Strategic Plan 2015

Introduction

The Piedmont Virginia Community College (PVCC) strategic plan identifies institutional priorities and provides a foundation for annual planning that guides budgetary decision-making. It is an integral part of PVCC's institutional effectiveness process.

The last PVCC Strategic Plan was published in 2011. The 2011 strategic plan was developed in conjunction with the College's mission, vision, and value statements being updated. The College made tremendous progress in achieving priority goals and objectives set forth in the previous strategic planning cycle.[1]

In spring of 2013, PVCC began the strategic planning process to develop the 2015 Strategic Plan. In developing the plan, the Planning and Budgeting Committee took a multifaceted approach to this process, conducting environmental scanning and surveys while inviting faculty, staff, students, the College Board, and community leader stakeholders to provide input. The committee examined state and national initiatives that focused on increasing the number of college completers and the strategic direction of the Virginia Community College System from *Achieve 2015.* The resulting 2015 PVCC Strategic Plan, developed by the committee, approved by the President on October 6, 2014, and the local College Board on November 5, 2014 address the following institutional priorities:

1. Student Success
2. Access to Education
3. Resources to Support the College's Mission, Vision, and Values
4. Economic and Workforce Development

Similar to previous strategic plans, the 2015 PVCC Strategic Plan is enterprising and progressive, responding to state and national priorities, the needs of current and future students, and community insights.

The 2015 PVCC Strategic Plan follows the College's mission, vision, and values and places a premium on attainment of institutional effectiveness standards, institutional priorities, and desired outcomes. The institutional priorities depict the rationale, actions, and College leadership responsible for each action. Desired outcomes, expressed as a set of four priorities, can be found in the body of this document with an appendix that provides details of the strategic planning process. It is the responsibility of the leadership identified in the strategic plan to use the annual planning and budgeting processes to refine and implement the plan's strategic direction.

PVCC's Office of Institutional Research, Planning, and Institutional Effectiveness will prepare annual progress reports that will be presented to the Planning and Budgeting Committee, President's Staff, and the College Board.

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[1] 2011 Strategic Plan Progress Report Years 1-3

Vision, Mission, and Values

Who We Are

Piedmont Virginia Community College (PVCC) is a comprehensive, public institution of higher education that awards associate degrees and certificates. As part of the Virginia Community College System, PVCC serves the City of Charlottesville and the counties of Albemarle, Buckingham, Fluvanna, Greene, Louisa, and Nelson.

Vision

Piedmont Virginia Community College seeks to be a leader and innovator in post-secondary education. PVCC will be the college of choice for students to advance their education and career goals, and pursue lifelong learning.

Mission

Piedmont Virginia Community College offers accessible, affordable, high-quality educational programs that promote student success and community vitality. Our mission is achieved through:

- Transfer programs that prepare students for admission to four-year colleges and universities and successful pursuit of a baccalaureate degree.

- Workforce programs that prepare students for employment or promotion in a career and promote a skilled regional workforce by meeting the training and educational needs of employers.

- Rigorous coursework and a full range of academic and student support services that assist students in achieving their educational and career goals.

- Developmental studies courses that prepare students for college transfer and career and technical programs.

- Community service that promotes community involvement, educational access, and opportunities for residents of the region.

Values

Piedmont Virginia Community College values:

Access to high quality, affordable education to prepare students for transfer to baccalaureate degree programs, as well as for entry into or advancement in the workforce. A college education should be available to all.

Academic Rigor to develop each individual to his or her full potential. We insist on rigorous standards while providing a supportive environment in which students can achieve.

 Student Success.   We are committed to helping our students succeed. We measure our success by the skills and abilities of our students when they leave, rather than by their standing when they enter.

Community Impact. We develop innovative programs to meet the changing needs of our students and the business community, while contributing to the economic, civic and cultural vitality of our region, the Commonwealth of Virginia, our nation, and the world.

Professionalism. Our dedicated and knowledgeable faculty and staff are experts in their disciplines, excel at instruction, and are committed to helping students achieve their goals.

Intellectual Vitality.   We engage our students and each other in well-reasoned inquiry, creative thinking, problem solving, and the exchange of ideas.

