>ACE purchased an online appointment scheduling software that will allow students to make appointments from anywhere there is internet availability.</p> <p>This new software allows for data analysis of appointment types and reduces scheduling errors.</p>	Software has not been installed.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Alexandria Campus
Sub-Unit: Arlington Center

PURPOSE STATEMENT: The primary purpose of the Arlington Center is to provide a resource for increasing the number of students served by the Northern Virginia Community College via credit, WDCE, the Arlington Public School System, and the general public through facilities rentals and public events.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide excellence in service	Students will have high quality offerings available to them.	The Arlington Center Enrollment Project (ACEP) has planned "Excellence" outcomes such as strengthening strategic relationships and branding educational offerings between and among the Campus and Arlington County. Measured by ACEP deliverables.	The Arlington Center Enrollment Project Plan remains in Draft as of January 2012.	Target not met.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase enrollment	WDCE will increase its enrollment compared to last year.	Establish Academic Division FTE targets through the Arlington Center Enrollment Project. Measured by ACEP deliverables.	The Arlington Center Enrollment Project Plan remains in Draft as of January 2012.	Target not met.

COLLEGE STRATEGIC GOAL: PARTNERSHIPS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Support and strengthen existing partnerships	The Arlington Center will continue its partnerships at all levels.	Continued support of County, Region, State, VCCS, and Virginia Energy Workforce Consortium (VEWC) initiatives as measured by completed activities.	The Arlington Center Enrollment Project Plan remains in Draft as of January 2012.	Draft. Support initiatives at all levels have proceeded successfully

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Alexandria Campus
Sub-Unit: Learning Technology Resources

PURPOSE STATEMENT: Learning and Technology Resources at the Alexandria Campus consist of library services, information technology and support services, instructional support and design services, testing services, open computer lab, and learning laboratory facilities including the Writing Lab and Reading Lab. The materials, systems and services are designed to support the programs of the College and campus, and to create an environment conducive to learning. While the primary emphasis is directed toward supporting instructional programs at the Alexandria Campus, appropriate services are provided to citizens as a part of the College commitment to serve the educational needs of the community.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Expand wireless access on campus	Faculty, staff, students, and guests will have an increased number of wireless access points to support simultaneous users.	Target: By Fall 2012, LTR will have increased the number of wireless access points (WAP's) by 100% (20-40 WAP's) to support more simultaneous users and enhance performance for all users (students, staff, faculty, guests).	Thirty-six new Wireless Access Points were installed, spread out mainly in the Bisdorf Building on all floors and in all phases, with 20 going into Bisdorf, 4 going into Schlesinger, 9 in Tyler and 3 in Engineering.	An increase in student's accessing the wireless network has been observed in common areas. The iPad carts have been able to access the wireless network in the classrooms since the WAP's have been installed. Before installation iPad carts had a 50% success rate. Now they have a 100% success rate. Increased satisfaction for students and employees.
Support the development of learning spaces	Faculty, staff, students, and guests will have newly designed study spaces with Ethernet connections, electrical power and 21st	Target: More places for group of students to study and do assignment on campus	Four mediascape tables with wireless connections, electrical power, and 21st century modular furniture was installed in rooms AA429, AA426, and AA 161 in the Bisdorf Building as well as AE206 in the Engineering Building. The equipment has been in the areas less than a month,	Target met.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
	century modular furniture.		<p>therefore no surveys have been submitted. A survey is available online and will be launched in July.</p> <p>Renovated space in room AA343 and AA429 to support faculty, staff, and students. In AA343 there are four PCs and two Macs for use. In AA429, eight PC laptops have been ordered, a multi-media cart set up, and a Media Scape table with the ability for six people to work together in a group installed.</p> <p>In conjunction with IT oversaw the installation of 20 SMART Boards on campus in the Bisdorf building rooms AA156, AA160, AA277, AA327, AA224, AA227, AA345, AA359, AA 414, AA415, AA428, AA441, AA444, AA457, in the engineering building AE 107, AE119, AE207 and in the Tyler building AT 113, AT 133, AT242. IS&D is managing three iPad carts with 30 iPads each.</p> <p>Library survey in Spring 2012 documents more students using wireless personal devices than using library wired PCs at certain times; students having more success in using wireless in the library</p> <p>Systems installed on doors for AA235 and AA433 with electronic logging systems tracking entry into these rooms.</p>	

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide faculty with instructional technology training	By Summer 2012, faculty will have the opportunity to participate in formalized campus Professional Development training focused on instructional technologies that enhance student engagement.	Participant surveys Timeline Target: Formalized training developed by Summer 2012 Positive feedback from surveys	<p>A formal calendar and online registration for training has been in effect for the months of April, May, and June. In that time, 121 faculty members have participated in training. After training, an online survey was sent through email to participants.</p> <p>IS&D and faculty members have piloted the CPS Pulse student response clickers. LTR has received very positive feedback from faculty and students.</p> <p>Of the 29 survey results received in June, 28 responded that the training was useful, pertinent, and positive. Three respondents recommended additional training in BlackBoard which IS&D has added to our offerings in July. IS&D will also use the results of surveys and number of people who sign up for training to determine which training to offer as well as what time and day of the week to offer training.</p> <p>Seven faculty members check out the clickers on a regular basis. They have polled their classes and state a overall positive response. IS&D will develop a more formal survey to be collected during the Fall semester.</p>	Targets met.
Implement mobile support and technology tools	Students will be able to take advantage of mobile technology equipment at the Testing Center.	Decreased wait time at Testing Center	The Testing Center was provided two iPads and two laptops to enhance staff-student interaction. During peak periods are towards the end of the semester, we have been better able to serve students because we can use the iPads to “triage” check-in students which shortens wait time and expedites their overall check-in	No quantifiable data provided on wait time.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
	<p>Faculty and students will have mobile technology devices available in the classrooms.</p>	<p>Participant satisfaction based on surveys</p>	<p>process.</p> <p>The two laptops have also allowed the Testing Center to provide increased service to students in two ways. First, ELI students can use the computers to get their course information that is needed on the exam passes required for testing. ELI students can also use the PCs to send emails to their instructors to inform them that they've taken a test. Some ELI students also used the computers to do a quick review of online material or take a quiz before they take their tests. Secondly, students are able to use these laptops to apply or reapply for admission. This allows them to complete the process in the Testing Center and then be able to immediately take their placement test. This eliminates the need for them to go down to Student Services for help with the (re)application process and then have to come all the way back to take their test.</p> <p>There are 90 iPads split evenly among three carts for faculty use with students in the classroom. There are 28 iPads signed out to individual faculty with 18 more available in the fall.</p> <p>There are 28 iPads signed out to individual staff members.</p> <p>Media Scape furniture units were installed in 4 areas where students can use their laptops, net books and/or iPads to connect to a TV and collaborate together with what they have on their devices.</p>	<p>Surveys have been planned for the fall semester.</p>

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide cross-training opportunities for staff	Staff in the division will be crossed trained on Enterprise software.	Target: Ten percent of division staff will complete training	<p>Almost all AL LTR staff attended; one session offered on cross-campus working groups, shared staff meeting support as practiced by AL and AN libraries</p> <p>Staff A did training with IS&D staff in March 2012; dates with IT and Testing and OCC TBD</p> <p>Staff B (library) achieved Blackboard certification required of all testing staff</p> <p>Staff C and Staff D provided training and are developing person blogs at library staff meeting June 2012</p> <p>Staff E will attend July library staff meeting to share updates and changes to OCC labs</p> <p>OCC staff collaborated with IT on issues related to Macs, program installation and operating software</p> <p>All IT and IS&D staff are trained on all AV equipment and SMART Boards; Another staff member was trained in OCC student support. Survey of 77 faculty members on use of SMART Boards with 15 responses.</p>	Target met.

COLLEGE STRATEGIC GOAL: RESOURCES

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Assist with campus facilities improvement by focusing on learning technologies</p>	<p>The campus community will benefit facilities improvement plans that focus on expanding the availability of learning technologies on campus.</p>	<p>Library surveys: Observational study Spring 2012 on how students spend time in the library</p> <p>College survey by Moseley and WTW Architects Spring 2012 on student activity at AL and AN and priorities for new spaces</p> <p>Forecast of testing growth and space needs by Thom Hilanto</p>	<p>Students use of more personal devices and wireless; 20% study in small groups in library; students use all library spaces (individual tables and carrels, group rooms, lounge areas, quiet study rooms, etc. equally); more were reading or studying than using college computers</p> <p>69% of AL students stay on campus between classes; 65% in AL survey cited library as most-frequently used non-classroom space; highest priority for new/improved space was for study space</p> <p>Able to improve several crowded testing spaces pending funding and installation of additional network drops</p> <p>Identified testing needs for space, staff and budget for the short term and next five years</p> <p>26 additional lab seats will be available Fall 2012 including 4 Media Scapes for collaborative use; use of Media Scapes will be assessed by observation and student surveys</p> <p>Chemistry lab tank closet was removed and the floors, wall and ceiling were refinished; this opened up the space behind testing desk for the large bookcase in the testing room to be removed. Resulting additional space in the testing room can now be used to move existing PCs to eliminate some crowded areas, pending funding and</p>	<p>Next steps have been planned for implementing study findings and securing funding.</p>

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
			<p>installation of additional network drops.</p> <p>Thom Hilanto prepared a forecast for testing needs and capacity over the next five years which documents the short and long needs for additional space, personnel, and budget.</p> <p>OCC Identifies student computer labs, including ways to alleviate crowding and improve functionality and appearance. These have been partially implemented as computer classrooms are made available as open labs when classes are not scheduled in them to accommodate increased demand for study areas as documented in the Moseley/WTW study. 26 additional computer lab seats will be available to students in Fall 2012, and four Media Scapes for collaborative student use have been acquired and installed in room AA156; usage will be assessed over the next year and plans for additional installations of collaborative technology equipment and furniture based on this pilot.</p>	

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide students with opportunities to learn new learning technologies	Students will have the opportunity to take formalized workshops on how to use technology to enhance learning.	Feedback from student surveys	<p>Staff has supported ACLI-English with BlackBoard and NOVACConnect. They have led 14 sessions of full classes. This involves working with Pathway and students. Much of the support involves User names and passwords. No survey results to share at this time.</p> <p>IS&D currently offers assistance to students in Power Point and Photoshop. Students did not complete the survey when requested.</p> <p>LTR has been producing videos to host on website so that faculty can use them to introduce BlackBoard, clickers (student response system), SMART Board to students.</p>	Survey data has not been collected. Data collection is scheduled for fall semester.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Alexandria Campus
Sub-unit: Liberal Arts Division

PURPOSE STATEMENT: The Liberal Arts Division seeks to offer a wide range of courses within each of the disciplines that fall under its domain in an effort to help satisfy requirements for an Associate's degree, prepare students for continued studies in pursuit of bachelor's and graduate degrees, and offer intellectual enrichment to the community.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Assist students in building a foundation of reading and writing skills that will prepare them for success and excellence in academic work and career	Students will be encouraged to read, write, and seek assistance in improving these skills.	Track the number of students who find assistance from the Writing Center. Target: Increase the number of Writing Center consultants and the number of students using the Center.	The Writing Center assisted more students than last year. Loss of leadership funding issues prevented many of the planned projects.	Target met.
		Target: Increase activity and visibility of Writing Center on Campus. Assure that each section includes meaningful writing assignments. Target: Secure one hundred percent compliance.	Evaluation forms for full and part-time faculty include "meaningful writing assignment" as basic component of performance. New faculty are given written notice of this expectation	Target met.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Assist students in building a foundation of reading and writing skills that will prepare them for success and excellence in academic work and career	Students will be encouraged to read, write, and seek assistance in improving these skills.	Number of students pursuing AS in Social Science or an AA in Liberal Arts Target: 2% increase compared to last year	Number of students has increased significantly. The growth exceeds two percent	Target met.
	Liberal Arts Division will secure re-approval of the AAS in PHT.	Monitor the path of the proposal through the system. Target: The proposal is written and adopted	Degree proposal was passed by Curriculum Committee.	Target met.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Maintain an environment within the Division that encourages creativity, sustains high morale, and embodies professionalism	Faculty will report high levels of satisfaction in the Division.	Assess faculty attitudes through evaluation forms. Target: Assure that the majority of faculty and staff are pleased with the environment within the Division	Internal evaluations show strong agreement that these goals are being met.	Target met.
Create an environment in which exchanges among different cultures and languages are encouraged	Students will be able to hear international broadcasts in their language languages.	Target: Combine International Café and Language Lab and broadcast international channels	Equipment installed; cable connections established to broadcast from international channels; instructors are using the system.	Target met.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase the visibility of the Music Department	The Music Department will provide public service by presenting large ensemble concerts.	Target: Four concerts and a band camps will be offered to the community.	Four major concerts and several smaller events were held and open to the community.	Target met. The same targets have been established for next year.
Coordinate events that bring positive publicity to the campus	The campus will receive positive press for the events coordinated by the Liberal Arts Division.	Target: Sponsor key events on campus-Northern Virginia Studies Conference, Civil War Sesquicentennial Concert, NOVA Idol	The Conference was successful and well attended with scholar from across the country; The concert played to a packed house and earned high reviews; NOVA Idol again attracted regional talent and played to a packed house.	Target met.

COLLEGE STRATEGIC GOAL: PLANNING AND ACCOUTABILITY

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Implement the new procedures for the Applied Music Program	All applied music courses will be on Campus and the fees will be collected by the College.	Target: All lessons are on campus by fall semester; all fees are collected through the business office by spring semester.	All lessons were taught on campus; music teachers are now all adjuncts; pay system reformed.	Payment process needs to be streamlined.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Encourage students to take courses offered by the Division	More students will take courses in Liberal Arts.	Enrollment levels Targets: Increased enrollment	Enrollment declined campus-wide during the spring and summer session of 2012, despite promotion efforts	Target not met.
Increase access for international students to the Alexandria campus.	More Scandinavian students will enroll in Liberal Arts.	Target: The relationship with IBS of Sweden will result in the enrollment of more Scandinavian students.	A new contract has been signed with IBS. The Liberal Arts Dean visited Sweden, met with the IBS Board and staff, and participated in the recruitment of students. A relationship has been established with three institutions in Dundee, Scotland, sister city of Alexandria, to	Target met.
Increase number of students in dual enrollment	More high school students will take courses in Liberal Arts.	Target: Increase dual enrollment by two percent	Target achieved.	Higher target was established for next year.

COLLEGE STRATEGIC GOAL: RESOURCES

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Recruit a talented and diverse faculty	The Division faculty and staff will more closely resemble the gender, ethnic, racial, and national composition of the students served.	Compare the diversity of the faculty at the end of FY. Target: Increase faculty diversity	All five new appointments to the faculty are from historically discriminated groups.	Target met.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Encourage faculty and staff connections with colleagues abroad	Faculty will be supported in international education.	Target: Two faculty members will be sent to study pedagogy abroad.	Two faculty members went abroad, one to the Netherlands and one to Ghana. Instructors from those countries were hosted here	Target met.
Promote global awareness	Faculty, staff, and students will have many diverse and culturally enriching opportunities to participate in on campus.	Targets: Events promoting understanding of Arab and Chinese cultures are held; International Studies Committee continues its work; Hispanic Heritage Month is recognized with activities.	Numerous events and activities were conducted throughout the year to meet these targets.	Targets met.
Strengthen the world language program	Students will have expanded options in world languages.	Target: Increase enrollment in Arabic, Chinese, and Spanish	Three new full-time Spanish instructors have been hired for 2012-2013; Enrollment in Arabic and Chinese has increased. Spanish has increased as well.	Target met.
Expand the internship program	More students will have internships.	Target: Expand the program by 10% (increase number sections and students and faculty participation)	Six sections of 290 were offered in the spring semester. Instructors met with all students to discuss internships each Friday.	The target has been increased for next year.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Alexandria Campus
Sub-unit: Science, Technology, and Business Division

PURPOSE STATEMENT: The purpose of the Division of Science, Technology and Business is to provide excellent instruction and services to students who enroll in our programs. Our focus is to prepare our students for employment, advanced study, and/or personal enrichment.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Improve student access to NOVA's Science, Technology & Business programs	Virginia high school students will have a pipeline to NOVA's Alexandria campus through the initiation of the Science-Technology-Engineering-Art-Mathematics (STEAM) program.	Checklist of activities: Identifying interested NOVA faculty, organizing a multi-disciplinary faculty committee, building relationships with a selected subset of high school instructors and administrators, identifying opportunities and obstacles, assessing external funding sources, and drafting an implementation plan.	The Division is convening a STEAM workshop on Sept 21 to identify opportunities, challenges, and strategies for STEAM outreach to Arlington public schools. The Superintendent of Arlington Public Schools has agreed to provide the keynote address on his vision and goals. Arlington educators, the American Association of Community Colleges, NOVA's SySTEMic Solutions, and the Division's faculty attendance are planned.	The workshop findings are planned for advancing STEAM outreach and in expanding NOVA's SySTEMic Solutions program to Arlington and, then, to Alexandria.
Successfully deploy courses at the Arlington Center in the 2012 Fall term.	The Science, Technology, and Business Division will run courses in IT, Math, and Business.	Target: Populate MTH, IT, and ACC courses at Arlington.	Three ACC, 8 IT, and 3 MTH classes are planned at Arlington for Fall 2012.	Expansion of course offerings for subsequent semesters must be established based on enrollment data.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Promote a community presence in Alexandria, Arlington, and Fairfax	Science, Technology, and Business Division will become more visible in the surrounding community.	Number of community partnerships and relationships formed	In addition to ongoing faculty and staff involvement in communities, the new Dean has begun attending meetings of the Arlington and Alexandria Chambers of Commerce and Rotary Club and is a member of the Arlington Chamber Education & Workforce Committee, the Arlington Public Schools Career, Technical and Adult Education Advisory Committee, and Chantilly's New Commonwealth Governor's Academy Advisory Board.	The active participation of the Division Dean in community organizations has enhanced community awareness of NOVA offerings and value to the community.

