

# Strategic Plan Maps for Administrative Units' Expected Outcomes: 2019-2020

(SACSCOC Section 7: Institutional Planning and Effectiveness)

Research Report No. 129-20

Office of Institutional Effectiveness and Student Success  
DECEMBER 2020

# **NORTHERN VIRGINIA COMMUNITY COLLEGE**

## **Office of Institutional Effectiveness and Student Success**

The purpose of the Office of Institutional Effectiveness and Student Success is to conduct analytical studies and provide information in support of institutional planning, policy formulation, and decision making. In addition, the office provides leadership and support in research-related activities to members of the NOVA community engaged in planning and evaluating the institution's success in accomplishing its mission.

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When citing data from this report, the Northern Virginia Community College (NOVA) Office of Institutional Effectiveness and Student Success must be cited as the source.

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## **Strategic Plan Maps for Administrative Units' Expected Outcomes: 2019-2020**

### **Introduction**

This report contains strategic plan maps from the Administrative Units at Northern Virginia Community College (NOVA). The maps were created to align Administrative Unit expected outcomes to *NOVA's Strategic Plan 2017-2023: Pathway to the American Dream*.<sup>1</sup> Results of expected outcomes will be utilized for continuous improvement. The Office of Planning and Evaluation hosted workshops to facilitate units in writing expected outcomes in Fall 2018. Expected outcomes were planned for the duration of the strategic plan in order to analyze trends over time and to demonstrate improvements to institutional effectiveness and student achievement.

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<sup>1</sup> NOVA's Strategic Plan: <https://www.nvcc.edu/mission/strategic-plan2017-2023.pdf>

## President's Office

### College Government Affairs and Community Relations

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes / Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
College Government Affairs and Community Relations	College Government Affairs and Community Relations will maintain local capital support. (O)				✓	✓	✓			
	College Government Affairs and Community Relations will increase local management and operations budget support. (O)				✓	✓	✓			
	College Government Affairs and Community Relations will meet industry needs by formalizing a career employment pipeline. (O)				✓	✓	✓			

## Educational Foundation

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Strategies	Healthcare, Biotech, and Future Programs		
Educational Foundation	Educational Foundation will foster a college-wide culture of philanthropy among faculty, staff, and students. (O)					✓	✓			
	Educational Foundation will increase alumni and student engagement and support of NOVA. (O)	✓		✓						
	Educational Foundation will increase awareness of NOVA's philanthropic priorities in the community. (O)	✓			✓	✓	✓	✓	✓	✓



## Human Resources

Subunit Goal(s)	Expected Outcome (Include L or O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes / Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re- envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Employee Relations	Human Resources will improve efficiency in performance management processes. (O)				✓					
Employment	Human Resources will improve efficiency in recruitment to meet the needs of the organization. (O)				✓					
Administration and Compliance	Human Resources will decrease the number of ARMICS audit findings. (O)				✓					
Organizational Learning and Development	Human Resources will provide a range of professional development opportunities for faculty and staff to promote NOVA's commitment to continuous learning and excellence. (O)				✓					

## Academic Affairs

### Center for Excellence in Teaching and Learning

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
Center for Excellence in Teaching and Learning	Center for Excellence in Teaching and Learning will broaden its reach college-wide. College-wide through College Convocation and Power Up Your Pedagogy (PUP) Conference attendance. (O)				✓					

### College Catalog

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
College Catalog	Academic Affairs will publish the college catalog in a timely manner. (O)				✓					

## Credit for Prior Learning

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Credit for Prior Learning	Increase the number of Credit for Prior Learning (CPL) proposals brought forward to the CPL Committee. (O)				✓					
	The Credit for Prior Learning Manual be evaluated for accuracy and regularly updated (January-April) each year through procedural improvements and internal CPL policy implementation. (O)				✓					
	Increase the number of underrepresented students who earn credit for prior learning. (O)	✓								

## Curriculum Development

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Curriculum Development	Degree and certificate programs will meet				✓		✓	✓	✓	

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
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		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
	VCCS and NOVA productivity standards. (O)									

### Dual Enrollment

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Dual Enrollment	The Dual Enrollment office will work to increase the number of credit hours individual contract dual enrollment students take (O).	✓								
	The Dual Enrollment office will work to increase the number of students taking courses. (O)	✓								