Attaining Institutional Effectiveness

In order to fulfil the College's mission, vision, and values, Piedmont Virginia Community College is focused on four institutional priorities that are measured in terms of 17 strategic performance indicators.

Institutional Priorities	Strategic Performance Indicators

Enabling Student Success	**Student Success** as measured by:
	• Student Academic Standing by GPA
	• Persistence to Graduation
	    o Retention Rates
	    o Graduation Rates
	• Transfer to a four year college or university
	• Career Attainment success within six months of degree attainment
	• Degree Completion

Access to Education	**Student Enrollment** as measured by: • Headcount • Full-time Equivalency • Retention Fall to Spring and Fall to Fall • Underserved populations • Service Region
Resources to Support College's Mission, Vision, and Values	**Resource Capacity** as measured by: • Capacity/Space Adequacy for facilities • Master Plan Progress • External Support • Technology Plan Progress • Human Capacity
Economic and Workforce Development	**Community Impact** as measured by: • Partnerships and programs with and for the community • Employers Served • Regional Labor Force Impact

Priority I: Enabling Student Success

Research has shown that individuals who complete a degree or certificate have a higher standard of living than those that do not.[2] As a result, both state and federal governments have placed a high emphasis on student success (specifically degree and certificate attainment). The Virginia Community College System has also placed an increasing emphasis on student success (specifically by increasing the goal for students graduating, transferring, or completing a workforce credential). In response, PVCC seeks to increase the number of students who earn a degree, certificate, industry certification, or licensure that enables them to obtain employment and subsequent educational opportunities.

To improve student success, PVCC will:

- Enhance writing through the current Quality Enhancement Program (QEP).
- Increase retention and success rates in all courses with emphasis on developmental math, developmental English, and any course with a high failure and/or high withdrawal rate.
- Explore strategies to promote readiness for college in the high school student population.
- Provide incentives for full-time student enrollment to encourage completion and student success.
- Align student services with national best practices for community colleges
  - Enhance the advising process by ensuring :
    - The development of a structured intake process that incorporates a student success plan and ensures that each student meets with an advisor at targeted points in their curriculum to ensure successful completion.
  - Develop strategies to promote awareness and increase utilization of academic and student support services.
- Continuously improve the quality of academic programs including:
  - Assessment of the student core learning experience through student learning outcomes.
  - Assessment of the College's current Quality Enhancement Plan. (see http://www.pvcc.edu/QEP)
  - Increased retention and success rates.
  - Creating value added opportunities for students so that student learning is enhanced in academic programs i.e. honors, study abroad, and learning communities.
  - Expand scholarship opportunities for honors program students. .
- Recruit and retain excellent faculty and staff.
  - Increase the number of full-time faculty and full-time student support staff to provide adequate and relevant academic programs and support services.
  - Develop and implement a new mentoring program for adjunct faculty.
  - Develop an evaluation process of adjunct faculty.

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[2] Pew Research. (2014) *The Rising Cost of Not Going to College.* February 11, 2014. http://www.pewsocialtrends.org/2014/02/11/the-rising-cost-of-not-going-to-college/

- o   Increase professional development opportunities for faculty and staff to enhance student success.
  - ▪ Conduct a professional development needs assessments for faculty and for staff.
- o   Monitor and if necessary revise the teaching faculty development and evaluation plan.

To improve student success in the areas of graduation, transfer, or completion of a workforce credential, PVCC will:

- Implement the SAILS At-Risk Intervention system to promote retention and student success.
- Obtain funding and build a Student Success Center that will allow students to have a one stop location for enrollment management services and increase student support services including the library, academic advising, financial aid, student activities, and study zones.
- Implement a process of mandatory conferral of degrees and certificates.

To prepare and facilitate students for career attainment success, PVCC will:

- Align job placement services with national best practices in the conversion of the career services office to a job placement center.
- Provide direct job placement assistance to graduating students.
- Outreach to area employers to expand job opportunities.