COLLEGE STRATEGIC GOAL: RESOURCES

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Improve the integration of adjunct faculty members into the Division.	Adjunct faculty will have multiple opportunities to receive divisional resources.	Checklist: Invite adjuncts to all Division activities, add adjuncts to Division committees, provide professional development opportunities to adjuncts, have the STB Dean meeting with all adjuncts annually to review College policies, instructional support, and resources.	The Dean met with 115 adjunct faculty members in eight one-hour-long orientation sessions in January 2012. Adjunct faculty are attending professional development activities and Division functions, adjunct faculty are now listed on the Division faculty web page with links to adjunct faculty web pages, and the Office Manager led a team that successfully implemented a campus adjunct faculty resource web page in June 2012. Adjunct faculty participation and discussion has improved and administrative errors are decreasing.	Target met.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase the successful integration of technologies into traditional and online instruction	Improved student learning outcomes.	Target: Complete checklist--Deploy more technologies, support faculty professional development, and qualify more faculty members in Blackboard and Hybrid competencies.	iPads, SmartBoards, and Clickers have been successfully deployed on Campus with active adoption by full-time & part-time faculty members. Faculty are voluntarily completing training in educational technologies from the re-established Instructional Support & Development team at Alexandria and are completing hybrid and Blackboard certification through TAC.	Target met.
Establish a formal junior faculty mentoring program in order to promote excellence in teaching and learning	Junior faculty will receive resources to support their professional development.	Target: The Dean will host monthly professional development meetings with new permanent faculty every month.	The Assistant Dean of Business has identified senior faculty volunteers to mentor incoming permanent and restricted faculty hires for AY 2012-13. The mentors will be provided training and will meet as a Division faculty committee. The Dean met with new permanent and restricted faculty hires every month of AY 2011-12 and will do so, again, in AY 2012-13 in order to discuss NOVA student needs, teaching techniques, classroom assessment methods, and integration of educational technologies.	Target met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Alexandria Campus
Sub-unit: Student Development Services

PURPOSE STATEMENT: The Division of Student Services provides a comprehensive program of enrollment, retention, and academic support for NOVA students.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Enhance customer service	Students will receive services in a timely manner.	Targets: Implement an electronic Sign in system by end of spring semester; Return calls within two working days	Sign in system was not implemented by the end of the spring semester. New target date is July 15, 2012. Data collected by counseling reflect that calls are returned within designated time lines. Data is not available for the front desk.	Target to be determined after system is implemented. A mechanism needs to be provided to monitor phone calls returned at front desk.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop specific efforts aimed at increasing retention	Student Services sub-units will contribute to student success by creating key collaborative relationships.	Each area will implement at least one collaboration	Collaborations were established by Great Expectations, Outreach, Summer Bridge, Counseling, Veterans, Career Services, Military, Student Discipline, and Dean of Students Area.	Target met.
	Student Services sub-units will development measures of student success.	Operational and assessment measures will be implemented by April 15.	Operational standards were developed through the Process Improvement team by the designated deadline. While assessment measures in all units were not determined by April 1, certain areas did implement assessment procedures.	Target met.
	Student Services will implement an information-based/ decision-making agenda focused on student success.	<p>Collect information from students to determine student needs.</p> <p>Make decisions based on data findings.</p> <p>Share findings as appropriate with other campus/college entities</p>	No action to date.	<p>This may have been an unrealistic expected outcome given the college structure for data collection.</p> <p>To some extent data was used to make decisions; however not in a formal way. This will be revisited during fall semester.</p>

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Support the campus in increasing enrollment	Student Services will assist with increasing enrollment of the campus.	<p>Targets: At least 38 students will enroll in summer 2012.</p> <p>There will be a 1% enrollment increase.</p> <p>1% increase in veteran enrollment.</p> <p>2% increase in high school enrollment</p> <p>Summer Bridge – 100% increase.</p> <p>Great Expectations enrollment will increase by 1%.</p> <p>SOAR</p>	<p>40 students attended the first class in Summer 2012.</p> <p>This goal was attained in summer 2012.</p> <p>Data not available.</p> <p>Data suggests that extra efforts need to be made to obtain this goal.</p> <p>Data not available at this time.</p> <p>Preliminary data suggest that 90% of students attending SOAR have registered; however it is too early to confirm enrolment.</p>	<p>Target was increased for next year.</p> <p>Target was increased for next year.</p> <p>Established and implemented additional follow-up procedures.</p>

**Annandale Campus
2011-2012**

Annual Planning and Evaluation Campus Report: 2011-2012

Unit: Provost, Annandale Campus

PROPOSE STATEMENT: The purpose of the Annandale Campus is to respond to the educational needs of the residents of Fairfax County by providing an array of comprehensive programs and services that facilitate learning and workforce development in an environment of open access and lifetime educational opportunities.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Excel at creating a positive student experience	Students will have ample space conducive to studying and learning.	Monthly report of student space location and identification of repair and new space construction Target: All buildings on campus will have student space	No monthly report published; however, weekly meetings to discuss renovation and new building projects occurred weekly. Additional student space became available in CA; awaiting furniture for CT 3 rd floor space; Black Box Theater space approved by BCOM; based on General Assembly, Phase VII not scheduled for at least 3 years.	Target met. Strategic goal of all buildings having student space is now complete. In review of renovation funding, new space was viewed not likely. Black Box Theater was identified as a priority to complete for 2013.
	Students will report high levels of satisfaction.	Annual CCSSEE Survey	CCSSEE survey was not supported this year.	Since CCSSEE survey was not conducted this year, there is no data from which to measure an enhanced student satisfaction.
	Students will have more classrooms.	Number of classrooms Target: More classrooms than previous year	In current spaces, no additional spaces were identified for conversion to classrooms.	With the anticipated move of IT from the CT building, the Director of Operations constructed a plan to convert CT space into 6 new classrooms.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Offer programs and services relevant to residents of Fairfax County	Annandale Campus will meet enrollment requirements as set forth by the college	Monitor and track results compared to a year ago to determine if enrollment goals are met	Summer and Fall 2011 enrollment targets were not met. Spring 2012 was met	Based on previous three-year data, Dean of Academic Administration compiled trends, worked with division deans by discussing and sharing results of trends. 2013 schedules were built on this data.
	More students will participate in Pathway to the Baccalaureate Program.	Identify and track Pathway students	All local jurisdictions are now a part of the Pathway Program. Enrollment goals have exceeded expectations. Stronger links between campus personnel responsible for enrollment and Pathway Director ensured that students who applied but were not accepted into Pathways were contacted by the campus.	Target met.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Enhance Annandale campus customer service	Faculty, staff, and students will experience a more positive and satisfactory working environment.	Number of consumer service initiatives implemented Target: At least one consumer service idea implemented	Via the Pine-o-Saurus stuffed animal, classified staff are identifying colleagues who exemplify excellent customer service. This initiative was successful. Deans have been notified of customer service survey results for their units.	Target partially met. It has not been determined whether or not faculty should be trained.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Support career management and professional growth on the Annandale campus	Faculty and staff will benefit from training opportunities focused on increasing responsibility and position.	Development of a campus plan and present to Provost Staff	No official campus plan dealing with professional development was developed.	While the idea of creating and supporting professional development opportunities for faculty and staff was a good concept, visualizing what opportunities might arise for the upcoming year was difficult. Instead, a list of faculty/staff who are interested in participating in particular types of professional development opportunities was developed.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Annandale Campus
Sub-unit: Deans of Operations and Academic Administration

PURPOSE STATEMENT: The purpose of the Dean of Academic Operations is to lead, manage and facilitate academic operations on the Annandale campus including but not limited to enrollment management, academic assistance; local public relations and event support.

COLLEGE STRATEGIC GOAL: PLANNING AND ACCOUNTABILITY

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop enhanced methods to ensure optimization of course scheduling and room utilization	Faculty and students will be placed in adequately sized classrooms as a result of efficient classroom utilization planning.	Conduct trend analysis Target: Effective campus schedule in place no later than advising week for the upcoming semester	Trend analysis was utilized as well as with meetings with Deans, Assistant Deans, and Program Heads to develop a schedule, which optimizes space and access.	Target met. To ensure continual improvement in room/space utilization as well as FTE target growth, the same strategies have been employed.
Improve facilities planning (including building and grounds) and coordination	The campus will have enhanced facilities as a result of better tracking, coordination, and response to facilities related problems.	Discipline based enrollment benchmarks will be consistently tracked and evaluated Log building and grounds issues by month to establish baseline for future comparison; Build a GANT chart for all campus based capital projects Target: Improved communications between facilities and other campus units.	Schedule was monitored consistently after initial drops for non-payment. As Director of Operations takes on more responsibilities as facilities liaison, there was improved communication.	Target met.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Establish Weekend Studies program	Students will have an opportunity to participate in a Weekend Studies program.	Ascertain the feasibility of a weekend studies program centered at the Annandale Campus	Research plan was developed and presented to Provost	A revised Weekend Studies Program has be developed and is scheduled for a pilot 4-week synchronous courses in Spring 2013
Alleviate transportation and parking congestion on the Annandale campus	Preliminary studies will be developed to investigate alternative parking options.	Target outcomes: Complete population study including feedback from faculty, staff and students regarding public transportation usage, desirability and willingness.	Based on the study, there is potential for shuttle service between Metro stations and Annandale campus and car pooling coordination	Further study has been planned to examine cost and liability and better understanding of potential usage will make a final recommendation AY12-13

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Annandale Campus
Sub-unit: Deans of Students

PURPOSE STATEMENT: The purpose of the Annandale Campus is to respond to the educational needs of the residents of Fairfax County by providing an array of comprehensive programs and services that facilitate learning and workforce development in an environment of open access and lifetime educational opportunities.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide outstanding advising and customer service to incoming NOVA students	A QEP steering committee will be assembled.	Target: Establishment of QEP Steering Committee	Committee established.	QEP Steering Committee has been charged with designing an action plan for GPS implementation no later than Oct 15, 2012.
Provide students with skills to be successful academically	All students needing to take SDV courses will have sections available.	Target: Increase number of available sections	Two sections of SDV were redesigned and offered to students.	The Coordinator of Counseling has been assigned to assess the effectiveness of the redesigned SDV courses.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Improve customer service	Students will use a computerized Student Services Sign-In program that will help advisors monitor satisfaction of service.	Target: Establish sign in system by February 1, 2012; Provide monthly usage data regarding customers served and services used; Conduct annual customer service surveys after 90 days of implementation	System is currently being utilized, there has however been no usage reports nor customer satisfaction surveys implemented	Coordinator of Counseling has been charged with developing and implementing a study of system to determine areas for improvement and enhanced customer satisfaction

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Annandale Campus
Sub-unit: Academic Divisions

PURPOSE STATEMENT: The purpose of the academic divisions – Business & Public Services, Languages and Literature, Liberal Arts and Math, Science and Engineering – is to promote academic excellence, high quality and comprehensive programs, and provide a rich and diverse learning environment that allows students to meet and exceed their educational goals of transfer, career preparation or self enrichment.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Offer degree programs in-line with workforce needs	Students will have the opportunity to receive certification (or degree) in the field of travel and tourism that meet the industry demands.	Comprehensive review of current Travel and Tourism program including comparison study of similar programs at other institutions. Review /compare tourism programs in 2 year institutions similar to NVCC.	Study resulted in changes to Travel/Tourism program pending approval by the Curriculum Committee.	A final recommendation was made to eliminate the standalone travel certificate/program; it underwent a name change (now Tourism). It has been advised to be incorporated as a sub-discipline under the HRI umbrella.
Support the VCCS Initiative to redesign developmental English	Students will achieve placement in English 111 within one semester of developmental English.	Target: Increase by 10% the number of students approved to take English 111 Conduct survey to ascertain best practices of redesign and current method to aid in implementation of final redesign	Current data is unavailable; redesign of ENG will be implemented in Oct 2012.	To be used as a baseline comparison for redesign which begins in Oct 2012

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Support and continue implementation of Developmental Math Redesign/Math Emporium	Students will feel more prepared for college level work due to redesigned program as compared to standard/prior schedule Students will successfully complete developmental courses at rates higher than previous years .	Compare Spring 2012 success rate to Spring 2011 grade distribution.	Report delivered and presented regarding overall trends for FALL 2011 and success of MTT redesign Overall, conclusion students are somewhat successful (as designated by completing at least 3 modules) within MTT	It was decided that follow up was necessary in order to determine success of MTT students in MTH 151/MTH 163 as compared to students in DEV MTH (MTH 1,2,4)
Enhance discipline based tutoring services for Science, Higher Math & Engineering courses	Students will have enhanced engagement and success through interaction with high level and specialized tutoring.	Compare grades of students who utilized tutoring services to those who did not in the 200 level courses Compare overall grades in 200 levels versus previous year.	No action on this goal	Associate Dean of MSE has been charged with assessing data in order to determine appropriate action for AY 12-13

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase number of students placed in program	More students will be placed in Fire Science as a result of the	An increase in FTE's generated (based on initial data)	All FST courses are provided on-line, but no data was provided by the College.	Dedicated and qualified adjuncts was the source of the success of the on-line program.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Fire Science	Fire Science Program being offered on-line.			Employing the best talent has been identified as a priority.
Increase the number of students in the engineering transfer program	More students will transfer into 4-year engineering programs by utilizing articulation agreement.	Track <i>all</i> the students that complete <i>any</i> 200 level Engineering classes and subsequently transferred to a 4-year Engineering programs.	No action on this goal however, EGR is a priority/focus area for AY 12-13	Target not met. The division has plans to hire a full-time EGR professor with prior experience in HS and community outreach/recruiting of potential EGR students.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide full-time faculty with professional development activities	Full-time faculty will report that they are positively impacted by participating in professional development events.	Pre/Post activity survey comparing engagement and campus participation of faculty involved in professional development compared to those who were not involved. Evaluate reports by faculty regarding changes in pedagogy or expertise based upon their participation in professional development. Target: Faculty, who participate in professional development, report benefits	Full-time faculty who participated in professional development felt their participation was beneficial and had a positive impact on their pedagogy.	Languages and Literature has continued to encourage participation of faculty in professional development including the identification of internal professional development opportunities.
	Developmental English faculty will feel informed, engaged, energized in preparation of the launch of the new developmental English sections.	Pre and Post survey regarding faculty awareness and enthusiasm towards the redesign.	Two pilots (ENG 7 and ENG8) are running in Fall 12.	Plans have been constructed for faculty, who are teaching in developmental English, to present initial feedback and thoughts

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
				to colleagues in formal and informal settings throughout the semester in preparation for the launch in Spring.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Effectively incorporate Applied Music adjunct faculty into the Liberal Arts Division Music Program	The Liberal Arts Division Music Program will gain adjunct faculty from Applied Music.	Present recommendation for incorporation of adjunct faculty and have approved by HR no later than January 15, 2012 Target: 100% applied music faculty acquired qualified and hired under new plan for Academic Year 2012-2013	New plan/criteria was developed and revised, JRs created, submitted and approved for all applied music faculty.	Hiring criteria changed and all new applied music faculty must be hired utilizing the revised hiring criteria.

COLLEGE STRATEGIC GOAL: PARTNERSHIPS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Solidify the role of NOVA's Annandale campus in the Fairfax County Music community	NOVA will enhance and extend its partnership with the Reunion Music Society Inc.	Targets: Revised MOU completed no later than May 31, 2012 Increase in the number of NOVA students participating with the Reunion Music Society's community orchestra	Reunion Music society MOU has been revised. No activity took place within this goal.	Target partially met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Annandale Campus
Sub-unit: Learning and Technology Resources

PURPOSE STATEMENT: Learning and Technology Resources (LTR) supports NOVA students, faculty, and staff in achieving success in academics and in teaching and learning through the provision of outstanding academic and technology resources. The Annandale LTR supports success through a variety of services, including academic tutoring, testing, and technology training, and via the Campus Library and Open Computer Lab.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Support student success through improved instruction.	Students will benefit from improved library information literacy instruction.	Beginning/End of the semester assessment regarding library information literacy.	The teaching space for “in library” course delivery has been full with the librarians working across disciplines to institute information literacy.	Identified as next area of focus: Ensure that SLO leads are aware of librarian involvement in information literacy; and emphasize information literacy must be a critical or designated student learning objective.
	Faculty will benefit from quality instruction through FSRC.	Conduct faculty usage and satisfaction surveys Target: High satisfaction levels Monitor FSRC services Target: Increased use	Surveys reveal courses led by FSRC staff generate high levels of satisfaction . The number of classes offered and the number of visits by faculty, staff and adjuncts increased.	Targets met.
Support student success through enhanced tutorial support.	Students will benefit from enhanced tutoring services.	Track grade outcomes of students in courses with embedded tutors versus those without.	It was determined that grade outcomes is not an effective measure of outcomes and difficult to ascertain.	Tutoring services developed and presented alternative assessments and measures of outcomes outside of grades.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Annandale Campus
Sub-unit: Evening Administration

PURPOSE STATEMENT: Evening Administration is responsible for administrative decision-making during evenings and weekends on the Annandale Campus. The coordinator and staff develop, implement and oversee a comprehensive program of support services for adjunct faculty.

COLLEGE STRATEGIC GOAL: PLANNING AND ACCOUNTABILITY

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
To efficiently and effectively optimize room scheduling in both teaching and non-teaching spaces	Annandale will receive a new classroom reservation system.	Target: Website will go live and be made available by the first day of the each semester. Report and evaluate room usage on a monthly basis. Target: Address all room conflict issues	Website went live and is in full use. Only one incident of room conflict reported and this was due to the conflict checker being turned off in PeopleSoft for schedule entry.	Targets met.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
To increase adjunct faculty engagement, awareness and preparedness in teaching at the Annandale campus	Adjunct faculty will be able to participate in a training/mentoring program.	Pre/Post event assessment of awareness of critical policies and procedures of the college	Pre/post event assessment was not ready for events.	Timeline for the administration of pre/post event assessment tool has been revised to take place during 12-13 academic year.