## Honors

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
Honors	Honors students will complete their core honors curriculum using only courses that apply to their program of study. (O)	✓		✓						
	Honors students will complete at least 3 of their honors core requirements by the end of their 2 <sup>nd</sup> semester as an honors student. (O)	✓		✓						

## International Education

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
International Education	Office of International Education will increase the retention rate of first-time international students. (O)	✓								
	International Education will decrease the number of international student completers who graduate with 15 or more additional credit hours than required. (O)	✓								
	International Education will improve office efficiency and effectiveness. (O)				✓					
	Office of International Education will increase global enrichment and professional development opportunities for the NOVA community and stakeholders. (O)	✓								

**NOVA Online**

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
NOVA Online	NOVA Online will increase student course success rates. (O)	✓								
	NOVA Online will expand course offerings to support workforce demand and community needs. (O)					✓			✓	

## Transfer Services

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
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		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Transfer Services	Transfer Services will increase the number of transfer trainings offered to faculty/staff. (O)	✓						✓		✓
	Transfer Services will assist with increasing the number of students participating in the NOVA/Mason ADVANCE program. (O)	✓		✓	✓			✓		✓
	Transfer Services will improve the process and timeliness of posting transfer pathways. (O)	✓		✓	✓			✓		✓



## Finance and Administration

### Administrative Services

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
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		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re- envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Administrative Services	Administrative Services will support the College through effective management and allocation of the college's local funds budgets, which include auxiliary service operations, parking services, and locally funded programs and initiatives. (O)					✓				

## Budget

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
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Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
Budget	The Budget Office will meet the financial stability of the College. (O)				✓					
	The Budget Office will meet the College's carryforward target. (O)				✓					
	The Budget Office will meet the allocation of resources to instruction, academic support, and student support functional categories. (O)				✓					
	The Budget Office will meet the contingency plan for use of temporary dollars. (O)				✓					

## Business Services and Financial Services

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
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		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Business Services and Financial Services	Business Services and Financial Services will Improve the impact of the payment plan. (O)					✓				
	Business Services and Financial Services will improve the efficiency of the Accounts Receivable process. (O)					✓				

## Controller

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
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		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Controller	Unqualified audit opinion from Auditor of Public Accounts with the issuance of Virginia Community College System (VCCS) financial statements. (O)					✓				
	The Office of the Controller will ensure efficient transaction processing (O).					✓				

## Emergency Management and Safety

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Emergency Management and Safety	Emergency Management and Safety will work with members of the NOVA Community to build, sustain, and improve their capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. (O)					✓				

## Facilities Planning and Support

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Facilities Planning and Support	Facilities Planning and Support will improve effectiveness through professional and technical development and Employee Recognition. (O)					✓				

**NOVA Police**

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
NOVA Police	NOVA Police will provide a safe, secure, and ready environment where students can pursue their academic goals and faculty/staff can accomplish their respective missions. (O)		VIP-PASS			✓				

## Institutional Effectiveness and Student Success

### Academic Assessment

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
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		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Academic Assessment	Academic Assessment will provide resources, support, and feedback to improve the annual planning and evaluation process for instructional programs. (O)			✓	✓	✓				
	Academic Assessment will provide resources, support, and feedback to improve the general education core competency assessment process. (O)			✓	✓	✓				
	Academic Assessment will provide resources, support, and feedback to the Pathway Councils and their programs/disciplines to improve program/discipline review. (O)			✓	✓	✓	✓		✓	
	Academic Assessment will provide the Administrative Council with updated data, research reports, and research briefs to increase the effectiveness of institutional planning, policy formation, and decision making. (O)			✓	✓	✓				

## Institutional Research

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Institutional Research	Institutional Research will expand the use of predictive analytics to generate a problem-focused body of actionable knowledge to improve student success and institutional effectiveness. (O)				✓					
	Institutional Research will conduct targeted research and analyses on a wide range of institutional and academic issues and synthesize diverse data points into a coherent set of actionable findings and recommendations for institutional decision-making. (O)				✓					
	Publish College Fact Book. (O)				✓					
	Publish annual report on Indicators of Institutional Effectiveness. (O)				✓					
	Institutional Research will ensure the College's compliance with the VCCS System, the State of Virginia, the Federal Government and Accreditation reporting mandates by completing data submissions accurately and on time. (O)				✓					
	Institutional Research will respond to information requests from internal constituents and				✓					