Priority II: Access to Education

One of PVCC's values, *Access*, is providing a high-quality, affordable education that is accessible to everyone. To ensure access, PVCC will reach out to the community by continuing its focus on underserved and nontraditional populations. PVCC will provide access by offering educational opportunities in a variety of instructional modes while utilizing the College's off-site locations of the Eugene Giuseppe Center and the Jefferson School Center. Finally, PVCC will provide financial assistance to those students who otherwise could not afford a college education.

To increase enrollment and retention of underserved and nontraditional populations, PVCC will:

- Increase college readiness of incoming high school students.
    - In partnership with local school systems and private schools create a defined program in the high school where students are tested for college readiness.
    - Provide increased opportunities for college-ready high school students to take concurrent or dual enrollment courses and to earn an associate's degree while in high school.
    - Working with high school and PVCC faculty, create an opportunity for high school students who are not college ready to become college ready by graduation.
- Develop and implement a comprehensive outreach program for underserved populations
    - Develop an outreach plan specific to the following underserved populations.
        - Adults with some college credits.
        - Low income, underemployed or unemployed adults.
        - Foster care youth.
    - Develop partnerships with social service agencies, public housing, the Workforce Investment Act (WIA) One Stop, correctional facilities and other community organizations that promote educational opportunities at PVCC.
    - Market PVCC to the community.
        - Conduct a review on the effectiveness of our current marketing plan for the College.
        - Conduct an analysis to determine how to market the college to specific targeted populations.

To provide access to education through financial assistance, PVCC will:

- Explore, develop, and implement a process for reducing student textbook costs, specifically by faculty use of Online Electronic Resources (OER).
    - Train and support the faculty in using open educational resources in their courses.
    - Provide textbook cost information and information on the availability of e-textbooks to the faculty.

- Review current Financial Aid processes and policies and establish new ones that increase the financial support for students.
  - Review the types of financial aid available (grants, loans, work study, scholarships) and develop policies and procedures that ensure that aid is going to the greatest number of students who have need.
  - Promote the availability of financial aid to potential students and the broader public. Develop partnerships with community entities that can assist with promoting the availability of financial aid.
    - Increase the amount of work study aid and encourage more students to take advantage of on-campus work study opportunities.
  - Increase the number and amount of need-based and merit-based scholarships available for potential students.
  - Increase the availability of financial aid to current and potential students participating in high school early college programs.

To increase access to a high-quality affordable education that is accessible to everyone, PVCC will:

- Expand the Shared Distance Learning partnership with Northern Virginia Community College.
  - Increase the number of courses offered at PVCC through the partnership.
  - Offer one or more PVCC courses and/or programs to other colleges.
- Develop educational programs that develop mid-level skills and that lead to middle to high paying jobs.
  - Conduct feasibility studies on creating credit programs in the following areas:
    - Advanced manufacturing (mechatronics)
    - Cyber security
    - Central Sterile Processing
    - Pharmacy Technician
    - Hospitality management
    - Retail
  - Conduct feasibility studies on creating non-credit programs in the following areas:
    - Health and Wellness
    - Retail
    - Welding & Small Engine Repair
    - Hospitality
    - Advanced Manufacturing
    - CPR/First Aid
    - Youth Programs
    - Special Programs and Events
    - Customized Training
  - Review and revise as needed the following existing CTE programs:
    - Information Systems Technology
    - Management

- Increase enrollment at all locations (Main Campus, Giuseppe Center, and Jefferson School Center).
    - For each location, develop a course scheduling plan that would allow students to complete most or all degree requirements in one of the transfer programs.
    - For each location develop a marketing plan to promote the availability of courses and programs to the public.
- Implement the Workforce Enterprise System (WES) to facilitate increased customer service and efficiencies in enrollments for non-credit courses.
- Seek a partnership to create a campus child care center.

Priority III: Resources to Support College's Mission, Vision, and Values

PVCC is committed to providing facilities, technology, personnel, financial resources, and communication tools that support the strategic actions listed above. Without appropriate resources, the College will not make significant progress on student success, college completion, educational access, or excellence in instruction and services. The following objectives reflect the College's resource needs in support of strategic expansion and improvement of programs and services.

To ensure high-quality facilities for programs and services, PVCC will:

- Continue to plan for the construction of a student success center on campus.
- Ensure adequate parking and traffic flow while developing the plan for the student center.
- Incorporate best practices for campus safety and security in the conversion to a public safety.