**Loudoun Campus
2011-2012**

Annual Planning and Evaluation Campus Report: 2011-2012

Unit: Provost, Loudoun Campus

PURPOSE STATEMENT: The Loudoun Campus Provost's Office provides leadership for the creation, maintenance, and continuous improvement of outstanding programs, facilities, and services that effectively serve both student and community needs.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Prepare the Loudoun Campus to be an effective pilot site for the QEP</p>	<p>Pending SACS approval, Loudoun campus will be able to hire targeted personnel and implement the new advising strategy for Spring 2012.</p> <p>Students in FTIC will be retained in the first semester and success of those students enhanced.</p>	<p>Report on positions hired: advising specialists and coordinator Target: Hire all positions</p> <p>Assess retention and success at the end of the fall semester Target 5% increase in both statistics over Fall 2011</p>	<p>All six positions identified in the QEP have been hired. Faculty advising managers are in place. Implementation is on schedule. NSO and SOAR sessions took place as planned.</p> <p>At 85%, the Loudoun Campus had the highest percentage of first time in college students who applied for fall and then actually registered for classes. The non-pilot campuses ranged from 60% to 70%. This is an early indicator of success. However, parent attendance at NSO sessions was not high this year.</p> <p>Retention and success will be measured at the end of Fall 2012</p>	<p>Targets met. All elements of the GPS for Success QEP have been put into place. The following plans have been established: Based on the early results, the Provost Office will provide the non-pilot campuses with guidance. Next year the Provost Office will use more combined NSO and SOAR sessions and try additional strategies to attract parent attendance at NSO.</p>

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase enrollment in Fall to Fall and online courses	Compared to last academic year, more students will be taking ELI courses at Loudoun Campus for AY 2012.	Monitor enrollment for AY 2012 with a targeted 5.9% increase for the year.	Although enrollment increased and the campus had the highest enrollment growth of any NOVA campus in Fall 2011, annual growth fell short of the 5.9% target.	Strong efforts were made to focus on enrolling first time to college students who had applied but not registered. This effort was very successful with an 85% yield rate.
	Students will be able to benefit from the new UVA BIS program.	Target: Recruit a cohort of at least 20 students for the first class	The first UVA cohort was successfully recruited and the program was launched. Initial enrollment was 15.	An enrollment management committee was named and will be analyzing more systematic ways to increase recruitment, retention, and success. Recruitment and marketing efforts for the UVA program has been evaluated and will continue.
	Compared to last year, more students will receive financial aid.	Target: Increase the number of financial aid awards for the Loudoun Campus by 5% over last year	As of mid-September 2012, the number of financial aid applicants with accepted awards who attended the Loudoun Campus increased from 13,501 in September 2011 to 17,175 in September 2012, an increase of 27%.	Although financial aid awards increased over last year, the number and frequency of complaints indicates that financial aid processing remained a problem area.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Expand access to professional development for faculty and classified staff	A significant percentage of FT faculty will participate in professional development activities.	Target: A minimum of 25 percent of FT faculty will participate in at least one external professional development activity	Target exceeded; at least 60% of FT faculty participated in external professional development (conferences, workshops, further education).	As funding allows, the Provost has planned to provide more than the minimum funding for external professional development.
	Launch a comprehensive adjunct faculty professional development program with multiple elements.	At least 200 adjunct faculty will participate in a professional development or mentoring activity	Nearly 200 adjunct faculty members attended each of the two professional development days; target met and exceeded.	Lessons learned from the pilot adjunct faculty professional development program will be put into place with a program largely run both by and for adjunct faculty. Funds will also be set aside for external professional development for qualified adjuncts.
		30 adjunct faculty will participate in a pilot of new professional development activities by Summer 2012	The pilot program was modified; during the fall semester, a dedicated group of 12 adjunct faculty worked to define and refine the program; in spring, 21 faculty completed the "Tier 2" program and 12 were recruited as mentors for the next year.	Workshops available at the Loudoun Campus during the long semesters included brown bag pedagogy discussions, customer service training, HR training, and other required training sessions. More work needs to be done to bring high quality professional development to the Loudoun Campus.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
		Faculty and staff will have access to at least five targeted workshops on the Loudoun Campus each long semester	Workshops available at the Loudoun Campus during the long semesters included brown bag pedagogy discussions, customer service training, HR training, and other required training sessions. More work needs to be done to bring high quality professional development to the Loudoun Campus.	In addition to more routine training sessions, the Loudoun Campus will collaborate with CETL to offer a high profile speaker such as Ken Bain for an on-campus workshop. Lyceum events will also be added.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Consciously enhance student engagement with the campus	<p>Students will have the opportunity to participate in at least one new athletic for both male and female students.</p> <p>The student body will have a structured student government and elected officers.</p>	<p>Count of athletic activities Target: One athletic activity for both male and female students</p> <p>Formalized structure for Student Government</p>	<p>The campus now has flag football and soccer activities.</p> <p>SGA became a formal Loudoun Campus organization for the first time in the history of the campus.</p> <p>The Provost used student feedback to bring about the following improvements: Added Physics classes for the first time; renovated</p>	<p>Target met.</p> <p>SGA has defined student club space in the new Learning Commons Building.</p> <p>The Provost plans on holding “meet the provost” sessions in the new and old student lounges to get additional input from students and</p>

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
	Provost will use student feedback to improve and enhance campus services		student lounge; continued efforts to improve campus food service.	meet regularly with student leaders.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop a culture of customer service throughout the support areas of the Loudoun Campus	Students, employees, and other campus stakeholders will report increased satisfaction with the quality of service to internal and external customers.	Survey results will show increased satisfaction over Fall 2011 results by Fall 2012	Survey results are not yet available. Anecdotally, more attention is being paid to customer service; however, the Provost Office is still waiting for an empirical comparison.	In addition to surveys, the Provost's Office has begun to keep a log of complaints to track how many were related to customer service.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Dean of Student Development – Recruitment and Enrollment

PURPOSE STATEMENT: The primary purpose of the Office of Dean of Student Development is to provide services and resources to facilitate student engagement, learning and development that result in student success and completion.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Develop and implement a case management process that promotes recruitment and enrollment.</p>	<p>The Loudoun campus will have a database to populate a tracking system.</p> <p>More students will complete enrollment as a result of campus interventions.</p>	<p>Assessment will be based upon unit's ability to develop a tracking system.</p> <p>Assessment will be based upon the comparison of applicants to completers from 2010-2011 to 2011-2012 to determine if there was an increase.</p>	<p>Accomplished: Created an excel file based tracking system for students in the application process.</p> <p>Tracking system implemented spring 2012 semester. Tracking: Application, Testing, Financial Aid (Applied/Not applied/Will not apply), NSO and SOAR registered/not registered, Registered for classes.</p>	<p>HSOR specialist used the tracking form to correspond with applicants and to communicate milestone completion with QED Advising Specialists.</p> <p>Student testing status can only be identified by opening individual PeopleSoft accounts. This has been identified as time consuming if not completed often.</p> <p>It is recommended that a report is generated to provide testing results for RHS Graduates. A report like this has been generated in the past.</p> <p>Financial Aid: Unable to view student financial aid status. Tracking student declared intent to complete FAFSA.</p> <p>It is recommended that a report be</p>

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
				<p>generated of students who applied for FAFSA.</p> <p>SOAR/NSO: The spreadsheet was modified for use by QEP advisors tracking SOAR & NSO registration and attendance, program placement, and faculty advisor assignment.</p>

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Determine the factors associated with non-enrollment.	<p>Loudoun campus will develop a participant pool to survey about non-enrollment.</p> <p>Loudoun campus will have qualitative data be available to determine key factors that led to students non-completion of the enrollment process.</p>	<p>Assessment will be based upon the existence of a participant pool.</p> <p>Common themes will be compiled to inform decisions related processes and programming.</p>	<p>Identification of students that did not complete the enrollment process was flawed. The weekly enrollment report provided inaccurate data on student enrollment status. Report includes student status over two semesters (summer and fall).</p> <p>Orientation Assistant notation system failed due to overwhelming need to promote NSO/SOAR registration with limited time to collect data.</p>	<p>Designated one staff member (HSOR Specialist) to control the data collection of student enrollment progress and relieved that staff member of responsibility of registering students for SOAR and NSO.</p> <p>Assigned SOAR and NSO registration responsibilities to QEP Advising Specialists with focus on designated Alpha-division of applicant pool.</p> <p>Conducted non-completion survey as a two round event: Immediately after high school graduation date.</p>

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Dean of Student Development – Financial Aid

PURPOSE STATEMENT: The primary purpose of the Office of Dean of Student Development is to provide services and resources to facilitate student engagement, learning and development that result in student success and completion.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Minimize the number of students who file FAFSAs during the months of June and July.	Less students will submit their FAFSA between June and July.	Number of students awards Target: 5% less, compared to previous year	Three financial aid Boot-Camps were facilitated at the beginning of the academic year. It was determined that there was an increase in the percentage of FAFSAs filed in June and July of 2012 compared to the number filed in June and July of 2011. The increase was 33% and it represented an increase of 352 more FAFSAs filed.	In retrospect, the expected outcome should have considered an anticipated increase in students filing FAFSAs overall, which should have resulted in an increase as the anticipated outcome rather than a decrease. Although cause and effect can't solely be contributed to the Boot-Camps the increase in FAFSAs during the months of June and July were impacted.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop a customer service driven protocol for serving students visiting the Financial Aid	Students will have ready access to information that would otherwise require search and downloading from various websites.	Number of packets developed and distributed to students.	Packets were developed in large quantity and distributed to students accessing financial aid services and attending Boot-Camps. Although students still experience undesired wait time, a review of the data	Given the positive results, financial aid continued to package information kits and distribute them to students accessing financial aid. This year, a benchmark was set up

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Office	Students who only need to drop off forms and documents will have a shortened wait time for assistance.	Number of complaints received and the wait time, which will be used to establish a baseline.	contained in the student sign-in system revealed a 2% decrease in wait time during the months of June and July 2012. The provision of scanners for each financial aid staff person negated the need to assign a staff person to check and scan documents. Each staff person was able to check and scan documents while serving students. The hiring and use of P-14s allowed students to be pre-screened thus averting unnecessary wait time when needing only to drop off documents.	as a result of recording complaints, noting date of complaint, type of complaint, and outcome of review.
	More students will be awarded financial aid compared to last year as a result of encouraging early completion of FAFSA checklist.	Number of students whose awards were made in June and July of 2011 compared to the number of students whose awards are made in June and July of 2012. Target: Increase number of awards	There was a 12% increase in the number of awards made in June and July 2012 over June and July of 2011. Although the actual numbers of complaints were not recorded, there was a reduction in the number of complaints that reached the dean of student's office compared to last year.	Target met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Dean of Student Development – Student Activities

PURPOSE STATEMENT: The primary purpose of the Office of Dean of Student Development is to provide services and resources to facilitate student engagement, learning and development that result in student success and completion.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop and implement a program that will enable students to have access to leadership and Life Skills workshops on campus.	Students will have the opportunity to participate in the LSA Leadership Institute	<p>Target: LSA Leadership Institute developed by August 22, 2011.</p> <p>Number of students participating Target: 80 students will attend a campus workshop in its inaugural year.</p>	<p>LSA planned 6 workshops Fall 2011. One was canceled due to speaker schedule conflict. In total, 101 students attended the fall workshops.</p> <p>9 workshops were scheduled for the Spring 2012 semester. In total, 15 students attended the SGA interest meeting. 5 temporary cabinet positions were filled (President, VP of Academic Affairs, VP of Student Affairs, Secretary and treasurer.</p>	Target met. The attendance rate confirmed student interest in leadership workshops.
Establish a LO campus Student Government Association (SGA).	<p>SGA will be approved by the Vice President of Student Affairs.</p> <p>The LO campus will have a constitution and by-laws for the SGA.</p> <p>LO campus will have elected officers.</p>	<p>Targets: Approval by Vice President of Student Affairs by December 2011</p> <p>Constitution and by- laws developed by November 2011.</p> <p>Officers elected by February.</p>	<p>Sent two students to the ASGA Conference 9/29-10/1/2012.</p> <p>LO SGA was officially approved by the VP Beth Harper on February 6, 2012. SGA Is officially recognized by the College.</p> <p>SGA completed 4 major programs Spring 2012- NOVA's Got Talent, Prom Dress Drive and Nova Cram Week, Panera Bread Fundraiser.LO SGA held spring elections for fall 2012. All cabinet positions were filled.</p>	All targets met.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop a campus Soccer Intramural Team.	At least eight students will show interest and participate in weekly soccer games.	Assessment will be based on the number of students that show interest and actually participated in weekly soccer games by June 2012.	A Soccer Interest meeting was held September 2, 2011. 24 students attended the interest meeting and joined the team. The first game was held September 9, 2011	Intramural Soccer is scheduled to be offered during the 2012-2013 academic year.
Develop a comprehensive online assessment tool to measure students' level of satisfaction and needs.	At least 100 students will complete the online survey by June 2012.	Assessment will be based on the actual number of students that complete the assessment tool.	As of June 25, 2012 a total of 116 students completed the 2011-2012 LSA Survey. Survey participants suggested greater advertisement of campus events and social interaction during programs.	Target met.
Increase the number of college recognized campus clubs.	Students will be able to join two new campus clubs.	Measurement will be based on the actual number of new clubs that are developed.	8 new clubs/ Organizations were approved by the VP Beth Harper this academic year as official college recognized clubs. Including: SGA, Hispanic Student Association, Youth Christian Association, Phi Beta Lambda, Zoology Club, National Society of Collegiate Scholars, The Art Club, and Game Knights Club. 6 new interest groups were also formed and 2 of them should be approved by the VP before the fall semester: LGBT Club and the Debate and Forensics Team.	Target met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Dean of Student Development – Admissions and Records

PURPOSE STATEMENT: The primary purpose of the Office of Dean of Student Development is to provide services and resources to facilitate student engagement, learning and development that result in student success and completion.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Respond to the needs of our veterans by providing quality customer services.</p> <p>Minimize the level of inconvenience resulting from the initial transitioning of the Veteran's Affairs Office to Signal Hill.</p>	<p>Veteran students will be aware of the Veteran Affairs Office's move to Signal Hill.</p>	<p>Veterans visiting the LR building, seeking Veteran's services, will be tracked and compared to the number of veterans who go straight to Signal Hill. Target: Less than 10% of veterans will not know the new location of the VA Office</p>	<p>Due to the resignation of the Veterans Advisor, no assessment results were determined.</p>	<p>A goal has been set to hire a new VA advisor.</p>
<p>To reduce the number of first time and transfer F-1 students who do not maintain their fulltime status.</p>	<p>First time and transfer F-1 students, who do not maintain their full-time status, will not be among those who attended the orientations.</p>	<p>Track first time and transfer F-1 students who attend the orientations and compare those students with the students who did not maintain fulltime status. This will allow us to determine whether less than ten percent of those who attended an orientation failed to maintain fulltime status.</p>	<p>15 new and transfer F-1 students attended the F-1 orientation.</p> <p>No new students failed to maintain their full-time status and needed to be reinstated.</p>	<p>The following protocol has been established: Of the compiled list of F-1 students coming for the first time, follow-up via e-mail to check their academic progress. For those that did not attend the orientation, prepare a packet tohandout and follow-up via e-mail their academic progress to make sure that they are in compliance with the federal regulation for F-1 students.</p>

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Dean of Student Development – Counseling and Advising

PURPOSE STATEMENT: The primary purpose of the Office of Dean of Student Development is to provide services and resources to facilitate student engagement, learning and development that result in student success and completion.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase SDV 100 course enrollments	<p>Students who enroll in SDV will be retained the next semester.</p> <p>Loudoun campus will learn the reasons for students not completing SDV.</p>	<p>Assessment will be based on the delivery of data by 9/2011.</p> <p>Assessment will be based on whether there was a return rate of at least 33 percent.</p> <p>Assessment will be based on the viable use of the feedback, e.g., did the feedback lead to the provision of a variety of SDV options.</p>	<p>A recent query in June 2012 indicates that over 2,000 students at Loudoun who are not program placed are also not enrolled in SDV 100. Calculations based on these numbers determine how many SDV courses to schedule.</p>	<p>An additional query has been requested to obtain information on ALL students at Loudoun who are not enrolled at the campus.</p> <p>To determine what days/times to offer SDV100 to students, it would be appropriate based on these results to submit an online survey to Loudoun students who are not enrolled in SDV 100 and request in a couple of sentences, which days/times/or options and locations do they prefer or meet their needs. Based on those findings, schedule the SDV 100 courses accordingly.</p>
Increase the number of available SDV instructors.	<p>Students will be able to have more SDV options when the campus hires more instructors.</p>	<p>Number of methods to recruit new adjuncts for SDV</p>	<p>Established contact with Fairfax County Public Schools (FCPS) Guidance Division – announcement of Adjunct Faculty positions were made at 3 monthly meetings which yielded more than 30+ inquiries of interest.</p>	<p>The maximum number of SDV 100 courses that can be taught by adjunct faculty is approximately 11. Those faculty interested in teaching SDV 100 are being processed by Human Resources.</p>

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Establish a "Retention Program" for Probation and Suspended Students</p>	<p>Students involved in the Retention Program will persist from one semester to the next until they reach their stated educational objective</p>	<p>Target: 60- 90 Students will be in the "Retention Program" at the end of the academic school year as documented in the files maintained by the Retention Counselor</p>	<p>A query was requested to determine the number of students who were either on Suspension, Dismissal, academic probation, and academic warning. The data identified several hundred students, of which 175 were tracked as participants in the retention program. Since receiving that information, a system to identify these students was implemented as follows:</p> <ul style="list-style-type: none"> • Students were contacted and asked to meet with the retention counselor. • They were informed of guidelines to their enrollment, must only take 7 semester credits until they reach the college's policy of 1.75 to enroll in additional courses. • A specific intake form was created to monitor the students; they must adhere to the form, according to the retention counselor. <p>Currently, the results indicate there was an 86% percent return rate from the fall to spring semester.</p>	<p>In the next assessment cycle GPA has been identified as another data point for tracking.</p>

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Natural and Applied Sciences Division

PURPOSE STATEMENT: The purpose of the Natural and Applied Sciences Division is to provide a diverse, highly qualified, energetic and dynamic faculty and staff dedicated to enhancing student engagement and student success; to provide high quality instructional programs that support the needs and interests of a diverse student body; and to provide NOVA students with rich and diverse learning experiences.