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
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		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
	external entities by providing accurate data. (O)									
	The Office of Institutional Research will actively develop/update data dashboards on OIR website to provide accurate and drillable customized information and report for planning and assessment to the College community. (O).				✓					

## Planning and Evaluation

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Planning and Evaluation	Office of Planning and Evaluation will provide resources, support, workshops, and feedback to improve the annual planning and evaluation process for administrative and campus units. (O)				✓					



Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
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		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
	Office of Planning and Evaluation will provide administrative and campus units with updated data, research reports, research briefs, and surveys to assist with making informed and data-driven decisions. (O)				✓					

### Student Success

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Student Success	Increase college readiness by increasing the rate at which developmental education students progress into college-level courses. (O)	✓								
	Increase student enrollment. (O)	✓								
	Increase course success rates. (O)	✓								
	Increase student retention. (O)	✓								

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
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	Increase the graduation rate. (O)	✓								
	Increase the transfer rate. (O)	✓								
	Improve the Job Placement Rate. (O)	✓								
	Increase the National and State Licensing Examinations pass rates. (O)	✓								

## Instructional and Information Technology

### Vice President's Office

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
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		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountabili ty with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Vice President's Office	Office of the Vice President will draft and implement the College Technology Plan. (O)				✓					
	Office of the Vice President will achieve the annual computer refresh requirement. (O)				✓					
	Office of the Vice President will manage the College Technology Fund Budgets. (O)				✓					

### Academic Technology Services

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
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Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountabil ity with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Strategies	Healthcare, Biotech, and Future Programs		
Academic Technology Services	Academic Technology Services will ensure a majority of full-time faculty attend at least one Learning Management System workshop. (O)				✓					

### College Information Systems

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountabil ity with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
College Information Systems	College Information Systems will ensure all PeopleSoft related processes run accurately and on time. (O)				✓					
	College Information Systems will provide technical and functional support to help testing efforts for EAB – Navigate expanding functionality. (O)				✓					

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
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		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
	College Information Systems will produce queries, reports and/or data feeds in an accurate and timely manner to internal and external customers and/or systems. (O)				✓					

### Information Technology Support Services

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Information Technology Support Services	Information Technology Support Services will meet Virginia Community College System Information Technology Security Requirements (IITS). (O)				✓					
	Information Technology Support Services will manage and maintain infrastructure reliability (networks, servers, and telecommunications). (O)				✓					

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
	Information Technology Support Services will provide help desk support to faculty, staff and students. (O)				✓					

### Library Technology Services

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Library Technology Services	Library Technology Services will improve discoverability of ebooks by enhancing access points in catalog records. (O)				✓					
	Library Technology Services will improve collection relevancy in support of College programs. (L)				✓					

## Strategic Partnerships and Workforce Innovation

### Grants and Sponsored Programs

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Grants and Sponsored Programs	Grants and Sponsored Programs will increase opportunities for large grants (\$250,000 and above). (O)				✓					
	Grants and Sponsored Programs will increase pool of faculty familiar with the grants process. (O)				✓					
	Grants and Sponsored Programs will improve internal compliance performance (O)				✓					

## Marketing and Communication

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Marketing and Communication	Marketing and Creative Services will increase marketing tools to support enrollment and student success at NOVA. (O)	✓		✓				✓		✓
	Marketing and Creative Services will train staff in brand compliance within NOVA. (O)				✓	✓				
	Marketing and Communication will create stories and Op Ed placements in both mainstream media outlets and targeted higher education publications about NOVA academic programs. (O)				✓					
	Marketing and Communications will increase community knowledge and interest in College activities via press releases. (O)				✓					
	Marketing and Communications will provide prospective students with timely, clear, and engaging website content that help them decide their educational path at NOVA. (O)	✓			✓					
	Marketing and Communication will increase enrollment success using a Customer Relationship Management (CRM) system. (O)	✓			✓					
	Marketing and Communication will support faculty and staff to enhance web content for publishing. (O)	✓			✓					



## Workforce

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Workforce	NOVA Workforce will expand employer engagement to encourage more companies to recruit NOVA students and alumni for jobs and internships. (O)						✓		✓	
	NOVA Workforce will serve the needs of regional employers by offering innovative classes based on labor market demand and changing certification/skills requirements sought by employers. (O)						✓	✓	✓	
	NOVA Workforce will increase the number of high-demand credentials attained. (O)						✓	✓	✓	✓

