



**Northern Virginia Community College**

**Strategic Vision 2015**

**“Gateway to the American Dream”**

**May 11, 2004**

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**“Gateway to the American Dream”**

**Embracing Change in Northern Virginia**

Over the past decade, the Washington metropolitan area, especially Northern Virginia, has grown immensely and has become one of the most economically vibrant and diverse regions in the country. Northern Virginia’s population expanded by over 350,000 people between 1990-2000. Sixty percent of that growth was due to the immigration of New Americans from virtually every country in the world who came in pursuit of the American Dream. Communities are changing; many are growing very rapidly. Northern Virginia is projected to add 300,000 more people by 2010. School populations will graduate 149,000 students this decade, ninety percent of whom will be seeking to continue their educations after high school, for they too will want to pursue the American Dream. The demand for highly-skilled and educated workers is on the rise due to the region’s emerging leadership in major sectors that are part of the expanding knowledge economy, from information technology and the biosciences to health care and government services such as homeland security.

Northern Virginia is truly the land of opportunity for those who have the education and skills to compete. Living in one of the wealthiest and most highly educated regions in the United States, Northern Virginians expect and require quality educational and learning opportunities across the lifespan. But amidst this growth and prosperity there is a challenge. Access to higher education has become severely constricted due to the declining funding of Virginia’s colleges and universities even as college populations have grown. Some Northern Virginians have found that their pursuit of the American Dream has had to be put on hold due to higher education’s limited capacity and restricted admissions in many education and training programs. There is a danger that some of Northern Virginia’s residents will be left permanently on the periphery of the American Dream. If so, the loss will be experienced not only by the individuals who are denied the opportunity to continue their education, but also by the region as it attempts to be globally competitive and as it struggles to maintain the high quality of life that its people cherish.

It is because of these challenges that Northern Virginia Community College must expand its capacity and create educational opportunities that reach all Northern Virginians, from

all backgrounds, and become *the* gateway to the American Dream for tens of thousands who otherwise would be left out.

**Strategic Vision**

By 2015, Northern Virginia Community College will be regarded as one of the top five institutions of higher education in Virginia, known for its excellence in teaching and dedication to higher education access and economic opportunity for the residents of Northern Virginia. It will have a reputation as one of the nation's top three community colleges, with leading programs in the arts and sciences, nursing and allied health professions, and distance learning. NOVA will be seen as the region's premier gateway for helping all residents, including New Americans, achieve the American Dream and as the region's most strategic asset in developing Northern Virginia's frontline high-skill workforce.

Between 2004-2015, Northern Virginia Community College will extend higher education and training opportunities to more than 500,000 residents, double the college-going rate of historically under-represented populations, place more than 25,000 persons into new high-wage employment, and help double the annual earnings for 5,000 low-income families. Because of the quality of its teaching and instructional programs it will be regarded as a "preferred provider" of college transfer students by Virginia's and the National Capital region's most selective universities. Because of the reputation of its technical and workforce programs in responding to businesses' needs and in meeting industry standards, NOVA will be the region's leading provider of highly-skilled front-line workers.

**Strategic Goals**

In order to achieve this vision, NOVA will need to attain seven strategic goals by 2015:

- I. STUDENT SUCCESS** - Northern Virginia Community College will move into the top tier of community colleges with respect to the retention, graduation, transfer and career placement of its students.
  - **Retention**- increase from 49% to 60% the retention rate of degree-credit students
  - **Graduation**- increase from 2,500 to 4,500 graduates annually
  - **Transfer**- increase to 1,000 the number of graduates transferring to a four-year college or university annually
  - **Career Placement**- increase from 75% to 90% the placement rate of students in career fields within 180 days of graduation

**II. ACCESS** – Northern Virginia Community College will increase the number and diversity of students being served to mirror the population growth of the region.

- **Enrollment** - 25,000 more students will be taught in credit programs annually
- **Workforce Training** - 35,000 more participants will be served in workforce training programs annually
- **Middle College** – establish a middle college specifically serving high school dropouts between the ages of 18 and 24.
- **Dual Enrollment** – increase the number of dual enrolled high school students by 1500 enrollments by 2009
- **Underserved Populations** – double the college attendance rate of underserved populations by establishing minority and New American outreach programs
- **Distance Education** –increase student enrollments in distance education to 22,000 students annually
- **Financial Aid** – double the number of students receiving financial aid

**III. TEACHING AND LEARNING** – Northern Virginia Community College will focus on student success by creating an environment of world-class teaching and learning.