COLLEGE STRATEGIC GOAL: RESOURCES

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide a talented, diverse, and dynamic faculty	Fulltime and adjunct faculty will have strong academic credentials and the ability to effectively teach courses in their discipline.	HR approval of credentials will be received prior to scheduling new fulltime or adjunct faculty – 100% compliance required Teaching effectiveness will be monitored by classroom observations and student evaluation feedback. Target – 80% favorable ratings for overall effectiveness of instruction on student evaluation forms.	At least 30 new adjuncts were hired during Fall, Spring and Summer, 2011-2012, including some who teach only for ELI. All credentials were fully approved by Human Resources prior to the beginning of each person's assignment. On the question "What is your overall rating of this instructor compared with other instructors you have had", 79% of the students selected either "one of the most effective" or "more effective than usual" when rating the fulltime faculty.	The Division worked closely with those faculty whose ratings were sub-par and helped them identify strategies to improve student satisfaction with instruction in these classes.
	They will more closely reflect the demographic diversity of this region.	Faculty diversity will be assessed by HR reports. Target – increase the diversity percentage by 4%	Two of the four new fulltime faculty hires during 2011-2012 helped to increase the official diversity percentage. The division percentage went from 20.4% to 22.6%	Target partially met.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide full-time and adjunct faculty with opportunities and funding for professional development	Full-time faculty will be provided with funds to travel to meetings and conferences and for campus-based workshops.	<p>Monitor expenditure of funds. Target: \$15,000</p> <p>Monitor participation rates in professional development activities. Target: Each fulltime faculty member will attend at least 2 events</p>	<p>Division faculty were provided with a total of \$21,245 for participation in professional development opportunities outside of NOVA.</p> <p>Fulltime faculty in the division participated in an average of at least 5.1 professional development activities per person (including an assumption of 0 activities for those 11 faculty who failed to submit a report of their activities).</p>	It has been planned to increase funding opportunities as budget allows in 2012-2013
	Adjunct faculty will be able to attend two adjunct professional development days.	<p>Record attendance at adjunct professional development days. Target: 160 participants each semester</p> <p>Monitor participation in certification program. Target: 20 participants during the pilot period</p>	Adjunct professional development has been taken over by the Provost as a campus-funded and sponsored project – see report and analysis in the Provost section.	A commitment has been made to continue to encourage participation in professional development, especially VCCS peer group meetings and internal NOVA opportunities, both of which are very cost-effective.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Target	Assessment Results	Use of Results
<p>Provide high quality courses and instructional programs that meet the needs of the students</p>	<p>A wide array of courses will be scheduled, at times and locations convenient to students, to help achieve the campus enrollment targets.</p> <p>Targeted outreach and marketing for existing programs in Biotechnology, Environmental Science, Horticulture, and Veterinary Technology will result in enrollment growth and stronger retention data.</p> <p>The renovation of the Math Lab will be completed, additional staff will be hired, and faculty will receive training so that Developmental Math redesign can be successfully implemented.</p>	<p>Monitor closed and cancelled classes and use Enrollment by Division reports. Target – There will be no courses where all available sections are closed when classes begin, except in the lab sciences (where lab availability limits the offerings).</p> <p>Annual enrollment in the division will increase by 5.9%</p> <p>Monitor program placement, enrollment, and retention data in specialized programs. Target – program placement in biotech will increase by 10%; enrollment in horticulture and environmental science courses will increase by 8%; retention of first-semester vet tech students will increase by 5%.</p>	<p>Courses that were almost fully subscribed in fall 2011 by the end of the registration period included BIO 101, BIO 141, CSC 110, CSC 130, ENV 121, ITE 115, ITP 100, MTH 1, MTH 151 and PED 116. In cases where a lab space was available, or a teacher could be found, we added sections of these courses to help meet demand.</p> <p>Enrollment in the division grew by 6.9% in fall and 2.0% in the spring, and fell by 1.5% in the summer, compared to the previous year, for an overall growth of 3.4% for the year. Growth targets for the division were based on new science lab facilities opening for spring 2012. While enrollment in science classes increased by 14% compared to the previous spring, enrollment in other areas had an unexplained</p>	<p>Additional sections were added in fall 2012 for all of the courses listed in the previous column that were at capacity in the prior fall, except for PED 116, where adjunct availability is a problem. We have requested that HR do targeted adjunct recruitment in biology, geology, physical education, math, astronomy, meteorology and oceanography where we have difficulty staffing enough classes to meet the demand.</p> <p>Enrollment planning is at best an inexact science. An Enrollment Management Committee is being formed on the campus to consider strategies for maximizing enrollment.</p> <p>New program brochures were developed for the biotechnology and</p>

Unit Goal	Expected Outcomes	Assessment Methods with Target	Assessment Results	Use of Results
	<p>We will move into the expanded facilities for Science and Vet Tech and obtain top-notch equipment and supplies to support expansion of course offerings in the sciences. Additional support staff will be hired to assist the instructional program in these new facilities.</p>	<p>Monitor progress of construction and attendance at developmental math training sessions. Target : Math lab will be ready for fall classes by August 22. Hire action approval for two math lab staff members will be received by August 10. All faculty teaching MTH 1 in fall 2011 will participate in the training offered on August 17 or will arrange for alternate training.</p> <p>Monitor the progress of construction and place orders for supplies and equipment in time for opening in January, 2012. Target: labs will be fully equipped by opening day in January</p> <p>Schedule spring 2012 classes in the new facilities if the project stays on schedule. Target: 10% growth in lab science enrollments in Spring 2012</p>	<p>drop. Especially hard-hit were ECO (-14.6%) and ITE (-12.7%)</p> <p>Data on the numbers of program-placed students is problematic, so we focused instead on FTES enrollments in courses unique to these 3 specialized programs. In biotechnology, FTES grew by 38.5% from 2010-11 to 2011-12; in horticulture, it grew by 12.2%; in environmental science, it grew by 20.9%.</p> <p>In veterinary technology, a total of 61 students were admitted in fall 2010, and 54 of these students were active in the program in spring 2011. In fall 2011, a total of 56 students were admitted, and 47 of these students were active in the program in spring 2012. Admitted students increased by 3.7% and retention to the following semester decreased by</p>	<p>horticulture programs during the past year. We will continue to look for marketing opportunities for these 2 programs because enrollment is still relatively weak. The horticulture program will continue to reach out to local garden clubs and professional organizations. Dual enrollment with Monroe Technology Center also offers potential new students for the program.</p> <p>In fall 2012, a record high of 88 students were admitted to the vet tech program, because of the new facilities that allow two lab sections to run concurrently. Program faculty will work hard to maintain or increase the retention rate of 83.9% seen last year.</p> <p>The Math Lab facilities have worked out very well. The space is inviting and the capacity is sufficient for</p>

Unit Goal	Expected Outcomes	Assessment Methods with Target	Assessment Results	Use of Results
		<p>compared to Spring 2011</p>	<p>4.6%.</p> <p>The Math Lab was ready for classes in fall 2011, with 738 students enrolled in developmental math during the first semester of full implementation of developmental math redesign. A total of 25 faculty members were involved as instructors in fall 2011, and all except 1 attended the full day of training that was offered prior to the beginning of the semester. Two additional fulltime classified staff members were hired to work in the math lab. The lab supervisor was successful in hiring a sufficient number of hourly tutors to meet the staffing needs.</p> <p>The labs in LS and LA were completed and occupied at the beginning of spring 2012. Equipment and supply orders were spread over fall 2011 and spring</p>	<p>current enrollment. The partial wall separating a testing area from the main, noisier area, has been effective.</p> <p>Some equipment and supply orders continue, for courses that have not yet been taught in the new facilities.</p> <p>Due to the new facilities, we began teaching physics over the summer and will expand those offerings if faculty are available. We will consider requesting a fulltime physics faculty position for the next academic year.</p>

Unit Goal	Expected Outcomes	Assessment Methods with Target	Assessment Results	Use of Results
			and summer of 2012 Classes were held in the new facilities as planned. There was 14% growth in FTES in BIO, CHM, ENV, GOL and NAS compared to spring 2011.	

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide an effective program of academic advising to new and returning students	<p>Faculty and staff in the division will support the development and implementation of the QEP: Enhanced Academic Advising.</p> <p>Faculty will be able to participate in training focused on giving appropriate and accurate advice to students.</p>	<p>Monitor participation on planning committees affiliated with the QEP. Target: 6 division faculty</p> <p>Monitor participation in advisor training. Target: 20 division faculty</p> <p>Track participation in summer structured advising. Target: 750 hours by science division faculty</p>	<p>4 division faculty members were involved on the campus planning committee for the QEP.</p> <p>All 50 fulltime faculty in the division participated in the afternoon advisor training sessions on August 20, 2012.</p> <p>21 division faculty (10 fulltime and 11 adjuncts) participated in summer structured advising, serving for a total of 625 hours.</p>	<p>With the special dedication of one division faculty member, the QEP planning and implementation went very well.</p> <p>Training continued during this academic year, customized to the specific details of the program(s) to which each faculty member is assigned.</p> <p>The future of summer structured advising is in question, but the Division sees great value in this for students, and has sought continued funding by the College.</p>

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide rich and diverse learning experiences for students, outside as well as inside the classroom	Students will benefit from several faculty members serving as club advisors.	Track number of clubs or interest groups with advisors from Science division. Target: 6	Clubs or Interest Groups sponsored by science division faculty: <ul style="list-style-type: none"> • Horticulture Club (Scheid/Nash) • Phi Beta Lambda (Brazie/Corrigan/Jenkins) • Debate Club (Jenkins) • Youth Christian Alliance (Jenkins) • Veterinary Technology Club (Laubinger/Webster) • Loudoun Green Team (Backus/Moskey) • Muslim Student Association (Anwari) • Zoology Club (Matthews) • Students in Free Enterprise (Brazie) • Giving Hearts Club (Creppy) • Biology Club (Mucci) • Game Knights (Straight) 	The Division has launched planned for a faculty mentoring program to be rolled out this Fall to assist students outside the classroom.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Communication & Human Studies Division

PURPOSE STATEMENT: The purpose of the Communication and Human Studies division is to provide high quality, diverse faculty and staff that are dedicated to academic excellence and student success; to promote student support services, exemplary instruction, and provide a diverse, accessible environment.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Deploy quality instructional programs and courses	Enrollment in courses will reflect the needs of the student body.	<p>Evaluate programs and disciplines based on targeted enrollment. Target: Increase offerings in popular classes and instructors.</p> <p>Evaluate current enrollments with next year's enrollments and make adjustments in offerings.</p>	<p>Programs evaluated (Fall 2011): Section/Enrollment = TDE: CHD 16/310 = 19.4 CST 32/708 = 22.13 GIS 7/87 = 12 PSY 46/1075 = 23.4</p> <p>The most popular courses in the division are: CST 110 Fall 2011 total course offerings: 21 Fall 2012 total course offerings: 23</p> <p>ENG 111 Fall 2011 total course offerings: 56 Fall 2012 total course offerings: 59</p> <p>HIS 101 Fall 2011 total course offerings: 30 Fall 2012 total course offerings: 32</p> <p>There was an increase of course</p>	<p>Large disciplines/programs in the division are helping out the smaller disciplines to maintain growth within the division. In the Communication and Human Studies Division there are many smaller niche programs that will never be very large. The goal should be to continue steady growth among all the smaller programs.</p> <p>Course offering for days and times need to be evaluated for all disciplines and programs.</p> <p>Use previous year's data to determine course offerings of popular course. Track the trends. Plan two years in advance.</p> <p>Have ENG/HIS/CST work together</p>

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
			offerings of 6.5% in the three most popular courses.	to schedule groups of courses at Reston and Signal Hill. Find another computer lab for English. Can offer more, but have no labs. Work on time/day scheduling with PSY. Many duplicating sections were cancelled.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide enough talented and diverse faculty to achieve student success and course access	Loudoun campus will have well-integrated, involved faculty that reflect the demographics of the student population.	Increase recruitment of diverse adjunct faculty within at least 4 of the 24 disciplines in the Humanities.	16 of the 58 adjuncts hired are within the HR description for diversity. The target was exceeded. Seven of the 24 disciplines/programs within Humanities hired diverse adjuncts.	Work on increasing the percentage of diverse adjunct faculty by 5%.

COLLEGE STRATEGIC GOAL: RESOURCES

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Provide a wide array of course offerings</p>	<p>The Division will increase its student enrollment.</p> <p>Students will have more course offerings to select from.</p>	<p>Evaluate program and discipline needs. Track student and faculty inquiries about specific course topics.</p> <p>Increase course offerings by 2% on campus and 5% at ELI.</p>	<p>English is the most requested discipline. The Assistant Dean of English adds courses after room utilization frees-up. Twelve-week sections provide an overflow for students that start late or need to switch sections.</p> <p>Total English offerings: 134 sections for Fall 11, which increased to 156 sections for Fall 12. This is a 16.4% increase in offerings.</p> <p>Increased course offerings on campus: 6.4% between Fall 11 and Fall 12.</p> <p>Increased course offerings for ELI: 1.9% between Fall 11 and Fall 12.</p> <p>Ten new courses were offered within five different disciplines/programs.</p> <ul style="list-style-type: none"> • Division total enrollment: Fall 11 = 11,011, Fall 12 = 11,201. This is a 1.7% increase. 	<p>Use data to project course need, and drive offerings. Goals identified for assessment cycle:</p> <ul style="list-style-type: none"> • Find more qualified English adjuncts. • Have a dedicated computer lab for English. • Continue to increase new course offerings. • Get better aligned with goals and implementation. Work with individual stakeholders to increase ELI offers. <p>Track ELI course offerings verses enrollments in each ELI course. Evaluate if there are more enrollments in fewer courses.</p>

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Select professional development for faculty and staff to continue the support of student success</p>		<p>Increase attendance of on- and off-campus professional development workshops. Target: Have at least 75% of faculty attend professional development activities.</p>	<p>Outside the college participation: 32/47 faculty = 68.1% (average \$ amount provide: \$343.75)</p> <p>Average activities per person: 2.5 (many were not funded by the college, and those faculty made sure to tell me)</p> <p>College participation: 31/47 faculty = 65.9%</p> <p>Average activities per person: 1.9</p> <p>Campus participation: 24/47 faculty = 51.1%</p> <p>Average activities per person: 1.3</p>	<p>Obtain more Professional Development Funds. The division ran out in January. Most faculty personally funded their activities.</p> <p>Have more, and diverse professional development opportunities on campus.</p>
<p>Provide a quality system of faculty advising</p>	<p>Students will have accurate information about their program of study and their degree progress.</p>	<p>Monitor complaints. Target: Reduce the number of complaints by 5%.</p>	<p>34 complaints (only Fall 11). Grade appeals must be submitted in writing. Other complaints come in by phone or walk-ins.</p>	<p>Establish baseline of complaints.</p> <p>Evaluate severity of complaints; determine steps for dealing with all levels of complaints.</p>

COLLEGE STRATEGIC GOAL: LEADERSHIP

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Provide leadership to enhance faculty and staff commitment to teaching and learning</p>	<p>Faculty will have an accurate, one-stop location for college policies and procedures.</p> <p>Faculty and staff will gain confidence in the College mission and the functions of the Humanities office.</p> <p>Faculty will be better equipped to assist their students with accurate college policies and procedures.</p> <p>New full-time faculty will be better equipped to work at the college and serve the students.</p>	<p>Attendance at customer service training</p> <p>Follow-up with new full-time faculty to evaluate mentoring program.</p>	<p>All office staff attending the Customer Service Training offered at the campus</p> <p>The office manager attended the 2 day administrators Customer Service training.</p> <p>Weekly meeting conducted with office staff to discuss policies and procedures.</p> <p>Six new faculty were paired with six experienced faculty during the 11-12 school year. There was an introductory meeting, which included the dean. Other meetings were arranged between the mentor and mentee.</p> <p>Some comments from the faculty: “Because of her help but more importantly because of her willingness to help, I believe I was able to more successfully navigate my first year of full-time teaching.” “ I think the program is worthwhile.” “ I’d suggest that anyone mentoring a new teacher — I mean not just new to NOVA but new to teaching — should initiate regular informal meetings with the mentee.” “ He generously gave advice and invaluable suggestions for making the transition easier.” “I have seen it as my good fortune to be able to discuss all aspects of teaching with my mentor and they have always been accessible and very generous with their time.”</p>	<p>Set aside staff time to attend college workshops on policies and procedures, which should include employment and purchasing.</p> <p>Continue mentoring program. Schedule a second group meeting mid-semester of the first semester. Meet again as a group at the beginning of January.</p>

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Instructional Technology

PURPOSE STATEMENT: IT will provide excellent, universal network and communication access to all faculty, staff and students with respect to campus internal networking, Internet and mobile connectivity.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Improve customer service to key constituents.	Constituents will receive timely and effective IT service.	Survey faculty & staff Monitor response time based on ticket system. Targets: Less than 95% will receive live IT help; IT response time for multiple people (i.e., department, division) will be 5-20 minutes recovery time; Resolution rate 90%	Feedback from faculty has been extremely positive on quick turn-around of tickets. Response time from ticket system showed 90% of tickets were responded to within 30 minutes. Organizing and responding quickly has increased IT customer service and allowed IT staff to perform duties in a more efficient manner.	Targets met.
Increase wireless access at Loudoun, Reston and Signal Hill	Constituents will be able to access wireless reliably.	Monitor availability to see if additional access points need to be added. Target: 100% access.	The IT Department has received virtually no complaints about a lack of wireless access this year.	With now 100% of wireless access on interior campus buildings, IT has plans to consider adding Access Points on the roof of buildings so wireless can be available all around the central pond.
Improve response to phone calls directed to IT Help.	Constituents that call the IT Help line will be able to speak to an IT staff member.	Assess number and frequency of calls that are not answered Target: Less than 5% of calls go to voice mail.	Voice messages left on office phones have been reduced significantly. Voice mail server shows minimal messages left on IT phones.	The results were not as good as expected so wireless Cisco phones were purchased. IT staff can carry office phone with them.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Library

PURPOSE STATEMENT: The Loudoun Library strives to provide excellent customer service to students, faculty, staff and the community. We provide access to a well-balanced collection of materials in a variety of print, audio-visual and electronic formats that support the campus curriculum of each discipline; overall, College programs and basic popular interests. In addition, we provide individual and group instruction in the identification, use and evaluation of information resources to enhance teaching, research and lifelong learning.

COLLEGE STRATEGIC GOAL: RESOURCES

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide a pertinent collection	Prior to our move, make space for more valuable and reliable items, provide a more appealing, more up-to-date collection, and to make the library easier for students, faculty, staff and community patrons to use, withdraw items to increase our turnover ratio.	Inventory 100% of the physical collection. Analyze 100% of the physical collection for withdrawals & replacements Increase our turnover ratio by 5% or 40% of the collection circulated.	75% of the circulating collection has been analyzed for withdrawals, processed, inventoried, and replacements have been ordered.	New assessment plans established: weeding and inventory project for the remaining 25% of the circulating collection. Assess the turnover ratio once the process is complete. Compare to past turnover ratio data.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide effective library instruction	<p>Students will receive more consistency in content delivery.</p> <p>Students will receive more incorporation of technology in delivery of library instruction.</p>	<p>Target: Document consistency of at least 3 out of 4 learning outcomes included in a common library instruction curriculum. Create an online tutorial that mimics the content covered during library instruction. Develop an assessment /evaluation process. Target: Test it in 5 library instruction classes.</p>	<p>An instructional team meeting was held to determine the 4 shared library instruction tools (Catalog, Databases, Ask A Librarian, Citing Sources). Instruction team members shadowed each other to learn and share additional methods. Online tutorial and assessment templates have been created but not deployed pending library website redesign and the addition of LibGuides.</p>	<p>Target met.</p>
Promote library resources among faculty	<p>More faculty will gain information literacy.</p> <p>More faculty will use library resources.</p>	<p>Target: Complete 10 individual faculty-training appointments. Provide 4 (two each semester) group faculty-training classes. Provide emails, flyers, handouts and online tutorials to all FT & adjunct faculty</p>	<p>4 group and 12 individual faculty sessions were held. Collaborated with the Testing Center to produce an updated handout for the ESL and English placement tests. Template for an online tutorial for information literacy has been created for faculty use and is awaiting the library website redesign and the addition of LibGuides to distribute.</p>	<p>Established goals for next assessment cycle: Complete the online tutorial for information literacy. Assist the Instructional Working Group to assess information literacy in all general education courses.</p>

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Learning Lab / Testing Center

PURPOSE STATEMENT: The purpose of Learning Resources (LTR) provided at the Loudoun Campus is to support the college's mission and the campus's goals and objectives by providing a broad range of testing and instructional support services to students, faculty, staff and the community through the teamwork of a professional and service-oriented staff.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase high school testing with adherence to college-wide policy	<p>High school students participating in testing will experience minimal problems including any delays due to EMPLID/application issues.</p> <p>More high school students will participate in testing.</p>	<p>Target: 25% decrease in pre-testing issues from 2010-2011</p> <p>Target will be met by doing the following: Increase discussions with coaches to ensure adherence to testing policy; request list of students scheduled to test and check SIS for accuracy prior to test dates</p> <p>Target: 25% increase in high school testing</p>	<p>Target results: pre-testing issues have decreased from 2010-2011 by 50%. Facilitated workshop (and prepared training manuals) for the Dual Enrollment Director, Registrar and counselors. Very positive feedback</p> <p>Provided one-on-one training for Pathway counselors. Very positive feedback</p> <p>Regular interaction with Pathway facilitator to resolve high school issues with VPT</p> <p>High school testing has increased 62% from 2010-2011 (increase of 12 schools)</p>	<p>It has been determined that in October 2012 training will be provided for VPT English.</p>