## Student Services

### Adult Career Pathways

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Adult Career Pathways	Adult Career Pathways will expand the number of new participants that will complete and sign an Adult Career Pathways application each semester. (O)	✓								
	Adult Career Pathways will expand enrollment of adult students (based on program eligibility requirements*) in both credit and non- credit courses. (O)	✓					✓			
	Adult Career Pathways' students will successfully complete their program of study at NOVA. (O)	✓		✓	✓					
	Adult Career Pathways participants will develop an educational plan each semester in order to progressively select courses to successfully achieve their goals. (O)	✓		✓						

## Advising

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Advising	Advising Professionals will effectively advise students by using the NAVIGATE tool to take notes correctly as instructed in the training sessions. (O)	✓	✓							
	Advisors will enhance their knowledge of advising information through attending training and engaging with the library of electronic resources. (O)	✓								
	New2NOVA- Students will gain knowledge of NOVA's policies by accessing and completing New2NOVA's online, interactive orientation program. (O)	✓								
	Advising Technology Support will help advising professionals troubleshoot issues with Navigate Advisor side. (O)	✓								

**Call Center**

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
Call Center	Call Center will support institutional effectiveness by providing excellent quality customer service. (O)				✓					
	Call Center will deliver informational advising to current students. (O)	✓								
	Call Center will support institutional marketing and recruitment efforts by engaging in lead generation and nurturing initiatives. (O)				✓					

## College Records

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
College Records	College Records Office will streamline transfer credit processing. (O)				✓					
	College Records Office will reduce processing time for completion of degree audit. (O)				✓					

## Disability Support Services

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Disability Support Services	Disability Support Services will provide access to programs, classes, and services at NOVA. (O)	✓								
	Disability Support Services will improve student satisfaction. (O)	✓								
	Disability Support Services will monitor faculty comprehension of the accommodations process				✓					

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
	and accessibility practices and procedures used at NOVA. (O)									

## Financial Aid

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Financial Aid	Financial Aid will promote financial literacy for NOVA students through a multi-faceted approach. (O)	✓								
	Financial Aid will maintain certification for institutional financial aid eligibility for the maximum period allowed. (O)				✓					
	Financial Aid Office will educate students to adhere to state financial aid law in order to decrease or maintain low student defaults rates. (O)	✓								

## Financial Stability Program

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Financial Stability Program	The Financial Stability Program will ensure students have knowledge and access to each of its services and resources that are provided. (L)	✓								
	Students who participate in the Financial Stability Program will analyze their financial situation and appropriately prioritize their financial responsibilities. (L)	✓								
	Students who participate in the Financial Stability Program will learn financial information and apply it to make sound financial decisions. (L)	✓								
	The Financial Stability Program will conduct analytical studies and provide data on the effectiveness of the Student Emergency Grant program and its impact on persistence, retention, and completion outcomes. (O)				✓					
	The Financial Stability Program will ensure students are accessing the Single Stop resource database and tracking resources to ensure Single Stop screeners that are completed by students receive one-on-one meetings and are provided with appropriate resource assistance per need. (O)				✓					

## Military and Veteran Services

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
Military and Veteran Services	Military and Veteran students will be able to independently access their educational benefits and program degree. (O)	✓		✓	✓					

## NOVACares

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs		
NOVACares	NOVACares will provide college-wide evidence-based Mental Health First Aid (MHFA) training to NOVA faculty and staff to enable them to better assess the need for intervention and support for students who may be experiencing mental health issues. This training will be delivered online by the Virginia Department of Behavioral Health and Developmental Services. Through this training, NOVACares will provide regular professional development for its staff, as well as NOVA faculty and staff. (O)	✓								
	NOVACares will provide regular professional development for its staff, as well as NOVA faculty and staff to better	✓								



Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
	assess the need for intervention and support for students who may be experiencing mental health issues. (O)									

### Pathway to the Baccalaureate

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Pathway to the Baccalaureate	Pathway students will demonstrate persistence by term-to-term registration and retention by Fall-to-Fall enrollment. (O)	✓								
	Pathway students will demonstrate graduation within three years and transfer to a four-year institution. (O)	✓								
	Pathway students who participate in academic advising will be satisfied with their advising experience. (O)	✓								

### Student Life

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/Protocols	Align for Accountability with College Mission	Workforce Dev/Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Student Life	College-wide Student Life will engage students in systemic co-curricular activities to build community and enhance student	✓	✓	✓	✓					