To ensure adequate personnel resources to support the programs and services, PVCC will:

- Increase full-time faculty and staff by four per year (two each) in addition to replacements as budget allows.
- Hire new public safety personnel as needed to ensure safety and security across campus.
- Evaluate compensation, allocation, and the appropriate alignment of roles and responsibilities, for faculty and staff for retention purposes.
- Implement a web based faculty profile including faculty's basic information: name; contact information; rank; education; and courses taught.

To ensure adequate financial resources for facilities, programs and services, PVCC will:

- Continue efforts to generate funding support from the Governor and General Assembly for the Student Success Center.
- Increase faculty and staff salaries.
- Develop a comprehensive and integrated financial plan.
  - Use best practices for internal controls, investment, and audit practices for the financial health of the institution.
  - Explore possible cost saving through greater efficiency.
- Increase philanthropic gifts to increase opportunity.
  - Develop and implement a campaign plan to help fund a new Student Success Center.
  - Increase efforts for donor cultivation and development.
    - Increase the amount of grants generated by the college.
    - Increase the number of private sector grant opportunities.
    - Increase the number of corporate partnerships and sponsors.
  - Develop and implement an effective planned giving program.
- Support the College's strategic plan by pursuing grant opportunities aligned with the plan's priorities and desired outcomes.

- Establish contact with alumni and educate them about opportunities to become involved with and support the College, so that alumni giving will increase 5% per year and alumni will be represented on the PVCC Educational Foundation Board.
- Secure start-up funding for new academic and student services programs as identified by feasibility studies.

To ensure current and reliable information technology infrastructure, resources, and related business processes to support instruction, day-to-day operations of the College and communications, PVCC will:

- Complete a comprehensive analysis of information technology needs and develop a five-year technology plan for meeting technology and infrastructure needs.
- Increase knowledge base of faculty and staff in the use of administrative computing software, including SIS and Blackboard.
- Install lecture capture technology in classrooms and train faculty to use the technology.
- Automate and outsource business processes and student support services as appropriate.
- Implement Workforce Enterprise System (WES) to support Workforce Services and identify metrics for student completion and success in Workforce Service's noncredit programs that can be consistently tracked and reported using the new system.
- Analyze policies, procedures and business processes to implement improvements and efficiencies through technology as appropriate.

To ensure adequate resources that will facilitate the delivery of consistent and unified messages appropriate to respective audiences about college programs and services in support of the College's institutional priorities, PVCC will:

- Conduct a thorough review and make subsequent improvements of communications and communication methods with regard to prospective students, current students, Financial Aid, employers, and the community.
- Analyze target markets and develop a comprehensive marketing plan based on the review.

Priority IV: Economic and Workforce Development

PVCC continues to be committed to various partnerships in the interest of contributing to the economic, civic, and cultural vitality of the region. To facilitate positive community impact, PVCC seeks to provide quality programs that respond to regional employer needs and student aspirations; strengthen relationships with the community and constituents; and utilize resources to further benefit the community.

To utilize PVCC resources to further develop the community, PVCC will:

- Conduct a feasibility study for the construction of a joint use CATEC/PVCC career and technology building on the PVCC campus.
- Complete the curriculum integration plan between CATEC and PVCC.
- Use the Dickinson Theater and other resources to further develop community and revitalization projects.

To respond to regional employer needs for workforce development programs efficiently and effectively, PVCC will:

- Conduct a baseline work readiness analysis of the regional workforce.
- Initiate a dialogue with regional economic development organizations.
- Increase the number of employers served by Workforce Services over the previous year.

To develop agreements, partnerships, and outreach programs that will strengthen relationships with the community and constituents, PVCC will:

- Engage the community through initiatives such as "Breakfast with the President" to learn of business and industry needs.
- Develop an active alumni association with chapters in each locality of PVCC's service region. Utilize the alumni association to increase the college's visibility, awareness, reputation, donations, legislative initiatives, and enrollment while offering benefits to alumni and continuing the sense of involvement and pride as part of the PVCC family.
- Partner with the Workforce Investment Board and localities for funding.
- Partner with nonprofits and social service agencies to recruit underrepresented students.
- Secure funding (grant or otherwise) from at least one corporate/business sponsor to be used for academic program development.
- Establish an effective and on-going planned giving program.