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Help students understand the importance of reviewing for placement tests</p>	<p>Students will understand that reviewing for placement tests will help them place into courses that match their skill levels.</p> <p>Students will know the difference between credit and non-credit classes.</p> <p>Students will be aware of placement retest policies.</p>	<p>No assessment targets established, but protocol established:</p> <p>Before testing students, proctors will ask them if they took the online practice test(s)</p> <p>A Placement Test information sheet will be offered to students who did not review</p> <p>Communicate with Dual Enrollment and Pathway counselors to encourage high school students to review before testing</p>	<p>Observation: After talking to a proctor, at least nine students out of ten decided to review before testing</p> <p>Observation: Students frequently thank proctors for encouraging them to review</p> <p>DE/Pathway counselors report they strongly encourage high school students to review. Some schools provide test review sessions.</p>	<p>The Testing Center is considering designing a placement test color "brochure" to replace the information sheet.</p>

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide ELI students with services they need when they need it	<p>Students will benefit from expanded hours and additional testing computers during peak testing periods.</p> <p>Compared to last year, ELI students will wait in line less to take a test.</p> <p>ELI students will be more satisfied with testing services.</p>	<p>Target: Decrease wait time from 1 hour to 40 minutes</p> <p>Target: Survey students to determine level of service satisfaction. Compare to 2010-2011 survey results: 96% satisfied</p>	<p>Reducing staff in the Testing Center in order to also staff a backup location resulted in neither location being adequately staffed well.</p> <p>Proctoring in a backup location is not secure as staff leave to travel back and forth to the Testing Center to usher more students and test materials to the backup location</p> <p>Wait time for the heaviest deadline dates remained 1 hour as ELI testing increased by 14%</p> <p>Moran Survey: Students: 96% satisfied</p>	<p>Target not met.</p> <p>Advocated that additional computers in the Testing Center are critical to reduce the wait time and accommodate the increasing demand for ELI testing.</p>

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Support staff professional development in ways that enhanced job performance	Equipment staff will receive training to effectively handle challenging situations when students are not satisfied.	Target: Institute EWP requirement that staff participate in at least one professional development opportunity per year	The majority of staff exceeded the Target. They participated in the MORAN customer service training, ADA training, and LTR Professional Day that included dealing with challenging people and situations	Target met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Loudoun Campus
Sub-unit: Campus and Community Relations

UNIT PURPOSE STATEMENT: The purpose of the Community Outreach Specialist is to build awareness, develop relationships, and cultivate loyalty with internal and external audiences.

COLLEGE STRATEGIC GOAL: LEADERSHIP

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide information about the offerings at Loudoun campus to internal and external audiences.	Loudoun campus will be more visible to internal and external audiences through outreach and positive media.	<p>Completeness of checklist of activities Targets: Develop a portfolio with the following activity: Send 18 press releases to PIO. Identify the most advantageous distribution channels for literature in Loudoun/Western Fairfax County and develop relationships with the managers at those locations by March.</p> <p>Develop and distribute communication materials to strengthen student and community awareness and offerings at Loudoun within 12 months.</p> <p>Support outreach efforts by continuing personal touch visits.</p> <p>Work with Provost for appropriate community events involvement (Chamber/Volunteer) about the 6 distinctive programs.</p>	<ul style="list-style-type: none"> • 9 press releases sent to media • 9 media mentions • 1 library tour • Marketing plan completed • 0 personal touch visits • 2 open houses (225 LO, 48 RES) • Financial Aid Workshops, Loudoun magazine created 	Targets partially met.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Promote Loudoun’s major initiatives.	Loudoun campus will benefit from an increase of campus and community relations services.	<p>Targets: 10 % of guest list will attend event.</p> <p>85 % of materials will be distributed.</p>	<ul style="list-style-type: none"> • Implemented marketing plan • Event attendance exceeded expectations • 100% of materials delivered • Open houses, workshops, theater, fall for the book 	Targets met and exceeded expectations. There could be a stronger PR action plan and increase in providing opportunities for individuals to experience the Loudoun campus.
Manage the content of Loudoun’s website.	Loudoun’s website will be updated in a timely manner.	<p>Target: Complete all items on checklist:</p> <ul style="list-style-type: none"> • Correct the information on the website. • Develop a callout box with calendar plan by October • Begin to integrate the callout box with special offerings and marquee messaging by October. • Update program pages. 	<ul style="list-style-type: none"> • Website was updated • Call out calendar not created • Integration incomplete • Program pages not updated 	Targets partially met. More time needs to be devoted to updating program pages. Information has been corrected.
Create and develop a yearly-integrated communication plan for the Loudoun Campus.	Loudoun campus will have a magazine spotlighting accomplishments of the campus.	Target: Develop Loudoun magazine before assessment cycle ends	Created LO Magazine, rolled out first stage of the internal communication plan	Target met. This was a successful goal and should continue.

**Manassas Campus
2011-2012**

Annual Planning and Evaluation Campus Report: 2011-2012

Unit: Provost, Manassas Campus

PURPOSE STATEMENT: The purpose of the Manassas Campus of Northern Virginia Community College is to respond to the educational needs of residents from Prince William and Fairfax Counties and the cities of Manassas and Manassas Park by providing an array of comprehensive programs and services that facilitate learning and workforce development in an environment of open access and lifetime educational opportunities.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Support and promote student success at the Manassas Campus	Students will have an active voice in campus and college activities and be engaged in campus life	Monitor the number of students who participate in campus (e.g. campus council) and college committees TARGET: 5 students	A total of 6 students participated on campus and college committees. Two students were appointed to serve on the campus council as student representatives. Two students participated in a town hall meeting with President Templin to get feedback on student support for the development of student unions at each campus. One student was part of College Senate that met once a month. Also, we had one student participate on a Financial Aid committee that got student feedback on how to best promote financial aid news and deadlines to students.	Target met.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>(Same unit goal as previous page) Support and promote student success at the Manassas Campus</p>	<p>(Same expected outcome as previous page) Students will have an active voice in campus and college activities and be engaged in campus life</p>	<p>Monitor the number of PTK inductions TARGET: Increase PTK inductions by 25% from the previous year</p>	<p>PTK inductions increased 55%. Fall '11 and Spring '12: 152 students were inducted. Fall 10' and Spring '11: 98 students were inducted.</p>	<p>Target met</p>
	<p>First year students will reduce the length of time in completing Developmental English with the implementation of the Developmental English redesign</p>	<p>Monitor the campus involvement in the planning and preparation for the Developmental English redesign TARGET: At least one representative on the statewide committee. Regular department meetings to disseminate information about the redesign and allow faculty to provide feedback to the redesign committee in a reciprocal relationship.</p>	<p>Susan Givens was on the state redesign committee, and she has held regular meetings to disseminate information. A Blackboard course has also been established as a resource for those teaching the new courses.</p>	<p>Target met.</p>

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide quality instruction	Students will receive quality instruction from faculty and staff who have honed their skills in professional development activities	Monitor the number of faculty who received funding for attendance at professional development activities TARGET: 12 faculty	16 total faculty (9 from CTSS and 7 from S&AT) received funds for professional development activities	Target met. May also want to assess number of professional development requests that were granted or denied (rather than just total number of people receiving funding or amount of funding) in the future. This may better capture unmet needs

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide access to accommodate growing number of student enrollments.	An increased number of students will be enrolled and able to take classes at the Manassas Campus.	Monitor the enrollment of new high school students who enroll at NOVA. Target: Meet target established by the College FTES/Headcount for 2011-12 compared to 2010-11 Target: Headcounts and FTES for 2011-12 exceed 2010-11.	Enrollment was 973, 80 % of target (Target number = 1113) 2010-2011 headcount: 9678 2011-2012 headcount: 9888 (+210, 2% increase) 2010-2011 FTEs: 3307	Target not met. Recruitment efforts were continued and targeted towards high school students. Target met.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
		Target: Meet college target for FTEs: 3479	2011-2012 FTEs: 3428 (+121, 4% increase) 2011-2012 FTEs: 3428	Target not met.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Assist students in gaining recognition and awards in student excellence	An increased number of students will apply for and win awards and recognition.	Monitor the student nominations and awards TARGET: At least one 2011-2012 All USA Scholarship nomination	One nomination	Target met

COLLEGE STRATEGIC GOAL: REGIONAL AND NATIONAL LEADERSHIP

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide quality leadership	The students and community will be led by people modeling good leadership skills.	Document sponsorship of faculty and staff in Leadership Prince William TARGET: 1 faculty member.	Dr. Mark Kidd participated.	Target met

COLLEGE STRATEGIC GOAL: PARTNERSHIPS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Develop strategic partnerships with local jurisdictions to support the expansion of services and sites.</p>	<p>Residents of the campus service region will benefit from expanded services and increased accessibility.</p>	<p>Monitor the expansion of sites. TARGET: Expand one site</p>	<p>Began planning partnership with Northern Virginia Family Services to offer Training Futures, a community based initiative to hone the skills of the unemployed or under-employed. This service will be held at Innovation Park.</p>	<p>Implementation projected to begin Spring 2013 with a target of 20 students.</p>
		<p>Track attendance and presentations at local board meetings in pursuit of strategic partnerships around expansion of services and development of sites TARGET: Make one presentation to each local government board per year.</p>	<p>Sam Hill made a presentation to Prince William for both the Manassas and Woodbridge campus</p>	<p>Target met</p>
	<p>Students in Prince William County High Schools will have access to mentoring and educational opportunities through the Today's Students, Tomorrow's Teachers program.</p>	<p>Monitor the number of students participating TARGET: No specific target as enrollment depends on funding.</p>	<p>As of Spring 2012, 21 NOVA students were enrolled.</p>	<p>Need to set future targets contingent on funding</p>

COLLEGE STRATEGIC GOAL: PLANNING AND ACCOUNTABILITY

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Plan for future growth of the campus	The students and community will have increased access to up-to-date, quality facilities (e.g. more classrooms, specialized labs) and increased educational opportunities (e.g. additional sections can be offered)	Monitor the opening of Phase III Target: Phase III will be open and accessible	Phase III is open and accessible	Target met
		Document plan for follow-up to Phase III Target: Have a plan for retrofit and renovations as follow-up to Phase III	Plan is in the preliminary stages. Will be presented at Provost's staff in late August.	Target met. Plan must still be presented to new provost and campus community.
		Document beginning of plan for Phase IV Target: Beginning of a plan for Phase IV	Not yet started	Target not met. Will be a focus of attention in the coming year

COLLEGE STRATEGIC GOAL: EMERGENCY PREPAREDNESS AND CONTINUITY OF OPERATIONS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Articulate a clear emergency plan	The campus community will have an articulated emergency plan	Document emergency plan has been developed through collaboration with Will Flagler, the police, and the District 1 Emergency Planning coordinator TARGET: Completed plan	Development of plan is in progress. Brenda DeRamus is taking the lead.	Target not completely met. Will focus on having completed plan.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Manassas Campus
Sub-unit: Academic Divisions

PURPOSE STATEMENT: The purpose of the academic divisions—Communications Technologies and Social Sciences Division and Science and Applied Technologies Division—is to provide opportunities that allow students to meet their education goals of transfer in Liberal Arts, Sciences, Fine Arts, or Social Sciences fields or of career preparation in fields of Automotive/Diesel/Welding Technologies, Administration of Justice, Biotechnology, Childcare, Information Technology, or Business.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Assist students in developmental education transition to college courses.	Students will successfully complete developmental courses at rates higher than the previous academic year.	Comparison of Fall 2011 grade distribution to Fall 2010 grade distribution. Target: The number of students successfully completing Developmental English courses and Developmental Mathematics courses will increase by 5% annually over previous Fall.	Fall 2011 grades for ENG-D (ENG 1, 3, 4, 5, 9, N=747); average success rate = 76% Fall 2010 grades for ENG-D (ENG 1, 3, 4, 5, 9, N=708); average success rate = 76% Results: <i>no net change</i> in results <i>Data currently unavailable for math</i>	Target not met for English. The impending redesign of Developmental English in Spring 2013 makes future analyses less meaningful, but Fall 2012 should be compared to Fall 2011 for any improvements in practices.
	Students will successfully move from developmental courses into curricular courses for Fall-to-Spring at rates higher than the previous academic year.	Comparison of OIR data for students moving from developmental courses for AY 2011-12 to AY 2010-11. Target: The number of students successfully moving from Fall 2011 Developmental English and Developmental Mathematics into Spring 2012 Curricular courses will increase by 2% over the previous academic year	Fall 2011 grades for ENG-D (ENG 1, 3, 4, 5, 9, N=747); average success rate = 76% Fall 2010 grades for ENG-D (ENG 1, 3, 4, 5, 9, N=708); average success rate = 76% Results: <i>no net change</i> in results <i>Data currently unavailable for math</i>	Target not met for English. The impending redesign of Developmental English in Spring 2013 makes future analyses less meaningful, but Fall 2012 should be compared to Fall 2011 for any improvements in practices

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>(Same unit goal from previous page) Assist students in developmental education transition to college courses.</p>	<p>Students will have access to innovative learning techniques for developmental English via the redesign.</p>	<p>Monitor faculty participation in the planning and preparation of VCCS English redesign Target: at least one representative on the state redesign. A reciprocal relationship with the redesign team. Regular departmental meetings to disseminate information and provide feedback to the redesign team.</p>	<p>Dr. Susan Givens represented MA Campus on college and state levels with these outcomes:</p> <ul style="list-style-type: none"> • Involvement in planning, designing, marketing the redesign • Multiple, regular meetings at campus with ENG and ENG-D faculty to provide current information from planning teams and to receive campus feedback • Multiple, regular reports to Provost Staff regarding planning, roll-out and facility needs to implement redesign • Meetings with dean to prepare a pilot involving ENG-D FTF to anticipate problems and prepare for full implementation in Spring 2013. 	<p>Target met.</p> <p>Information regarding plans, needs, and structure of redesign was distributed to ENG and ENG-D faculty.</p> <p>Feedback from FTF and PTF provided to state and college planning teams.</p> <p>Worked with Testing, Counseling, faculty, ITSS, Facilities to prepare for pilot phase and implementation.</p> <p>Cut scores for placement testing established.</p>

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide students access to quality instruction provided by full-time faculty	Students will enroll in courses taught by full-time faculty.	Percentage of course credits taught by full-time faculty vs. course credits taught by part-time faculty. Target: Percentage of credits taught by full-time faculty during Fall 2011 increases by 1% over Fall 2012.	Fall 2010: 47% full-time taught credits, 53% part-time credits Fall 2011: 51% full-time taught credits, 49% part-time taught credits (4 % increase)	Target met.
	Students will have access to a more diverse faculty profile.	Demographic profile of full-time faculty. Target: Percentage of diversity among full-time faculty will increase by 1% from Fall 2010.	Fall 2010 (N=66) Caucasian=44 (67%) Non-Caucasian=22 (33%) Fall 2012 (N=74) Caucasian=51 (69%) Non-Caucasian=23 (31%) Diversity decreased by 2% overall since Fall 2010.	Target not met for full-time faculty. Increase efforts to recruit diverse faculty population for new hires.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Offer students access to relevant educational courses.	<p>Students will increase enrollments in newly offered Engineering (EGR) and BioTechnology (BIO) courses.</p> <p>Students will be offered the opportunity to enroll in a new Aviation certificate program.</p>	<p>Headcounts in Manassas-based EGR courses Target: Headcount will increase by 10%</p> <p>Graduates with the AAS degree in Biotechnology Target: Number of graduates will increase by 10%</p> <p>Track the enrollment in the non-credit Aircraft Dispatcher Certificate program for 2011-2012. Target: 16 students</p>	<p>Headcount in EGR courses for Fall 2010: 181 Headcount in EGR courses for Fall 2011: 197 (8% increase)</p> <p>AAS in Biotechnology graduates 2010: 15 AAS in Biotechnology graduates 2011: 23 (53% increase)</p> <p>Program not yet in place</p>	<p>Target not met. Continue recruiting efforts for EGR courses.</p> <p>Target met.</p> <p>Target not met. Proposal to be presented at Curriculum committee during Fall 2012.</p>
Offer students access to courses via multiple delivery methods	Students will have access to quality courses via alternate delivery methods (e.g. hybrid)	Current instructors of hybrid courses will complete the Hybrid course training and certification process Target: 100% of faculty teaching hybrids in Fall 2011 will complete the certification	100% of faculty teaching hybrids achieved certification	Target met.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Contribute to an increased number of students enrolling in higher education courses or programs.	Students will successfully enroll in NOVA courses at a rate greater than Fall 2010.	<p>FTES/Headcount for 2011-12 compared to 2010-11 Target: Headcounts and FTES for 2011-12 exceed 2010-11.</p> <p>Target: Meet college target for FTES: 3479</p>	<p>2010-2011 headcount: 9678 2011-2012 headcount: 9888 (+210, 2% increase)</p> <p>2010-2011 FTEs: 3307 2011-2012 FTEs: 3428 (+121, 4% increase)</p> <p>2011-2012 FTEs: 3428</p>	<p>Target met.</p> <p>Target not met.</p>

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
(Same unit goal as previous page) Contribute to an increased number of students enrolling in higher education courses or programs.	Students will successfully enroll in Manassas-based courses offered through ELI in numbers for AY 2011-12 greater than for AY 2010-11.	<p>Annualized credits for AY 2011-12 compared to AY 2010-11 Target: Average number of credits offered per semester increases from 43 to 50</p>	MA ELI credits, Fall 2011 v. Fall 2010: 56 compared to 43 (+13 cr., +30%)	<p>Target met.</p> <p>Target met.</p>

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
		Target: Annualized FTES for Manassas-based ELI courses increases by 10% over AY 2010-11	Annualized FTES through ELI for AY 2010-11: 167 FTES. Annualized FTES for AY 2010-11: 210 FTES (as of 12/15/11) (+16.35 FTES, 17% increase).	Campus needs to continue <ul style="list-style-type: none"> identifying viable ELI courses qualifying faculty for ELI instruction develop new courses (e.g., SOC, HIS, MTH) to fill ELI voids

