Complete 2021

A Six Year Strategic Plan for Virginia's Community Colleges

At the August 2014 Chancellor's Annual Planning Retreat, Dr. Glenn DuBois unveiled the newly proposed strategic plan that will help Virginia's Community Colleges focus on one goal through 2021:

**Virginia's Community Colleges will lead the Commonwealth
in the education of its people by tripling the number of credentials
earned for economic vitality and individual prosperity.**

Historically, the development of each VCCS strategic plan has focused on only one purpose: To address Virginia's unmet education and training needs.

Strategic planning often invokes a natural tendency to focus internally. The community college mission compels us, however, to look externally and to focus on ways we can better provide access and support for every Virginian who wants to pursue a higher education to learn and develop the right skills so lives and communities are strengthened.

Complete 2021 represents the third plan created through this focus. It follows *Dateline 2009* and *Achieve 2015*, our current plan that expires at the end of the current academic year.

Virginia's community colleges serve an estimated 400,000 people across the state. The opportunities we provide include some of the most cutting-edge and highly-demanded training and education available.

But, simply accessing those opportunities is no longer enough. You have to earn a credential to make it count toward a career.

Over the next ten years, Virginia will need to fill 1.5 million jobs. The majority of these jobs will require a postsecondary credential – an associate's degree and the certifications and licensures that are our bread-and-butter.

To accommodate the demand for these middle-skill-level jobs (more than a high school degree but less than a bachelor's), *Virginia's Community Colleges are embarking on a new six-year strategic plan to triple the number of credentials that our students earn by the year 2021.*

Tripling the number of credentials that our students earn is the single goal in this strategic plan. The Chancellor's objectives for the 2016-2017 biennium for achieving this goal fall into the five broad categories below.

Chancellor's Objectives for the Complete 2021 Goal: (AY2016-AY2017)

In order to meet the VCCS Complete 2021 Goal of tripling the number of credentials awarded annually by 2021, the Chancellor establishes biennial objectives for the system. Objectives are organized using the Loss-Momentum Framework for Student Success, with an additional objective for increasing college affordability and sustainability. The system office and colleges will identify strategies for meeting these biennial objectives.

CONNECTION OBJECTIVE
SYSTEM: Increase VCCS Fall admissions applications from 110,000 to 130,000 by 2017.

System Year 1 Strategies:
- Redesign online admissions application to gather more useful information that will help colleges put students on appropriate pathways.
- Identify additional measures of college readiness, such as completion of the Advanced Studies diploma, and the technology tools necessary to collect and assess college readiness.
- Complete implementation of the workforce enterprise system (WES) at all 23 colleges.
- Develop a system-wide approach to Credit for Prior Learning, including Credit for Veterans' MOS.
- Develop predictive analytics models to identify policy changes needed to support the increase in the number of applications.

System Year 2 Strategies:
- Provide the Virginia Placement Test to rising high school juniors and require remediation for students who are not are not college-ready.
- Implement additional measures of college readiness, such as completion of the Advanced Studies diploma.
- Implement the technology tools necessary to collect and assess college readiness.
- Implement a system-wide approach to Credit for Prior Learning, including Credit for Veterans' MOS.
- Improve data sharing with Virginia Department of Education to allow high school career coaches to better align student pathways for career technical majors.

ENTRY OBJECTIVE
SYSTEM: Increase admissions application enrollment yield from 52% to 60% systemwide.

System Year 1 Strategies:
- Identify new onboarding tools and processes to create a better student experience, especially for first-generation college students.
- Identify enterprise solutions to expand student support services for admissions, registration, records, and advising to expand and standardize processes in the VCCS.
- Develop co-requisite models for developmental math to accelerate enrollment in college-level courses.
- Develop student development courses where students are required to research transfer college requirements and then plan their community college programs of study accordingly.
- Assist students supported by career coaches into work-based or experiential learning opportunities by increasing work-based or experiential learning agreements with local businesses.
- Incentivize college enrollment for high school equivalency completers.
- Increase financial aid for non-credit students who are pursuing industry-recognized credentials that could be eligible for credit for prior learning.

System Year 2 Strategies:
- Implement new onboarding processes to create a better student experience, especially for first-generation college students.
- Implement enterprise solutions to expand student support services for admissions, registration, records, and advising to expand and standardize processes in the VCCS.
- Implement co-requisite models for developmental math.
- Offer student development courses where students are required to research transfer college requirements and then plan their community college programs of study accordingly.

PROGRESSION OBJECTIVES
SYSTEM: Increase overall VCCS Fall-to-Spring Retention from 70% to 71% systemwide.
SYSTEM: Increase overall VCCS Fall-to-Fall Retention from 48% to 60% systemwide.