Appendix: The PVCC Strategic Planning Process

The Planning and Budgeting Committee

The Planning and Budgeting Committee is one of six standing committees at the College, it is the formal structure through which recommendations for strategic directions and funding priorities are made. The table below shows the membership for the 2013-2014 committee:

Representation Area	Name
At-large classified staff	Sherice Paige
At-large faculty	Mark Fitzgerald
Faculty from Humanities	Ben Sloan
Dean	Kathy Hudson
Faculty from Health & Life Sciences	Jane Anderson
Staff from Finance & Administrative Services	Marie Melton
Faculty from Business, Math & Technologies	Yanina Goddard
Workforce Development Representative	Val Palamountain
Chief Information Officer*	Shivaji Samanta/Tom Ruggeri /Sue Haas
Vice President, Institutional Advancement & Development*	Jim Ross
Director of IRPIE, Chair*	Jolene Hamm
President*	Frank Friedman
Vice-President for Finance & Administrative Services*	Stephen Parker
Vice-President for Instruction & Student Services*	John Donnelly
Student Services Representative	Mary Lee Walsh
Grants Officer*	Bob Antrobus

Note: *Standing Appointment

Planning Timeline

The timeline below provides a detail of major activities for the production of the PVCC 2015 Strategic Plan.

Date	Activity	Responsibility
Spring Convocation Week 2013	Announce planning cycle and Spring 2013 planning-related activities Environmental Scanning workshop and assignments for Planning and Budgeting Committee members	Chair, Planning and Budgeting Committee
Spring 2013	Review of PVCC Mission, Vision, Values	Planning and Budgeting Committee
January 2013 – May 2013	Environmental Scanning	Planning and Budgeting Committee
June 2013- July 2013	President's survey(s) of community leaders and partners in education, business, government, and friends of the College	Tara Atkins-Brady, with survey subcommittee of Planning and Budgeting Committee
Summer 2013	PVCC Board: Planning Retreat	President's staff, ISS
Spring Convocation Week 2014	Planning and Budgeting Committee reviews environmental scanning, president's survey results, and board recommendations. Makes plans to gather input from internal stakeholders.	Planning and Budgeting Committee
February 2014- March 2014	Gather and Compile stakeholder input from faculty, staff and students.	Committee Members
April 2014	Planning and Budgeting Committee Drafts priorities and actions for Strategic Plan	Planning and Budgeting Committee members
May 2014-June 2014	2014 Strategic Plan finalized, reviewed by Planning and Budgeting Committee	Planning and Budgeting Committee Sub committee
July 2015	Submitted to President and Board for Draft Review and Revision	Chair
August 2014	Fall Convocation Week Sounding Forum: Presentation of draft to faculty and staff for insight	President
September 2014	Draft of Strategic Plan final read through and edits prior to submission to Board	Chair, Planning and Budgeting Committee
October 2014 November 2014	Board Receives draft of strategic plan PVCC Board reviews & approves 2015 Strategic Plan	PVCC Board
December 2014	Annual Unit Plans developed and linked to 2015 Strategic Plan	PVCC Department / Division Admin.

Context and Resources for Planning

PVCC's Mission, Vision, and Values

PVCC's mission, vision, and values were used in developing the 2015 Strategic plan and can be found in the beginning of this document.

PVCC 2011 Strategic Plan

The 2011 Strategic Plan contained 73 actions and 43 desired outcomes that addressed four institutional priorities. As of June 2014, the College had completed 58 of the 73 actions. Noteworthy progress was made in several areas. The first was the establishment of two off-campus locations, the Jefferson School Center in Charlottesville and the Eugene Giuseppe Center in Greene County.   Addition progress includes the Peer Mentoring program, successfully implementing the Student Assistance and Intervention for Learning Success System (SAILS), the Financial Aid Back Office Model, the developmental education curriculum redesign, and the culinary arts associate's degree. Finally, PVCC's Educational Foundation has raised more than one million dollars per year. The 2015 PVCC Strategic Plan retains some of the 2011 goals and establishes new goals which are responsive to emerging needs, priorities, and trends.