COLLEGE STRATEGIC GOAL: PARTNERSHIPS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Offer students access to educational programs as a result of partnerships between NOVA and other organizations including local school systems and businesses	Students will successfully enroll in dual-enrollment courses offered to local school systems.	<p>Target: The number of high schools offering dual enrollment courses during Fall 2011 will increase by 1% over Fall 2010.</p> <p>Target: Fall 2011 Enrollment in dual-enrollment courses will increase by 5% over Fall 2010.</p> <p>Target: The number of courses available during Fall 2011 will increase by 5% over Fall 2010.</p>	<p>MA offered courses in 7 high schools during Fall 2011, compared to 5 high schools in Fall 2010.</p> <p>Total high school dual-enrollment headcount during Fall 2011 was 321 v. Fall 2010 headcount of 248 (+73, +29%)</p> <p>The number of unique courses offered during Fall 2011 was 11 v. the same number during Fall 2010 (same number but different course mix).</p>	<p>Target met.</p> <p>Target met.</p> <p>Target not met. Continue working with school</p>

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
				systems and with Dual Enrollment Office to provide courses desired by high schools and students.
	Students will have opportunities to participate in internships.	Monitor the number of students placed in internships. Target: 10 students placed	8 biotechnology students were placed in internships during Summer '12. In addition 3 students had internships through CT&SS during AY 2011-12 (an increase of 2 students over the previous year in CT&SS).	Target met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Manassas Campus
Sub-unit: Student Development Services

PURPOSE STATEMENT: The purpose of Student Development Services at the Manassas Campus is to facilitate the College's mission of teaching, learning and excellence by assisting students to achieve their educational goals and to provide opportunities for them to enhance their career and personal development. To this end, we provide services to students in the areas of admission, registration/records, career planning/employment resources, counseling/advising, financial-aid assistance, instruction for success, special need disability support, student activities and veteran benefits.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase student retention and success for new and continuing students	Students will have access to coordinated activities to increase their likelihood of success.	Document hiring of a Student Success Coordinator Target: Student Success Coordinator hired	Student Success Coordinator hired March 2012.	Target met.
	Continuing students will have increased access to and success in the SDV course.	Monitor enrollments in sections of SDV 100 offered through Manassas campus. Target: 350 students enrolled in SDV	328 students enrolled in 13 sections of SDV 100 for Fall 2011.	Target not met. Assess the demand for additional sections for future fall semesters.
		Check grade rosters of the 13 classes after grades are posted. Target: 75% of the students enrolled SDV 100 classes will successfully complete the course.	13 SDV 100 classes were offered for Fall 2011 with 328 students enrolled 72% (235 students) successfully completed the course	Target not met. Explore the option of offering SDV 100 classes for students in academic jeopardy to identify, monitor and assist students' progress in completion of the course.
		Check targeted students to verify enrollment for spring 2012. Target: 90% of those that completed the course will enroll at NOVA for Spring 2012 semester	88% (206 of the 235 students) enrolled for Spring 2012	Target not met. The Dean's Working Group has established a Retention Leadership team at all campuses. Manassas has two counselors who are members of the Retention Team.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
(Same unit goal from previous page) Increase student retention and success for new and continuing students	New and continuing students will have increased retention as a result counselors guest lecturing about Degree Progress reports, graduation requirements and deadline dates for enrollment.	A group of classes will be selected as the target group to have counselors visit the class. Class rosters will be maintained and spring registration will be verified after the early registration period ends for spring 2012. Target: 50% of students enrolled in targeted classes for Fall 2011 will register for Spring 2012 classes during early registration period.	It was determined impractical to select individual classes as "target" groups for counselors to provide guest lectures. However, students in classes in which counselors were invited to guest lecture (see below) showed that 46% of these students did enroll for Spring.	Target partially met. "Targeted" classes were not used but classes in which counselors were invited to lecture showed that almost 50% of the students registered during early registration.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
(Same unit goal from previous page) Increase student retention and success for new and continuing students	(Same expected outcome from previous page) New and continuing students will have increased retention as a result counselors guest lecturing about Degree Progress reports,	Monitor the number of guest lectures counselors made at the request of a class professor. Target: 10 classes	At the invitation of instructors, counselors provided guest lectures to 12 classes in Fall 2011. A total of 272 students were present in these classes. 126 students (46%) enrolled in spring 2012 courses during priority registration. Of these 126 students, 100% remained enrolled for spring 2012.	Target exceeded. It was determined that increased support is needed from the campus provost and academic deans for guest lectures as a worthwhile resource. More faculty need to become aware of the availability of counselors as

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
	graduation requirements and graduation requirements and deadline dates for enrollment.		Anecdotally, by a show of hands, at the conclusion of every guest lecture, the majority of students indicated that they had “learned at least one new thing from the lecture, previously unknown to them, that they now deemed to be very important to their success at NOVA and beyond, in the transfer process”.	guest lecturers and should request the guest lectures if/when they must be absent from the classroom for any reason (conferences, committee meetings, unexpected illness, etc.). Awareness and value of guest lectures as a retention/success resource should be highlighted in each campus convocation. Guest lectures should be especially highlighted in the two weeks prior to “Priority Registration” periods.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
(Same unit goal from previous page) Increase student retention and success for new and continuing students	Students will have increased access to and success in campus student organizations and campus activity programming.	Document Welcome Week activities for the beginning of Fall and Spring semester Target: Three engaging activities during welcome week	Three activities were held during welcome week for the Fall and Spring Semester: 1) Campus Resource Table 2) Movie Night 3) Meet A Student Ambassador	Target met.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
		<p>Monitor expansion of Student Ambassador Program. Target: 5 new ambassadors</p> <p>Target: Two to three training sessions for ambassadors per semester</p> <p>Target Participation by ambassadors during welcome week</p>	<p>Five new Student Ambassadors were selected into the program.</p> <p>Only one training session was held each semester.</p> <p>Five of the eight student ambassadors participated on a rotating shift during Welcome Week.</p>	<p>Target met.</p> <p>Target not met. Evaluate if one training session per semester is sufficient.</p> <p>Target met</p>
		<p>Document establishment of new student approved student club/organizations offered on campus. Target: Establish two new approved student organizations</p>	<p>Two new student organizations were approved and are now functional on campus:</p> <ol style="list-style-type: none"> 1) Heart to Heart Charity Club 2) Students for Environmental Awareness 	<p>Target met</p>

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>(Same unit goal from previous page) Increase student retention and success for new and continuing students</p>	<p>(Same expected outcome from previous page) Students will have increased access to and success in campus student organizations and campus activity programming.</p>	<p>Document establishment of new interest groups becoming officially recognized student organizations. Target: Establish two new interest groups on campus.</p>	<p>Two new interest groups were established on campus</p> <ol style="list-style-type: none"> 1) Writing Club 2) Chess Club 	<p>Target met.</p>

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
		Verify establishment of campus Student Government Association (SGA) Target: Two representatives from campus SGA serve as student representatives on campus committees	Student Government Association has not been established on campus. Two students were appointed to serve on the campus council as student representatives.	Target not met.
		Document activities of a Club Roundtable Target: Meetings 2-3 times per semester	Only one meeting each semester took place.	Target not met. Will try to schedule additional meetings
	Students will have enhanced academic advising with the development and implementation of the Quality Enhancement Plan	Monitor Student Development participation in QEP development Target: At least one person from Student Development will be part of the QEP development.	Allison Butler participated on the college wide QEP development effort. The campus has also already organized the campus QEP implementation team	Target met. The Coordinator of Student Success is now involved with the campus QEP/GPS initiatives.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
(Same unit goal from previous page) Contribute to the successful transition of first years students to college	First year students enrolled in sections of SDV/FYE will participate in FYE Convocation.	Monitor enrollment in SDV/FYE and participation and convocation. Target: 30 new students enrolled in SDV/FYE classes will participate in convocation.	Two sections of SDV/FYE were offered Fall 2011 and enrolled 54 first time students. Convocation was held during spring NSO and during FYE class	Target met. Fall 2012 NSO sessions include the convocation event as part of the New Student Orientation in order for all attendees to participate.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
			time. 100% participation.	
		Check grade roster of the SDV/FYE course after grades are posted. Target: 75% of students' enrolled in the SDV/FYE class will successfully complete the course.	59% (32 of the 54 students) enrolled in SDV/FYE successfully completed the course.	Target not met. The Coordinator of Student Success will teach two sections of SDV/FYE for Fall 2012.
		Grade rosters will be maintained and next semester enrollment will be verified. Target: 80% of students in FYE/SDV will continue enrollment at NOVA	85% (46 of the 54) students enrolled in SDV/FYE for Fall 2011, returned and enrolled for Spring 2012.	Target met.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
(Same unit goal from previous page) Contribute to the successful transition of first year students to college	Recent high school graduates coming to NOVA will have access to New Student Orientation.	Monitor attendance at NSO Target: Twenty percent of the first time students who registered for the Fall 2012 semester will have attended NSO in the spring or summer prior to registering.	22% of first time students who registered for Fall 2012 semester have attended NSO prior to registering for classes.	Target met

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
	Recent high school graduates coming to NOVA will have access to student advising and registration (SOAR) sessions and will be able to enroll for classes at these sessions.	Monitor attendance at SOAR sessions Target: Fifty percent of the students who registered for the Fall 2012 semester will have participated in a SOAR session.	71% of students who registered for Fall 2012 semester participated in a SOAR session.	Target met.
		Monitor ability of students who participated in SOAR sessions to enroll for classes at these sessions. Target: 100%	100% of students that participated in SOAR were able to enroll in classes after attending SOAR sessions.	Target met.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Advise and assist students on issues related to student development	Student will have a pleasant and satisfying experience in Student Services	Document training of staff on Six Essential Tips of Great Customer Service Target: 100% of Student Services staff	All Student Services staff completed a comparable customer service training conducted by the Moran Group	Target met

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
		Document training of staff on the implementation of People Soft 9.0 Target: 100% of Student Services staff trained	100% of Student Services staff were trained	Target met
		Brief survey given to a sample of students after interaction with Student Services staff Target: 75% of the students are "satisfied" or "very satisfied"	78% of the students surveyed rated services as satisfied or very satisfied.	Target met.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Offer educational opportunities to veterans in order to increase enrollment	The number of veterans will increase compared to prior semesters. Enrolled veterans will receive resources and counseling to help them succeed academically.	Veteran counselor will maintain files of certified veterans. Target: The number of veterans certified and enrolled will increase by 25%	Veterans certified showed a negligible increase from 335 in 2010-2011 to 337 in 2011-2012.	Target not met. It could be due to 1) change of major or 2) BAH (housing allowance) at other campuses is much higher than Manassas. We will assess and document how this affects the academic success of veterans enrolled at Manassas.
Connect area high school graduates to NOVA	High school students from our nine area high schools will have the opportunity to visit NOVA	Monitor attendance at high school NOVA Day. Target: 200 students attend NOVA day from all	360 total students from all nine high schools attended High School NOVA	Target met

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
		nine high schools	Day.	
	High schools students from our nine area high schools will receive information on how to get started at NOVA	Monitor number of presentations to high school students. Target: 1500 students will see presentations	Twenty-one presentations to approximately 2500 area high school student (including some parents) were given between September 2011 and May 2012.	Target met. A High School Outreach Specialist has been hired to take over these events for 2012-13.
	High school students from our nine area high schools will enroll at NOVA	Target: 80% of target number will enroll for Fall classes	Enrollment was 973, 80 % of target (Target number = 1113)	Target met.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide assistance to students with the financial aid process	Students will be more informed about the financial aid process	Verify establishment of a student Financial Aid Committee for student opinion and to help provide information to students on scholarships and Financial Aid information sources Target: Committee established	The Moran Group did something comparable college-wide. Five Manassas students participated in the focus groups.	Target met.
		Document training of Financial Aid staff on new processes Target: 100% of Financial Aid staff trained	All FA Advisors meet monthly at the College FA Office with the Director of FA and the college	Target met.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
			staff for updates and trainings.	
		Document presentations to incoming students on general financial aid information processes, and deadlines. Target: Make Financial Aid presentations at all NSO sessions and High School NOVA Days	Campus FA advisors have been present at all NSO sessions and high school NOVA Days to speak about the FA process.	Target met. Will want to make presentations in the high schools in the future.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Expand the college's award program	An increased number of Manassas students will be aware of the Jack Kent Cooke Undergraduate Transfer Scholarship program	Track applications for Jack Kent Cooke scholar award Target: Three students submit competitive applications	Five Manassas students submitted applications for the scholarship. One student's application was sufficiently competitive to be selected as one of four nominees submitted to the JKC Foundation, although she was not selected by the JKCF to receive an award. The Manassas student,	Target met. Will continue to work collaboratively with PTK and campus Honors faculty to ensure that Manassas students are aware of this highly prestigious scholarship.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
			along with the other three NVCC nominees, was recognized by the NVCC Educational Foundation with a \$500 scholarship.	

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Manassas Campus
Sub-unit: Informational Technology Services

PURPOSE STATEMENT: The purpose of Informational Technology Services at the Manassas Campus is to facilitate the College's mission of teaching, learning and excellence. We serve faculty, students, staff and the internal and external customers of the college community by delivering outstanding customer service in the area of information technology towards the support of the educational goals of the community

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Contribute to retention rates among all students by providing access to informational technology	Students will have increased access to computers.	Monitor the number of additional student accessible computers in public places Target: 6 computers	36 computers were made available for student use (4 computers in the cafeteria, 4 computers the lobby, 28 computers in the open lab in Parrish Hall)	Target met.
		Monitor configuration and install new computers to support the NCAT initiative Target: 75 computers	78 computers were configured and installed.	Target met
	Students will have increased access to wireless.	Monitor wireless capacity on the campus Target: 80% coverage	88% coverage	Target met.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Advise and assist faculty in using the technology in the campus classrooms	Students will receive instruction from faculty who utilize the technology available in the classroom.	Track faculty attendance at technology training at the semester start up meetings Target: 50% of faculty attendance	Estimated only about 15% of faculty	Target not met. It has been planned to offer classroom technology training more frequently to reach more faculty.
		Monitor outfitting of instructional classrooms in Parrish Hall with leading edge technology to support instructional delivery Target: 31 classrooms	31 classrooms (totaling about 40 computers) were outfitted.	Target met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Manassas Campus
Sub-unit: Learning Technology Resources

PURPOSE STATEMENT: The purpose of Learning Technology Resources at the Manassas Campus is to facilitate the College's mission of teaching, learning and excellence. We serve faculty, students, staff and the internal and external customers of the college community by delivering outstanding customer service in the areas of library, testing, and tutoring towards the support of the educational goals of the community.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Contribute to retention rates among all students by providing coaching, tutoring, testing, library services and study rooms	Students will have an easier time scheduling tutoring.	Monitor implementation of new scheduling system for tutoring Target: Scheduling system implemented	Appointment-Plus scheduling system implemented	Target met
		Survey students about satisfaction with the new scheduling software Target: 75% of students report being satisfied	84% of students report satisfaction with new scheduling system.	Target met
	Students will have access to quality tutoring.	Record the number of student tutoring appointments Target: 1000 student appointments	1136 appointments were made (650 for Fall 2011, 486 for Spring 2012)	Target met.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>(same unit goal from previous page) Contribute to retention rates among all students by providing coaching, tutoring, testing, library services and study rooms</p>	<p>Students will have access to appropriate resources upon arrival at the testing center</p>	<p>Monitor implementation of a new sign-in system for testing Target: New system implemented</p>	<p>New sign-in system implemented Dec 2011</p>	<p>Target met</p>
		<p>Monitor the percentage of students who are unable to test due to lack of resources Target: 95% of students will be able to test</p>	<p>96% of students are able to test. {This is an estimate of how many students we turned away after cutoff time for the entire academic year. The number of students is tracked if they take a form indicating they were not able to test. If they do not take a form, we have no data. An estimate was used that 300 students were turned away after cutoff who didn't take a form.}</p>	<p>Target met but there is still room for improvement. Students wait in line upwards of 2 hours on some Saturdays; long waits increase stress and anxiety which, in turn, can decrease performance. Additional resources such as space, computers, and staff are needed to allow more students to test on Saturdays and decrease wait times.</p>
	<p>Students will have access to placement tests</p>	<p>Monitor implementation of new Math placement test Target: New Math placement test implemented</p>	<p>New Math placement test implemented Nov 2011</p>	<p>Target met</p>
		<p>Participate in VCCS pilot testing of English placement test Target: New English placement test pilot completed</p>	<p>New English placement test piloted in Apr 2012</p>	<p>Target met</p>

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
(same unit goal from previous page) Contribute to retention rates among all students by providing coaching, tutoring, testing, library services and study rooms	Students will have access to a quiet and pleasant space to study.	Document installation of new study rooms in library Target: 4 new study rooms	Four new study rooms installed	Target met. In the future will want to measure student satisfaction with these study areas
	Students will receive one-on-one mentoring and academic coaching from members of the Lifelong Learning Institute (LLI) who volunteer to work with students	Monitor the number of students who are receiving mentorship. Target: 10 students	6 students received one-on-one mentoring from LLI members.	Target not met (although this was an improvement over the previous year). Continue to work with LLI to identify qualified volunteers. Also increase marketing and recruitment of students to increase number of student-volunteer matches

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Support student learning through appropriate access to the library and librarians' expertise	Students will receive effective library instruction.	Monitor the number of students who receive library instruction. Target: 2400 per year	2297 students received library instruction in 120 sections.	Target was almost met. The library was understaffed this year. Numbers are expected to increase with full staffing. The library will also work on more effective outreach to faculty and assessing faculty satisfaction with library

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
				instruction in the future.
	Students will receive appropriate one-on-one assistance from reference librarians	Monitor the number of reference transactions Target: 3000 per year	1916 reference transactions recorded.	Target not met, although this was an improvement over the previous year. Statistics are not being recorded consistently. Library staff will work to improve data collection in the future.
	Students will have access to course reserve materials	Monitor the number of course sections with reserve materials Target: 500 sections per year	Provided course reserve materials for 521 sections from Summer '11-Spring '12; 130 items for 98 courses	Target met. Target may be increased in the future along with more effective faculty outreach, and collection development efforts related to course reserves.

**Medical Education Campus
2011-2012**

Annual Planning and Evaluation Campus Report: 2011-2012

Unit: Provost, Medical Education Campus

PURPOSE STATEMENT: The purpose of the Medical Education Campus is to provide innovative academic pathways to higher education, preparing diverse health care professionals to meet the challenges of the 21st century. Emphasizing health promotion, wellness, disease prevention, and quality of life, the Medical Education Campus dedicates its resources to development of specialized knowledge and compassionate health care practice. Using advanced educational technologies and instructional strategies, the Medical Education Campus promotes excellence in all aspects of health care, workforce development, and community service.