Subunit	Expected Outcome (Include Learning-L or Operational-O)	NOVA's Mission								
		Access and Success			Institutional Effectiveness			Competitive Workforce/Career Opportunity		
		NOVA's Strategic Plan Objectives								
		1	2	3	4	5	6	7	8	9
		Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Strategies	Healthcare, Biotech, and Future Programs
	development and success across the College. (O)									
	College-Wide Student Life will develop systemic service and civic engagement programs that are inclusive and provide participants an opportunity to promote community development public service. (O)		✓							
	Athletes who attend Student Life drug and alcohol abuse activities will be able to identify and articulate practical tools and information for the responsible use of alcohol and the effects of drugs. (O)					✓				

## Appendix

### Administrative Units: 2019-2020

#### President's Office

College Government Affairs and Community Relations
Educational Foundation
Human Resources

#### Academic Affairs

Center for Excellence in Teaching and Learning
College Catalog
Credit for Prior Learning
Curriculum Development
Dual Enrollment
Honors
International Education
NOVA Online
Transfer Services

#### Finance and Administration

Administrative Services
Budget
Business Services and Financial Services
Controller
Emergency Management and Safety
Facilities Planning and Support
NOVA Police

#### Institutional Effectiveness and Student Success

Academic Assessment
Institutional Research
Planning and Evaluation
Student Success

#### Instructional and Information Technology

Vice President's Office
Academic Technology Services

College Information Systems
Information Technology Support Services
Library Technology Services

**Strategic Partnerships and Workforce Innovation**

Grants and Sponsored Programs
Marketing and Communication
Workforce

**Student Services**

Adult Career Pathways
Advising
Call Center
College Records
Disability Support Services
Financial Aid
Financial Stability Program
Military and Veteran Services
NOVACares
Pathway to the Baccalaureate
Student Life

# PATHWAY TO THE AMERICAN DREAM—NOVA'S STRATEGIC PLAN 2017-2023

## THE NOVA COMMITMENT

As its primary contributions to meeting the needs of the Commonwealth of Virginia, the Northern Virginia Community College pledges to advance the social and economic mobility of its students while producing an educated citizenry for the 21st Century.

## THE STRATEGIC PLAN GOALS AND OBJECTIVES

To deliver on this commitment NOVA will focus its creativity and talent, its effort and energy, and its resources and persistence, on achieving three overarching goals—success, achievement, and prosperity. It will strive to enable **Every Student to Succeed, Every Program to Achieve, and Every Community to Prosper.**

To advance the completion agenda described above, thereby promoting students' success and enhancing their social mobility, ensuring that programs achieve, and producing an educated citizenry for the 21st Century, the following goals and objectives are adopted:

### GOAL 1: Every Student Succeeds

- **Objective 1:** Develop a College-wide approach to advising that ensures all students are advised and have access to support throughout their time at NOVA
- **Objective 2:** Implement VIP-PASS System as the foundational technology based on NOVA Informed Pathways for student self-advising, assignment and coordination of advisors, and course registration

### GOAL 2: Every Program Achieves

- **Objective 3:** Develop comprehensive, fully integrated Informed Pathways for every program to ensure seamless transitions from high school and other entry points to NOVA, and from NOVA to four-year transfer institutions or the workforce
- **Objective 4:** Develop effective processes and protocols for programmatic College-wide collective decisions that include consistent, accountable leadership and oversight of each academic program with designated "owners," active advisory committees, clear student learning outcomes and assessments, and program reviews in all modalities of instruction
- **Objective 5:** Align NOVA's organizational structures, position descriptions, and expectations for accountability with its overarching mission to support student engagement, learning, success and institutional effectiveness

### GOAL 3: Every Community Prospers

- **Objective 6:** Enhance the prosperity of every community in Northern Virginia by refocusing and prioritizing NOVA's workforce development efforts
- **Objective 7:** Further develop NOVA's IT and Cybersecurity programs to support regional job demand and position NOVA as the leading IT community college in the nation
- **Objective 8:** Re-envision workforce strategies and integrate workforce development into a NOVA core focus
- **Objective 9:** Plan to expand the breadth and reach of NOVA's healthcare and biotechnology programs, and prioritize future programs to support regional economic development goals

# NOVA

**Northern Virginia  
Community College**

703-323-3000 | [www.nvcc.edu](http://www.nvcc.edu)