Internal Perspective in Planning

A part of the College's planning process is receiving input from internal stakeholders. These stakeholders include faculty, staff, students, and administrators. During Spring Convocation of 2014, President Friedman conducted an insight session that identified the needs for the strategic plan. In addition, members of the Planning and Budgeting Committee met with internal stakeholders and invited their input into the planning process.

Stakeholder Information Sessions

The Planning and Budgeting Committee held information sessions with members of the College Senate (which includes student representatives), Professional Association of Support Staff (PASS), the Faculty Senate, and the Student Government Association. These groups were given updates on the strategic planning process and asked for their input with regard to the College's strengths and weaknesses, opportunities for improving programs and services, and what the College should be doing to support our students, employers, and the community. Input from these groups was provided to the Planning and Budgeting Committee for consideration in planning.

President's Perspective

In February 2014, President Friedman met with the Planning and Budgeting Committee to discuss his ideas and suggestions for priorities in the next Strategic Plan. These included increasing graduation and transfer rates, increased success rates in developmental math and English, obtaining funding for building a Student Success Center, and continuing to foster partnerships across the service region.

<u>External Perspective in Planning</u>

Environmental Scanning

During Spring 2013, members of the Planning and Budgeting Committee scanned the educational literature as well as local, regional, and national media for articles related to trends and issues in community college education. The Office of Institutional Research, Planning, and Institutional Effectiveness collected data on trends in enrollment and service region demographics. In addition, the office collected information on national and state policies, plans, and initiatives that would influence PVCC's strategic plan. These included initiatives such as the College Affordability and Transparency Center College Scorecard, the federal focus on educational attainment, the VCCS Strategic Plan (*Achieve 2015 Take Two* which focuses on access, affordability, student success, workforce, and resources), the state focus on accountability through degree completion, and the Chancellor's expectations for technology enrichment.

Community Leaders Survey

In June, 2013, PVCC invited more than 4,500 individuals to participate in its Community Leaders Survey (an increase from 1400 individuals surveyed in 2010). The survey is part of PVCC's strategic planning process in which the College seeks input from individuals affiliated with one or more external stakeholder groups (including schools, businesses, not-for-profit organizations, government, advisory boards, donors and alumni). Two Hundred and twenty-two (222) surveys were returned, for an overall response rate of 5%. The purpose of the survey was to gather data on: the community's perceptions of PVCC and its effectiveness; what PVCC is doing well; how PVCC can be more responsive to the community's needs; and the trends in business, education, service, workforce, etc., that PVCC should consider in planning for the next three to five years. Results of the survey were provided to the Planning and Budgeting Committee for consideration in planning and were presented to the PVCC College Board.

The PVCC College Board

In July 2013, a portion of the PVCC College Board summer retreat was devoted to discussion of the Community Leaders Survey results and strategic planning.   Board members reviewed the VCCS Strategic Plan and discussed the results of the Community Survey, as well as trends in key areas including demographics/population, education, technology, economy, community, workforce, and media.   The Board's comments were summarized and provided to the Planning and Budgeting Committee.

In July 2014, the PVCC College Board summer retreat was devoted the theme of "What do you want to see the College achieve?" At this retreat, the College Board provided robust discussion of the draft of the strategic plan and brainstorming as to the needs of the service region.   The College Board's comments were summarized and incorporated into the draft of the Strategic Plan to be provided to the Planning and Budgeting Committee.

Structure and Approval of the Strategic Plan

In 2013-14, the Planning and Budgeting Committee held an organizational meeting and several work sessions. During these sessions, the Planning and Budgeting Committee reviewed input from internal and external stakeholders, identified and came to consensus on four institutional priorities, developed a rationale for each priority, drafted actions to address priorities, assigned leadership responsibility for each action, and agreed on the desired outcomes to be achieved. On August 29, 2014, the Planning and Budgeting Committee voted to approve the content of the 2015 PVCC Strategic Plan. The plan was submitted to the President and his leadership team on September 5, 2014 for review and revision. The plan was revised based on the President's feedback, approved by the President on October 6,' 2014 and then submitted to the PVCC College Board for approval on November 5, 2014.