System Year 1 Strategies:
- Create policies to require students to declare a program of study or major by the end of the first semester.
- Review technology tools to support structured programs of study, ongoing degree audits, and default course registration to ensure that students are not paying for unnecessary credits.
- Redesign math pathways to better align math requirements with programs of study.

System Year 2 Strategies:
- Implement redesigned math pathways to better align math requirements with programs of study.
- Implement technology tools to support structured programs of study, ongoing degree audits, and default course registration to ensure that students are not paying for unnecessary credits.
- Expand comprehensive data and information system to integrate data from Wizard, SAILS, and the case management system.

COMPLETION OBJECTIVES
SYSTEM: Increase the overall annual VCCS graduates in associate degrees, certificates and career studies certificates by 6,000 over AY2015.

System Year 1 Strategies:
- Develop "Aid like a Paycheck" financial aid models to incentivize student progression and completion.
- Increase the college transfer grant to make completion of the baccalaureate degree more affordable for students who complete associate degrees.
- Partner with SCHEV to conduct a study to understand what happens to transfer credit and ensure that courses designed for transfer actually do transfer.
- Conduct a Student Success Leadership Institute for college teams to learn about restructuring their programs and providing students support in mapping pathways using data and research.
- Develop policies to support reverse transfer opportunities for students who transfer without completing the associate degree.
- Create dashboards to measure and analyze college performance toward VCCS accountability metrics and the state attainment goal.

System Year 2 Strategies:
- Implement "Aid like a Paycheck" financial aid models to incentivize student progression and completion.
- Embed third-party workforce credentials in courses and degree programs (stackable credentials).
- Partner with transfer universities to develop pathways to the baccalaureate and ensure that courses designed for transfer actually transfer for course credit.
- Provide incentives to increase attainment by underrepresented groups.
- Implement reverse transfer technology tools and policies to support students who transfer without completing the associate degree.

SYSTEM: Collect college-generated baseline information on top business-demanded industry certifications and licenses offered at each college and college-generated evidence of the number of students earning the intended industry certification or license as a numeric value and as a percent of students who complete noncredit training in preparation for the industry certification or license. (Year 1)

System Year 1 Strategies:
- Develop and pilot an online credential inventory for a limited set of industries that will collect and itemize by college region those credentials that are in demand and reflect the college workforce development programs that lead to those credentials.
- Collaborate with workforce and academic leaders to develop policy and technology to advance data sharing agreements that support tracking industry credentials.
- Focus appropriate existing federal Workforce Innovation and Opportunity Act resources and other federal grant funds on increasing the number of job seekers with in-demand credentials which lead participants to enhanced job attainment and which meet the skills demand of businesses.
- Embed third-party workforce credentials in courses and degree programs (stackable credentials).

SYSTEM: Increase the number and percent of students for which the college obtains evidence of industry certification or license completion ___* systemwide. (Year 2)
*To be determined by baseline data collected in Year 1.

System Year 2 Strategies:
- Develop and pilot an online credential inventory for a limited set of industries that will collect and itemize by college region those credentials that are in demand and reflect the college workforce development programs that lead to those credentials.
- Embed third-party workforce credentials in courses and degree programs (stackable credentials).

AFFORDABILITY AND SUSTAINABLITY OBJECTIVES
SYSTEM: Secure resources for an outcomes based funding formula for workforce credentials.

System Year 1 Strategies:
- Request funding for workforce credential attainment from the General Assembly.
- Establish an outcomes-based funding model for completion of industry-recognized credentials.

SYSTEM: Identify and implement efficiencies in college and system office operations.

System Year 1 Strategies:
- Evaluate options to structure tuition and fees to incentivize student completion.
- Meet all state administrative standards and the VCCS Financial, IT, and HR Standards to maintain delegated authority.
- Implement approved WorkSmart Collaborative initiatives as scheduled in project road map.
- Implement the outcomes-based funding model.
- Expand Open Education Resources "Z Degrees" across all VCCS colleges to save textbook costs.
- Review current usage of learning management tools and identify future opportunities.

System Year 2 Strategies:
- Implement strategic sourcing - establish organizational structure, consistent procedures, and data collection practices - to leverage buying power of the system.

In pursuing this one strategic goal, VCCS colleges will need to focus on maintaining high quality standards while reinventing the ways in which we approach helping students achieve those high standards. Together, we will help our students view the attainment of each credential as a stepping-stone to acquiring another one. We will do a better job tracking the credit and non-credit credentials that we help students acquire and we will work smarter and more efficiently assisting students to conclude their time with us having acquired a credential that is meaningful for their future.

The pursuit of this one goal requires a renewed commitment to student success. The next six years will be both challenging and rewarding for everyone in the VCCS who is committed to helping each student achieve a higher education for their own personal prosperity and for the economic vitality of the commonwealth.