- **Diverse Faculty and Staff** – increase the diversity of NOVA faculty and staff to reflect the diversity of students being served
- **Center for Teaching and Learning** – establish a Center for Teaching and Learning dedicated to assisting faculty and staff in improving the quality of teaching and learning services, beginning with distance learning and hybrid instructional delivery modes
- **Full-Time Faculty** – increase the proportion of credit hours being taught by full-time faculty from 52% to 60%
- **Faculty Salaries** – increase faculty compensation such that it is ranked in the top one-third of community college faculty salaries nationally
- **Classified Staff Salaries**- increase staff compensation such that is competitive with Northern Virginia economic standards
- **Faculty and Classified Staff Professional Development**- increase professional development opportunities for faculty and staff that result in enhanced teaching, increased productivity and improved services to students

**IV. EXCELLENCE** — Northern Virginia Community College will develop ten focal points of excellence in its educational programs and services that will be benchmarked to being the best in the nation and strategic to building the college's overall reputation for quality.

- **Instructional Programs** - enhance programs in the arts and sciences, nursing and allied health technologies, distance learning, language acquisition, and specialties within information technology and the biosciences
- **International Education** – leverage NOVA's strength in serving students from around the world to create learning experiences that build greater global awareness across the college
- **Faculty & Student Achievement** – lead the nation in the number of students recognized nationally for outstanding achievement and faculty recognized for outstanding teaching, scholarship, student service or excellence in professional accomplishment
- **Campus Distinctiveness** – develop at least one focal point of excellence at each campus that will help define the campus' distinctiveness and contribute to the college's reputation for quality

**V. LEADERSHIP** – Northern Virginia Community College will serve as a catalyst and a leader in developing educational and economic opportunities for all Northern Virginians and in maintaining the quality of life and economic competitiveness of the region.

- **Regional Health Care Workforce**– convene and help lead a regional coalition of private sector, government, community, and education leaders that develop a business-driven sustainable strategy addressing the Northern Virginia health care worker shortage
- **Access to Higher Education** – work across educational boundaries and develop and ensure access to affordable higher education for all Northern Virginians
- **Educational and Economic Gateways** – provide educational and economic gateways for all Northern Virginians, especially those who are from New American families and low-income neighborhoods

**VI. PARTNERSHIPS** – Northern Virginia Community College will develop strategic partnerships to create gateways of opportunity and an integrated educational system for Northern Virginians who are pursuing the American Dream.

- **Community-based Organizations** – Identify and secure partnerships with key community agencies and community-based organizations that work with immigrant communities and low-income neighborhoods
- **Local Governments** – Develop key relationships with those local governments that are willing to invest in NOVA as a strategic asset in their localities' future
- **Business Sectors** – Identify key business sectors to be served by the college and establish strategic relationships with leadership organizations and key businesses and associations within those sectors.
- **George Mason University** – Strengthen the partnership with George Mason University to create a joint admissions program and advance a comprehensive and seamless system of higher education in Northern Virginia
- **Nationally-Ranked Universities** – Identify and develop strategic relationships with at least four nationally-ranked universities for preferential transfer agreements and the recruitment of diverse and talented faculty
- **Schools** – Develop strategic relationships with targeted schools in the Northern Virginia region, especially those with a commitment to serving traditionally under-represented populations
- **National Organizations** – Develop and strengthen strategic relationships with national organizations where NOVA can play a leadership role, including American Association of Community Colleges (AACC), American Council on Education (ACE), and the League for Innovation in Community Colleges

- VII. RESOURCES** – Northern Virginia Community College will increase its annual funding by \$100 million and expand its physical facilities by one million square feet in new construction. This includes the establishment of two additional campuses in Western Fairfax and Loudoun Counties, as well as additional education and training facilities in or near established population centers.
- **Operating Expenses** – Improve and streamline operating efficiency and reduce costs to save \$500,000 on an annual basis
  - **Outreach Activities** – Develop continuing education and workforce development activities to generate an additional \$20 million in gross annual revenue
  - **Grants and Contracts** – Increase annual revenues from grants and contracts from \$2 million to \$8 million
  - **NVCC Foundation** – Increase annual giving to the NVCC Educational Foundation (NVCCEF) from \$35,000 to \$70,000 and triple its holdings from \$10 million to \$30 million
  - **Capital Campaign** – Conduct a successful \$10 million capital campaign to support the College's capital construction goals
  - **Expansion Plan** – Develop a capital plan to include 1 million square feet of additional college space, and achieve funding for facilities and campus expansion through private, local, state and federal funding
  - **Local Government Support** – Increase local jurisdiction support for annual operations from \$187,000 to \$500,000
  - **Federal Support** – Maximize the opportunities afforded by NOVA's proximity to Washington D.C. and undertake strategies to receive increased federal appropriations
  - **Entrepreneurial Activity** – Establish structures that encourage entrepreneurial activity that redounds to the benefit of College programs
  - **Out-of-State Enrollment** – Establish a funding model that allows retention of out-of-state tuition and increase the number of out-of-state students attending NOVA
  - **Tuition and Fees** – Increase tuition and student fees to rates comparable to regional and national averages at community colleges but not exceeding half of the average cost to attend a public four-year institution in the Commonwealth