Responsibility Reference Table

	President	Vice President, Instruction and Student Services	Vice President, Finance and Administrative Services	Vice President, Institutional Advancement and Development	Chief Information Officer	Director, Institutional Research, Planning and Institutional Effectiveness	Dean, Humanities, Fine Arts, and Social Sciences	Dean, Health and Life Sciences	Dean, Business, Mathematics and Technology	Dean, Student Services	Dean, Workforce Services	Police Chief	Director, QEP	Director, Financial Aid	Registrar	Coordinator, Advising and Transfer	Coordinator, Academic Support Services	Manager, Marketing and Media Relations	Manager, Outreach	Manager, Grants	Manager, Job Placement/Career Services	Arts Administrator	Library
Enhance writing through the current Quality Enhancement Program		X				X	X	X	X	X			X										
Increase retention and success rates in all courses with emphasis on developmental math, developmental English, and any course with a high failure and/or high withdrawal rate.		X				X	X	X	X	X													
Explore strategies to promote readiness for college in the high school student population.		X					X	X	X	X													
Provide incentives for full-time student enrollment to encourage completion and student success		X					X	X	X	X	X												
Align student services with national best practices for community colleges										X						X	X						
Continuously improving the quality of academic programs		X				X	X	X	X	X			X										
Recruit and retain excellent faculty and staff		X					X	X	X	X													
Implement the SAILS Intervention system to promote retention and student success										X						X	X						
Obtain funding and build a Student Success Center that will allow students to have a one stop location for enrollment management services and increase student support services including the library, academic advising, financial aid, student activities, and study zones.				X																			
Implement a mandatory conferral of degrees and certificates process															X								
Align job placement services with national best practices in the conversion of the career services office to a job placement center											X										X		
Provide direct job placement assistance to graduating students																					X		
Outreach to area employers to expand job opportunities											X										X		

Left row group label: Enabling Student Success

Item/Person Responsible	President	VP, Instruction and Student Services	VP, Finance and Administrative Services	VP, Institutional Advancement and Development	Chief Information Officer	Director, Institutional Research, Planning and Institutional Effectiveness	Dean, Humanities, Fine Arts, and Social Sciences	Dean, Health and Life Sciences	Dean, Business, Mathematics and Technology	Dean, Student Services	Dean, Workforce Services	Police Chief	Director, QEP	Director, Financial Aid	Registrar	Coordinator, Advising and Transfer	Coordinator, Academic Support Services	Manager, Marketing and Media Relations	Manager, Outreach	Manager, Grants	Manager, Job Placement/Career Services	Arts Administrator	Library
Access to Education																							
Increase college readiness of incoming high school students		X					X	X	X														
Develop and implement a comprehensive outreach program for underserved populations		X									X								X				
Explore, develop, and implement a process for reducing student textbook costs, specifically Online Electronic Resources (OER)		X																					X
Review current Financial Aid processes and policies and establish new ones that increase the financial support for students.		X		X										X									
Expand Shared Distance Learning partnership with Northern Virginia Community College		X																					
Develop educational programs that develop mid-level skills and that lead to middle to high paying jobs		X					X	X	X	X	X												
Increase enrollment at all locations		X								X													
Implement the Workforce Enterprise System (WES) to facilitate increased customer service and efficiencies in enrollments for non-credit courses											X												
Seek a partnership to create a campus child care center	X																						
Resources to Support College's Mission, Vision, and Values																							
Continue to plan for the construction of a student success center on campus.	X	X	X																				
Incorporate best practices for campus safety and security in the conversion to a public safety			X									X											
Ensure adequate parking and traffic flow while developing the plan for the student center			X																				
Increase full-time faculty and staff by 4 per year (2 each) in addition to replacements.		X					X	X	X	X													
Hire new public safety personnel as needed to ensure safety and security across campus.			X																				
Evaluate compensation, allocation, and the appropriate alignment of roles and responsibilities, for faculty and staff for retention purposes		X	X																				
Implement a web based faculty profile including faculty's basic information: name; contact information; rank; education; and courses taught		X			X		X	X	X	X													
Continue efforts to generate funding support from the Governor and General Assembly for the Student Success Center	X			X																			