COLLEGE STRATEGIC GOAL: EMERGENCY PREPAREDNESS AND CONTINUITY OPERATIONS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Test, maintain and refine current emergency response plans that further the safety, operations and security of students and faculty.</p> <p>Implement and improve business continuance of operations and disaster recovery plans to ensure the high availability, resiliency, reliability of enterprise services and certify that practices meet Continuity of Operations Plans for MEC.</p>	<p>Students, faculty, and staff will be safe and receive continuity of college operations, services, and instruction during emergency situations.</p>	<p>Results of regular testing of equipment and technological systems monitored and reported on during the weekly meetings of the MEC Safety Meeting</p> <p>Target: All systems in operating order and all faculty and staff knowledgeable about provisions of plans for an emergency</p>	<p>Plans reviewed and tested weekly with necessary adjustment made when identified.</p>	<p>Target met.</p>

COLLEGE STRATEGIC GOAL: PARTNERSHIPS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Convene and help lead a regional coalition of private sector, government, community and education leaders to develop a business-driven sustainable strategy addressing the Northern Virginia health care worker shortage.</p>	<p>NOVA's public and private partners will benefit from shared resources of the NoVaHealthForce.</p>	<p>Reports of successful programs and shared resources Target: Receipt of funding from the Virginia General Assembly and private healthcare providers.</p>	<p>Funds received from the General Assembly for the Nursing Education Expansion: \$218,000 Funds from the providers for Nurse Education Expansion \$296,550 Funds to supplement Diagnostic Imaging faculty salary for providers \$118,713</p>	<p>Target met.</p>

COLLEGE STRATEGIC GOAL: LEADERSHIP

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Provide leadership in developing a national model at the intersection of Health Information Management and Health Information Technology through the Health Information System Center of Excellence.</p>	<p>NOVA will benefit from the development and implementation of the HIS Center of Excellence programs.</p>	<p>Reports of program progress Target: Development of, implementation, and strategies for Center of Excellence completed.</p>	<p>Center of Excellence purpose and vision developed. Plans for delivery of profit-making educational programs for healthcare professions developed.</p>	<p>Use funding to further define business lines, professional development, development of new educational programs and certificates/degrees. To date one Career Studies Certificate Program has been developed and will launch in Fall 2012.</p>

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Medical Education Campus
Sub-unit: Allied Health

PURPOSE STATEMENT: The purpose of the Medical Education Campus is to provide innovative academic pathways to higher education, preparing diverse health care professionals to meet the challenges of the 21st century. Emphasizing health promotion, wellness, disease prevention, and quality of life, the Medical Education Campus dedicates its resources to development of specialized knowledge and compassionate health care practice. Using advanced educational technologies and instructional strategies, the Medical Education Campus promotes excellence in all aspects of health care, workforce development, and community service.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop and implement strategies and programs that will ensure student success in Allied Health programs.	There will be more fully prepared (to be program placed) students for each of the Allied Health Disciplines. Students, interested in allied health professions, will be able to apply and take courses in an increased selection of degree and certificate programs.	Future use, monitor the number of students each year who apply to Allied Health Programs with the Health Professions CSC; monitor the number of fully qualified applicants each year w/o the CSC; report both of these measures as % of available starts separately and together. (example: Step 1: 85 of 200 with CSC or 42.5% and 115 of of 200 w/o CSC or 57.5%; Step 2: 83 of 85 CSC students (97.6%) graduated; 55 of 115 w/o CSC students (47.8%) graduated; overall 138 of 200 students (69%) graduated.	Health Professions CSC was approved in October 2011. Enrollment/ Placement into CSC Pgm Starts Fall 2012. Meaningful data will be available by Spring 2014. MEC Student Services Outreach Coordinator will promote maximum use of CSC starting Fall 2012.	Analyze success during the program against those who earned the CSC contrasted against those who only met the minimum pre-requisites.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop and implement strategies and programs that will ensure student success in Allied Health programs.	Set "par" value for each discipline and recruit at least that many students.	Number of Allied Health Associate Degrees & Certificates Target: Offer between 350 and 400 degrees and certificates.	In 2010, offerings were 466. In 2011 the count increased to 655 academic offerings. Office of the National Coordinator for Health Information Technology program graduated an additional 95 students. In 2012 there were 205 degrees and a total of ~ 450 certificates in Phlebotomy, Clinical Coding, EMS, and ONC. Total 655.	Target met. Rationalize the Optimal Number rather than non-strategically planning continued growth. Seek new programs to start to replace ONC certificates generated during the grant: OCT, DA, Health Professions AS.
	Persist at least 70% of the students in each discipline from year one to year two.	Count the starts in each program; Count the students who continue in year two; calculate retention percent. Target: 70%	Program starts 2 nd Yr % Final Data to be available in August 2012; rough estimate is 69%.	Target just missed. Increase competitive placement. Increase emphasis on Health Professions CSC. Press students to persist, advise, coach, and challenge them; adjust curriculum as necessary.

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop and implement strategies and programs that will ensure student success in Allied Health programs.	Graduate most of the students who make it to year two.	Count yr 2 students; count graduates; calculate percent Target: 98%	Program 2 nd Yr % Grads First data set for May 2012 graduation; data expected to be available by September 2012.	Monitor; if not 100% determine cause for not continuing; attempt to mitigate.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop and implement strategies and programs that will ensure student success in Allied Health programs.	Students will pass allied health certification/licensing exams on the first attempt.	Review certification/licensing exam scores Target: Strive for 85% first time pass rate.	Average for 2010 was nearly 91%, exceeding the national average (data for 2011 available in fall 2011; data for 2012 available fall 2012) Gathering Data.	Target met.
	Students will have the option of pursuing degrees and certificates in computer science-related allied health fields.	Minutes of Curriculum Committee and Admin Council Target: Establish CSC for Health Sciences during AY 2011/2012.	Curriculum Committee approved; Admin Council Approved; CSC number 221-190-01	Target met, Approved October 2011. Working with Student Services at MEC to propose the directed solution with a goal of implementing in AY 2012-2013.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop and implement new programs that will meet the increasing healthcare industry needs for education and training.	Dental Assisting students will be able to receive a degree in the dental hygiene program that is nationally accredited.	Accreditation assessment/audit Target: Institute accredited Dental Hygiene program by Fall 2012 at best or 2013 at worst. Requires approval of NVCC Board, VCCS Board, and CODA	VCCS Approval, 6 July 2012.	Self Study and application is scheduled for submission NLT 1 Oct 2012; Site visit anticipated Spring 2013; Provisional Approval to start anticipated July 2013.
	Occupational Therapist Assistant students will be able to receive a degree and/or certification in the Occupational Therapist Assistant program.	Occupational Therapist Assistant program offered in NOVA catalog Target: VCCS-SHEV approval of NOVA's Occupational Therapy Assistant program.	VCCS-SHEV approved NOVA's Occupational Therapy Assistant program April 26, 2011.	Target met. The following actions have been identified as actions that must be completed during 2011-12: Monitor start year (goal 12 first year) Director hired, program pending start in January 2013. Currently recruiting Field Site Coordinator Faculty Member. Next recruit students.
	Prosthetics students will be able to receive training in the career field of Prosthetics.	Prosthetic/orthotic Technician Associate Degree approved Target: Begin feasibility study	Fitter Program developed and offered by WDCE. Technician AAS program requirements being reviewed.	Delayed this start until OTA is fully underway.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Support faculty professional development both as teachers and health professionals	All full time faculty will be blackboard competent; adjuncts will be encouraged to develop blackboard skills	Dean of Allied Health will provide TAC with roster of full time and active adjunct faculty; TAC will annotate blackboard credentials; assistant deans will encourage all full time faculty to obtain the training within the first academic year of their service. Target 100% of full-time Allied Health faculty will obtain training	Data Being Gathered.	Failure to become blackboard competent will be reflected in evaluation and could prove detrimental to continuation.
	Faculty will be encouraged to complete continuing education requirements. Faculty will receive funds (at least registration costs).	A roster will be prepared and number of hours with cost of registration projected; that amount of professional development funding will be requested. Target: 100% of registration funding needed for professional development will be received and expended	Faculty will be monitored as to hours of CHE received versus hours needed. Delta will be managed. Data Being Gathered. Correlate faculty credentials against certification scores, by discipline.	No data to report use of results.
	Encourage Faculty to Become Quality Matters Trainer Certified	Keep roster of faculty who achieve this standard Target: 65% of all faculty will achieve this standard	Calculate trend of adopters; monitor peer review results (QM Standards scores) for distance learning courses; trend over time. Using QM Master Trainer Certified consultant to design and implement this initiative. Will not take shape until AY 2012/2013.	Raise the QM Standards for all on line courses each year over 5 years until 80% of courses are QM Certified.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide access to and visibility of Allied Health Programs to potential students	Students will benefit from Information sessions that are current and on-line.	Each March and September each program's online information session will be reviewed by Allied Health Gatekeeper and Student Services to make sure information is accurate and current. Target: 5 complaints or less per year	No complaints.	Target Met.
	Prospective students will benefit from a consolidated application for all Allied Health Disciplines.	Target: consolidation of applications before end of assessment cycle	Target was met.	Improvements to further the usefulness of the consolidated applications is identified as the focus for next year.

COLLEGE STRATEGIC GOAL: RESOURCES

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Properly Staff each Allied Health Discipline	Students will benefit from a staff/faculty FTE to student value of 11.667 to 1. Note: Where accreditation standards require a specific ratio it will be maintained (e.g. DNH 5:1 students to faculty, EMS 6:1)	Number of FTES on each census date will be reported from Peoplesoft for each discipline; number of full time faculty will be counted in each discipline and adjusted to include adjunct equivalent faculty. Target: Ratio will be 11.667 to 1	Data Being Gathered	Adjust staffing to avoid burn out while also minimizing excess resources; Make adjustments for accreditation requirements.
	Cost per student will be monitored and trended overtime; expected outcome is to maintain or reduce the cost per student for each program.	Total budget for each department will be reported annually from AIS and divided by number of students in that program on census date. From year to year, efforts will be made to limit any cost increase Target: Establish baseline in 2013; decrease 5 % each year	This initiative will not be undertaken until AY 2012/2013.	Target not met.
	Allied Health Programs will be sufficiently funded through the M&O budgets.	Granular budget requirements will be projected and approved by each program director and subsequently approved by the dean and provost, this will then be calculated against the actual funding (actual/projected%) Target: Achieve full funding, actual vs. required, per student	This initiative will not be undertaken until AY 2012/2013. If there is an irreconcilable delta between required \$ and actual \$ discuss reduction in enrollment to level that has been resourced.	Postponed.

COLLEGE STRATEGIC GOAL: EXCELLENCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Uphold the highest teaching quality and clinical training support for students in HIM, BNH, EMS, MLT, DMS.	Students of HIM, DNH, EMS, MLT, DMS programs will receive degrees and certificates that are nationally approved by their respective accreditation agencies.	HIM, DNH, EMS, MDL and DMS accreditation reports from appropriate organizations will prove assessment evidence. Target: Reaccreditation of HIM, BNH, EMS, MLT, DMS.	HIM accredited. DNH 7 year reaccreditation affirmed with one recommendation that was implemented. EMS site visit yielded two findings. Changes have been adopted and implemented. MDL self study is done and ready for submission; site visit is Fall 2011. DMS site visit July 18. Informal report expects the program will be fully accredited by fall.	Targets met.

COLLEGE STRATEGIC GOAL: PARTNERSHIPS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Expand strategic partnership with George Mason University to develop pathway to the Baccalaureate programs in Health Information Systems (HIS).	Students who receive associate degrees or career certificates in Health Information Systems will be able to move onto a bachelor's program in Healthcare Administration at George Mason University; Strive to establish 60 credit AS degree for transfer to GMU.	Report from staff on progress towards articulation agreements. Target: Completion of strategic partnership agreements.	All programs have clinical agreements and affiliations completed. Both Met and Ongoing. Determine # students program placed in Health Professions AS Degree in 2012. To start Fall 2012. An RHIT-RHIA career ladder agreement with Marymount. Still being developed.	Next steps identified: Work with GMU to fill all available 3 rd year slots for HCA program. MEC staff has met with Marymount University to discuss a possible Registered Health Information Technology-Registered Health Information Administration (RHIT/RHIA) partnership.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Medical Education Campus
Sub-unit: Nursing Program

PURPOSE STATEMENT: The purpose of the Medical Education Campus is to provide innovative academic pathways to higher education, preparing diverse health care professionals to meet the challenges of the 21st century. Emphasizing health promotion, wellness, disease prevention, and quality of life, the Medical Education Campus dedicates its resources to development of specialized knowledge and compassionate health care practice. Using advanced educational technologies and instructional strategies, the Medical Education Campus promotes excellence in all aspects of health care, workforce development, and community service.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop and Implement Strategies to prepare nursing graduates to competently serve as a professional registered nurse	The students enrolled in the Nursing Program will complete curriculum requirements in the prescribed length of time.	Review annually NOVA Nursing graduation rates. Target: Maintain and/or exceed the percentage of graduates who complete the curriculum in the prescribed length of time.	Previously reported in Annual Report of 2009-2010 Class of 2011 Traditional 93.92 % Momentum/online 98% LPN track 99% Ave. rate=96.97% 2010-2012- Traditional app. 2012-91% Momentum 2+1 2012-100% Online Hybrid- 100% LPN-to-RN track 82% Average rate= 96%	The target was not met. In fact the graduation rate went down by 1%. The desired attrition rate for LPN track was not met and which was related to the full time work demands that are usually required by their employers. The Nursing Program graduation rates have been shared with the nursing advisory committee, nursing faculty and students.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop and Implement Strategies to prepare nursing graduates to competently serve as a professional registered nurse	The Nursing Division will maintain and/or improve current Nursing retention rate.	Review annually student attrition report by program track Target: Student attrition will improve by at least 1% (Nursing Attrition rates are based on the number of admissions minus withdrawal, drops and failures per semester)	For the class of 2012, there were 217 students admitted overall and 198 graduated in May 2012. Attrition rate = 8.76%	The results of qualitative data from exits interviews that there was a 100% attrition related to personal/ family issues/conflicts. Economics as an issue was not noted except the LPN track students tried to maintain full time working status to keep benefits and position. The Nursing Program attrition rates will be tracked and results shared with the Nursing Advisory committee, Nursing faculty and students.
	The Nursing Division will increase the rate of students successfully passing NCLEX-RN licensure examinations compared to the previous year.	Review percentage of graduates who successfully pass NCLEX-RN on first attempt Target: Meet or exceed 2011 pass rate of 86.38% in 2012.	Pass rate for 2011 was 86.38% compared to 2010 pass rate of 88.77% Pass rate for graduating class of 2012=Data not available until fall 2012	Target for 2011 was not met.

COLLEGE STRATEGIC GOAL: PARTNERSHIPS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase the number of clinical sites	The Nursing Division will have an increased number of clinical sites for direct care opportunities compared to the number of sites available during the last academic year.	Monitor the number and variety of clinical sites Target: Increase the number of Memorandum of Understanding by two.	The Nursing Division Dean, Assistant Deans and Clinical Coordinator met with and/or networked with several nursing and administrative leadership from northern Virginia/Washington D.C. clinical practice sites to increase the number of MOUs for new clinical practice sites. To date, the program has established a new agreement with Sibley and Birmingham Green.	The target for 2011 was met.
Expand the number of transfer agreements with 4-year institutions	Students will have an increased number of transfer opportunities through new GAA with 4-year universities as compared to the number of GAA's available for student transfer during the last academic year.	The Nursing Division Dean will network with 4-year universities to seek out new GAA opportunities. Target: Increase number of GAAs by at least one.	Over the course of the last year, the Nursing Division Dean and College leadership met with University of Phoenix, Old Dominion University, George Washington University, Chamberlain University, and Shenandoah University. As of 6/2012 NOVA has a new Transfer Pathway agreement with ODU.	The target for 2011-2012 was met.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Foster and promote professional development opportunities for faculty and staff focusing upon improving teaching, student success and customer service.	All full-time faculty will be blackboard and Elluminate competent; adjuncts will be encouraged to develop blackboard skills	Review attendance rosters from TAC on an annual basis. Target: All (100%) full time nursing faculty will become Blackboard and Elluminate competent/certified within the first 3 months of their service. All nursing faculty will attend Blackboard/Elluminate upgrade in-services within 3 months of the upgrade.	All employees attended a Blackboard 9.1 upgrade in-service.	Target met.
	The nursing faculty will participate in professional development opportunities provided by the College	Review attendance rosters and faculty profile form annually (during evaluation). Target: 5% increase in professional development attendance over previous year.	As of June 2012, ten (10) members faculty attended out of college professional development opportunities. 100% of nursing faculty attended Blackboard 9.1 upgrade. The College upgraded to Elluminate for summer 2012. 100% of faculty teaching online attended the orientation.	Target met.
	All full-time nursing faculty and staff will complete the "New NOVA" customer service training.	Monitor number of Faculty and staff who receive the training. Target: 100% of current Nursing Division faculty and staff will take the one-day training when offered.	Four nursing faculty, including the Acting Dean of Nursing completed their DNP at GMU on May 2012. A second staff member completed her MSN/NP in May 2012. One faculty will complete DNP in August 2012 and a 2 nd will complete her PhD in August 2012.	Target met. The Nursing Division has made plans to align nursing training with "New NOVA" training.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Medical Education Campus
Sub-unit: Student Development Services

PURPOSE STATEMENT: The primary purpose of Student Services is to assist students in achieving their educational goals and to provide opportunities for them to enhance their career and personal development. In our quest to provide a higher standard of customer service to our students, NOVA has reorganized Student Services. These changes will enhance the face-to-face support and services to our clients. These changes will also ensure that Student Services are one of the leading components in realizing the Strategic Vision 2015 for NOVA.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Create and improve open communication across campuses and within MEC SSC	Administrators across campuses will have better communication around assisting students.	Target: Internal processing. Shared tracking log of frequently asked questions (FAQs). Program Admissions FAQs document will be generated	All MEC Program Admins have signed up for Instant Messaging. A contact person at three NOVA Student Services offices has been identified.	The results will be used to ascertain a strategy for integrating the inclusion of GPS Advisors as part of Instant Messaging Windows Live Groups.
Assist students apply for medical education programs	Students will receive consistent, accurate, and detailed information about the physical therapy assistant program.	Review on-line and in-person PTA Information session attendance rosters to determine an increase in on-line participation. Target: Assist PTA department in creating online information sessions and webinars. To be implement for class beginning Fall 2013.	The PTA Information session is slated to go online in Fall 2012.	The results will be used to make the recommendation to offer PTA information sessions solely on line or continue with the face-to-face approach.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Assist students apply for medical education programs	Prospective students will have available to them in-person services and outreach.	Number of students who use walk-in services Number of high school campus tours	5,010 students access the MEC SS on a walk-in basis for 2011-12. Actual campus tours and outreach presentations numbers are inaccessible at this time.	The results will be used to strategically target HS populations likely to enroll at NOVA with interest in MEC program.
	Veteran students and military dependents will receive support.	Measurable performance metrics via student database sign in system Target: Track number of veteran students and military dependents using services	362 students accessed VA services on a walk-in basis for 2011-2012.	Target met.