Item/Person Responsible	President	Vice President, Instruction and Student Services	Vice President, Finance and Administrative Services	Vice President, Institutional Advancement and Development	Chief Information Officer	Director, Institutional Research, Planning and Institutional Effectiveness	Dean, Humanities, Fine Arts, and Social Sciences	Dean, Health and Life Sciences	Dean, Business, Mathematics and Technology	Dean, Student Services	Dean, Workforce Services	Police Chief	Director, QEP	Director, Financial Aid	Registrar	Coordinator, Advising and Transfer	Coordinator, Academic Support Services	Manager, Marketing and Media Relations	Manager, Outreach	Manager, Grants	Manager, Job Placement/Career Services	Arts Administrator	Library
Increase faculty and staff salaries	X		X																				
Develop a comprehensive and integrated financial plan			X																				
Increase philanthropic gifts to increase opportunity	X			X																			
Support the College's strategic plan by pursuing grant opportunities aligned with the plan's priorities and desired outcomes.	X	X	X	X	X	X														X			
Establish contact with alumni and educate them about opportunities to become involved with and support the College, so that alumni giving will increase 5% per year and alumni will be represented on the PVCC Educational Foundation Board.				X																			
Secure start-up funding for new academic and student services programs as identified by feasibility studies.		X		X																			
Complete a comprehensive analysis of information technology needs and develop a five-year technology plan for meeting technology and infrastructure needs					X																		
Increase knowledge base of faculty and staff in the use of administrative computing software, including SIS and Blackboard		X			X																		
Install lecture capture technology in classrooms and train faculty to use the technology.		X			X																		
Automate and outsource business processes and student support services as appropriate					X					X													
Implement Workforce Enterprise System (WES) to support Workforce Services and identify metrics for student completion and success in workforce service's noncredit programs that can be consistently tracked and reported using the new system.					X	X					X												
Analyze policies, procedures and business processes to implement improvements and efficiencies through technology and implement as appropriate.					X																		
Conduct a thorough review and make subsequent improvements of communications and communication methods with regard to prospective students, current students, Financial Aid, employers, and the community.		X								X								X	X				

Item/Person Responsible	President	Vice President, Instruction and Student Services	Vice President, Finance and Administrative Services	Vice President, Institutional Advancement and Development	Chief Information Officer	Director, Institutional Research, Planning and Institutional Effectiveness	Dean, Humanities, Fine Arts, and Social Sciences	Dean, Health and Life Sciences	Dean, Business, Mathematics and Technology	Dean, Student Services	Dean, Workforce Services	Police Chief	Director, QEP	Director, Financial Aid	Registrar	Coordinator, Advising and Transfer	Coordinator, Academic Support Services	Manager, Marketing and Media Relations	Manager, Outreach	Manager, Grants	Manager, Job Placement/Career Services	Arts Administrator	Library
Analyze target markets and develop a comprehensive marketing plan based on the review.																		X					
Conduct a feasibility study for the construction of a joint use CATEC/PVCC career and technology building on the PVCC Campus.	X	X	X																				
Complete the curriculum integration strategic plan between CATEC and PVCC.		X					X	X	X														
Conduct a baseline work readiness review of the regional workforce						X					X										X		
Use the Dickinson Theater and other resources to further develop community and revitalization projects.											X											X	
Initiate a dialogue with regional economic development organizations	X	X									X												
Increase the number of employers served by Workforce Services over the previous year											X												
Engage the community through initiatives such as "Breakfast with the President" to learn of business and industry needs.	X			X																			
Develop an active alumni association with chapters in each county of PVCC's service region.				X																			
Partner with the Workforce Investment Board and localities for funding											X												
Partner with nonprofits and social service agencies to recruit underrepresented students to achieve an annual increase over the previous academic year										X									X				
Secure funding (grant or otherwise) from at least one corporate/business sponsor to be used for academic program development																				X			
Establish an effective and on-going planned giving program.				X																			

(Left row group label: **Economic and Workforce Development**)