COLLEGE STRATEGIC GOAL: RESOURCE

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide positive work climate for staff	Staff will be recognized for their achievements.	Track employee of the month and provide incentives for positive reinforcement	The SS team has highlight two employees through departmental recognition program. Spring and Summer 2012	Target met.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide job readiness opportunities to MEC students	MEC students will increase participation in job readiness activities to include resume classes/workshops, resume critiques, job search and interviewing skills	Track number of students who participate in job readiness events and compare with prior year data. Target: 20% increase in number of MEC students who participate in job readiness activities from prior academic year.	The MEC Job fair activities witnessed a 25% increase in job fair participation. The job fair was mandatory for nursing students.	Target met. The results have been considered to assist the MEC Adult Career Coach and Career Counselor in establishing baseline measures of student job readiness and to create an opportunity to develop strategies for improvement.
	MEC students will increase participation in transfer preparatory activities to include transfer fairs, workshops, resources available, and general advising.	Track number of students who participate in transfer events and compare with prior year data. Report number of students who request transfer advising in the Student Services Sign-In Database Target: Increase participation of MEC students in transfer preparatory activities by 15% from prior academic year.	Transfer fair participation moderately increased by 12%	Target partially met.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide services to students that will encourage retention	Program placed students in Allied Health and Nursing who are at risk for attrition will access Student Services for retention counseling.	Track the number of students who sign-in for Retention matters in the Student Services Sign-In Database. Track the number of students who meet with Retention Counselor using a web-based intake form. Track the number of Early Alert MEC Referrals provided by faculty/staff. Report the number of students who attend Academic Success Strategies Workshops	As of March 1, 2012, 24 students had access retention services. Student received one-on-one remediation strategies to help them persist in the respective MEC programs.	Target met.
	Reduced need for students and other campuses to call and verify that transcripts are on file.	Transcript Database Target: Reduce time to verify transcripts	Under the former system, transcripts took up to two weeks for receipt and processing. To date, the process takes up a maximum of 1 to 3 business days.	Target met.
	Students in SDV 101 courses will be introduced to the Virginia Education Wizard website.	Assessment Method: Headcount of SDV enrollment by semester for VA wizard instruction.	1500 Students were introduced to the VA Wizard in SDV 101: Fall 2011 621 Spring 2012 587 Summer 2012 292	Target met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Medical Education Campus
Sub-unit: Learning and Technology Resources

PURPOSE STATEMENT: The purpose of the Medical Education Campus is to provide innovative academic pathways to higher education, preparing diverse health care professionals to meet the challenges of the 21st century. Emphasizing health promotion, wellness, disease prevention, and quality of life, the Medical Education Campus dedicates its resources to development of specialized knowledge and compassionate health care practice. Using advanced educational technologies and instructional strategies, the Medical Education Campus promotes excellence in all aspects of health care, workforce development, and community service.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase access to onsite tutoring for nursing and allied health by offering drop in tutoring hours in addition to appointment only hours	Students will have access to onsite peer tutoring.	<ul style="list-style-type: none"> • Offer drop in as well as scheduled tutoring sessions. • Track on site tutoring sessions for 2011- 2012 and compare with 2010-2011 <p>Target: 10% increase in number of onsite sessions from 2010-2011 to 2011-12</p>	<p>On site use dropped 9.6%</p> <p>Fall and Spring 2010-2011 offered approximately 46 hours per week—no drop in hours; 2011-2012 offered approx. 12 of 36 hours as drop in.</p> <p>NUR and RTH students utilized drop in hours mostly around peak test times during which, there were not enough hours available to offer students.</p> <p>RAD, HIM, & MDL drop in hours were rarely used. Some Nursing turnaways may have utilized Smarthinking</p>	<p>Target not met. Ability to meet onsite tutoring demand is dependent on being able to offer enough hours in the right content areas when there is demand. During Spring 2011 there was a 20 hour per week tutor to support Nursing TEAS preparation; LTR was unable to hire a replacement for 2012 and onsite tutoring numbers fell.</p> <p>The following actions have been determined: additional drop-in hours during peak test times for NUR and RTH, add hours for other AH programs which have an unmet need for tutors; survey programs and either reduce drop in hours for RAD, HIM and MDL or try to offer at more optimal times; market those hours via Tutoring website, Blackboard announcement, and Facebook.</p>

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Increase the use of online tutoring by actively promoting Smarthinking service	Students will use Smarthinking tutoring service at an increased rate.	Actively market Smarthinking Track number of sessions for Spring 2012 and compare with Spring 2011 Target: increase of 10% for Spring 2012 semester compared to Spring 2011	Number of sessions increased from 81 in Spring 2011 to 138 in Spring 2012 or over 70%	Target was exceeded.
Prepare students for online licensing exams by increasing the opportunity for classes of students to test online	Group testing which cannot be accommodated in classroom labs but can be accommodated in the Testing Center, Open Computer Lab and Library Classroom without negatively impacting individual student access to those areas or requiring an increase in staff. Students will not be turned away for testing.	<ul style="list-style-type: none"> • Market the availability of the Testing Center, library classroom and Open Computer Lab for administration of class online exams • Maintain student access by blocking testing during key weeks in the term so as not to decrease student access to OCL software and library instruction or prevent individuals from accessing the Testing Center for other exams. • Instructors were required to proctor their class exams. • Track scheduling of those areas on the Library Calendar by program and number of hours and track turnaways Target: Turn away rates for group testing will be less than 5% during 2011.	All 52 group testing sessions requested were accommodated within available and requested timeframes with no turnaways.	Target met

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Initiate self-study for the Medical Lab program.	LTR will be able to document adequate resources and services for Medical laboratory Technology accreditation.	<p>Collection will be analyzed for currency and completeness</p> <p>Instructors encouraged to integrate library/ lab instruction into curriculum</p> <p>Targets:</p> <ul style="list-style-type: none"> • Age of collection is within 5 years, except for categories having historical value • Collection contains all essential core titles • 100% of requests for instruction in use of resources provided in a timely manner 	<p>Collection weeded to meet criteria</p> <p>Collection contains all available 2010 essential and core titles</p> <p>100% of requests accommodated in timeframe requested</p>	Targets met. Program assessments were completed satisfactorily with no substantive issues relating to LTR academic support

COLLEGE STRATEGIC GOAL: EMERGENCY PREPAREDNESS AND CONTINUITY OF OPERATIONS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Test, maintain and refine current LTR emergency response plans that further the safety and security of students, faculty and staff.</p>	<p>The campus will benefit from a workable LTR plan for disaster response.</p>	<p>Develop emergency response plans for each unit and get feedback from campus Emergency Coordinator, Director of Campus Operations and LTR staff</p> <p>Field test responses to scenarios in all units</p> <p>Train staff and drill on response to scenarios</p> <p>Incorporate needed changes into plan</p> <p>Practice plans during drills/ emergency events</p> <p>Target: Campus after action reports will result in no procedural problems being reported for LTR sub-units.</p>	<p>3 campus drills/ emergency events resulted in no procedural problems being reported as a result of LTR plans.</p>	<p>Target met. Emergency response scenarios in use and being used as templates for development of campus departmental plans at MEC. Plans continue to evolve as required.</p>

COLLEGE STRATEGIC GOAL: EMERGENCY PREPAREDNESS AND CONTINUITY OF OPERATIONS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
<p>Implement and improve business continuity and disaster recovery plans to ensure the high availability, resiliency, reliability of enterprise services</p>	<p>LTR will be prepared for any natural disaster and be able to continuously provide services.</p>	<p>Identify relevant state policies/ guidelines</p> <p>Identify college policies and guidelines in place</p> <p>Research plans developed by other institutions for standards/ templates</p> <p>Meet with person at GMU responsible for disaster preparedness/ recovery for the Library, Testing, etc., to get additional information</p> <p>Prepare template for emergency response</p> <p>Prepare report</p> <p>Target: End of June, 2012 Snapshot report to Deans of LTR Leadership Council and campus Provosts on status of disaster preparation and recovery plans for LTR at NVCC</p>	<p>Reported status of disaster recovery to LTR Deans Leadership Council</p> <p>Worked with SAIC, Assoc. dean at Annandale Campus and Librarians Working Group to identify workable disaster recovery area (library collections recovery) to begin addressing and create template for disaster recovery operations for college</p> <p>Identified vendor contract in place at GMU which can be built upon</p> <p>Draft template in place— final draft from SAIC due in July</p>	<p>Target partially met</p> <p>The following actions have been identified for the next evaluation cycle:</p> <p>Use template to continue to develop procedures for library collections recovery and disseminate to other 4 campus LTRs for campus action</p> <p>Report to provosts as requested</p> <p>Extend disaster preparedness process to other core business activities</p>

**Woodbridge Campus
2011-2012**

Annual Planning and Evaluation Campus Report: 2011-2012

Unit: Provost, Woodbridge Campus

PURPOSE STATEMENT: The purpose of the Woodbridge Campus of NOVA is to respond to the educational needs of the residents of Eastern Prince William County by providing an array of comprehensive programs and services that facilitate learning and workforce development in an environment of open access and lifetime educational opportunities.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide support and resources to students so they can graduate.	New students will benefit from the implementation of GPS for Success initiative.	Pilot NOVA's GPS for Success initiative, which is a case management approach that assist students learn how to successfully navigated the enrollment process Target: Complete implementation for Fall 2012 freshman class	GPS for Success was implemented with the Fall 2012 freshman class. Five advising specialists have been hired, trained and are working with this target population. Faculty and the academic deans have been engaged and provided training on their role and expectations in the initiative. Although data are not available, preliminary indicators are promising as indicated by an increase in the number of high school graduates enrolled and the number of students participating in new student orientation.	Target met.
	Students will be able to participate in a newly redesigned developmental math program.	Developmental Math will be converted to a module format that is self-paced Target: Pilot program by summer of 2012.	Results from the summer pilot indicate an encouraging increase in the number of students successfully completing developmental Math using the redesigned approach as compared to the traditional method.	Based on these outcomes, it has been determined that classroom and computer lab accommodations will need to be made to support this initiative.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Offer academic programs and services relevant to the Prince William County (PWC) residents.	Woodbridge campus will increase student enrollment.	Enrollment data Target: Increased student enrollment by focusing on recent high school graduates.	High School Outreach Specialists focused recruitment activities on early engagement and increased understanding of the enrollment process and requirements by students, teachers and counselors. Information sessions were held on the Woodbridge Campus for these groups. The Woodbridge Campus had a 1.5% increase in the fall enrollment. This was 2.9% below target. Spring enrollment was 2.1% above the previous spring, 2011, but 1.2% below target.	The campus reviewed the early engagement activity and recruitment efforts with high schools as well as the course schedule development process.

COLLEGE STRATEGIC GOAL: PARTNERSHIP

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Develop strategic partnerships with government agencies to create opportunities for Woodbridge students.	Woodbridge campus will receive increased financial support from the Prince William County (PWC) government.	Work with the local College Board member to develop a strategic outreach approach to inform local officials of the benefits providing financial support to NOVA. Target: Increase financial support compared to last year	PWC increased its financial support to NOVA by 25 cents per capita.	Target met. The following action plan has been put in place: support the capital projects of the College; the Provost and the local College Board member plan to meet quarterly with the County Executive to share campus and college initiatives.

COLLEGE STRATEGIC GOAL: PLANNING AND ACCOUNTABILITY

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Expand programs and physical space of the Woodbridge campus	Phase 3 academic building construction will be on schedule.	Target: On-schedule with designated timeline	Construction is underway and proceeding on schedule. Occupancy is scheduled for May 2013. Classes will be offered in the Fall of 2013.	The additional instructional space can increase enrollment by 1,000 students.
	The Workforce Development Center will be completed.	Target: On-schedule with designated timeline	WDC plans are complete and have been reviewed and approved by the Bureau of Capital Operation and Management, and by the Art and Architecture Review Board. With input from business leader the program plan has been developed. Cyber security will be one of the program focus for the WDC.	The Cyber security focus enables the College and campus to support the growing Department of Defense intelligence agencies locating in the region.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Woodbridge Campus
Sub-unit: Business and Social Sciences Division

PURPOSE STATEMENT: The purpose of the Business and Social Sciences Division is to promote academic excellence, ensure exemplary instruction, and provide rich and diverse learning environments, which enable students to achieve their goals.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Offer academic courses that are relevant to Prince William County (PWC)	Students will have larger course section options.	Development of course sequence Target: Enrollment numbers	Results are not available at this time.	The Academic and Student Services Deans, and the Campus and Community Outreach Specialist developed a course offering sequence that will enable active duty service members to complete the IT and Business Administration degree in 18 months at Ft. Belvoir and Quantico. A marketing plan was also developed. The course offering and marketing plans we reviewed and endorsed by the Education Service Officers. The plan will be implemented with the start of the Fall 2012 semester.

COLLEGE STRATEGIC GOAL: PLANNING AND ACCOUTABILITY

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Recruit an excellent and diverse faculty.	The Division will increase the diversity of faculty.	Target: 50% of the new faculty hired for 2011-12 reflects the diversity of the student population.	Three of the two available vacancies were filled. The diversity goal was not achieved.	Target not met. Work HR Department of develop a pool of qualified diverse pool of candidates.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide high quality academic, programs	Students will have more Honors courses to select from.	Target: Increase the number of Honors courses offered.	Identified additional Honors course to offer and recruited faculty to teach. An Honors English course and instructor was offered.	Target met.

COLLEGE STRATEGIC GOAL: PLANNING AND ACCOUNTABILITY

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Recruit an excellent and diverse faculty.	The Division will increase the diversity of faculty.	Target: 50% of the new faculty hired for 2011-12 reflects the diversity of the student population.	Three of the two available vacancies were filled. The diversity goal was not achieved.	The diversity target was not achieved.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Woodbridge Campus
Sub-unit: Communications and Humanities Division

PURPOSE STATEMENT: The purpose of the Communications and Humanities Division is to promote academic excellence, ensure exemplary instruction, and provide rich and diverse learning environments, which enable students to achieve their goals.

COLLEGE STRATEGIC GOAL: TEACHING AND LEARNING

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide high quality academic, programs	Students will have more Honors courses to select from.	Target: Increase the number of Honors courses offered.	An Honors English course and instructor was offered.	Based on enrollment, at least one more section of Honors English can be offered in subsequent sessions.

COLLEGE STRATEGIC GOAL: PLANNING AND ACCOUNTABILITY

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Recruit an excellent and diverse faculty.	The Division will increase the diversity of faculty.	Target: 50% of the new faculty hired for 2011-12 reflects the diversity of the student population.	Three of the two available vacancies were filled. The diversity goal was not achieved.	The diversity target was not achieved.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide support and resources to students so they can graduate.	Students will be able to benefit from a newly redesigned developmental English course.	Data from the redesign of integrated reading and writing course.	The redesign of integrated reading and writing course was piloted this summer, and will piloted again in fall 2012. Results are not yet available, however, participating faculty are encouraged by students response.	Review the results of the pilot to identify areas to adjust prior to college wide implementation.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Woodbridge Campus
Sub-unit: Natural Science and Mathematics Division

PURPOSE STATEMENT: The purpose of the Natural Sciences and Mathematics Division is to promote academic excellence, ensure exemplary instruction, and provide rich and diverse learning environments, which enable students to achieve their goals.

COLLEGE STRATEGIC GOAL: STUDENT SUCCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide support and resources to students so they can graduate	Students will be able to benefit from a newly redesigned developmental Math course.	Data from Math course redesign	The developmental Math course, sequence and delivery method were redesigned and piloted during the summer. The results of the pilot are being analyzed. However, preliminary results are promising.	Based on the preliminary results, the program will be scaled college-wide in the Fall 2012 semester.

COLLEGE STRATEGIC GOAL: PLANNING AND ACCOUNTABILITY

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Recruit an excellent and diverse faculty.	The Division will increase the diversity of faculty.	Target: 50% of the new faculty hired for 2011-12 reflects the diversity of the student population.	Three vacancies were filled. One of the faculty members hired adds to the diversity goal.	Target not met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Woodbridge Campus
Sub-unit: Dean of Student Development – Admissions

PURPOSE STATEMENT: The primary purpose of the Dean of Student Development is to effect a concerted organization which provides wide-ranging programs and services in such areas as admissions, records, academic counseling, registration, enrollment, financial aid, student activities, and job placement counseling.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Recruit students from area high schools to enroll at NOVA.	Students from feeder high schools will receive outreach services from Woodbridge campus.	Target: 887 recent high school graduates will enroll to Woodbridge campus	High School Outreach Specialists focused recruitment activities on early engagement and increased understanding of the enrollment process and requirements by students, teachers and counselors. Information sessions were held on the Woodbridge Campus for these groups. 94.3 % of enrollment target was met. 858 recent high school graduates enrolled at NOVA.	The campus reviewed the early engagement activity and recruitment efforts with high schools as well as the course schedule development process.
Assist students to receive financial aid	More enrolled students will received financial aid.	Increase number of financial aid recipients	Although the enrollment target was not achieved, there was a 16% increase in the number of financial aid awards.	Target not met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Woodbridge Campus
Sub-unit: Dean of Student Development – Counseling Services

PURPOSE STATEMENT: The primary purpose of the Dean of Student Development is to effect a concerted organization which provides wide-ranging programs and services in such areas as admissions, records, academic counseling, registration, enrollment, financial aid, student activities, and job placement counseling.

COLLEGE STRATEGIC GOAL: STUDENT ACCESS

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Provide support and resources to students so they can graduate.	New students will benefit from the implementation of GPS for Success initiative.	Target: Pilot the GPS for Success initiative. This initiative intends to have Student Services staff engage early with students, who have applied to NOVA, in order to assure they successfully navigate the enrollment process.	Advising Specialists have been employed and trained. The GPS for Success initiative was implemented in the summer of 2012 for students enrolling for the fall. The preliminary results are promising. A higher percentage of applied students enrolled.	Target met.

Annual Planning and Evaluation Campus Report: 2011-2012
Unit: Provost, Woodbridge Campus
Sub-unit: Learning and Technology Resource

PURPOSE STATEMENT: Learning Resource Services (LRS) at the Woodbridge Campus consist of library services, information technology and support services, instructional support and design services, testing services, and learning laboratory facilities including the Writing Lab and Reading Lab. The materials, systems and services are designed to support the programs of the College and campus, and to create an environment conducive to learning. While the primary emphasis is directed toward supporting instructional programs at each campus, appropriate services are provided to citizens as a part of the College commitment to serve the educational needs of the community.

COLLEGE STRATEGIC GOAL: PLANNING AND ACCOUNTABILITY

Unit Goal	Expected Outcomes	Assessment Methods with Targets	Assessment Results	Use of Results
Restructure the learning and technology resources on campus to fit the college model	The new organizational structure for the Learning and Technology Resources Division will be implemented.	The six campuses completed the restructuring of the Learning Resources Division into the Division of Learning and Technology Resources. The sub-units within this division were standardized across the College. The search process for the campus deans was initiated. Target: Have new dean in place this academic cycle	The Dean has been employed and is functioning as a member of the campus leadership team. The Dean is also providing college wide leadership for records management.	The Dean's responsibility for records management has led to the development of records retention and disposition policy that needs to be considered for the College.

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