Thomas Nelson Community College

2012-2013 Goals, Expected Outcomes, and Actual Results in Response to:

ACHIEVE 2015
SIX YEAR STRATEGIC PLAN OF VIRGINIA’S
COMMUNITY COLLEGES

TNCC 2015
SHAPING OUR FUTURE
FIVE YEAR STRATEGIC PLAN

Outcomes in Response to Achieve 2015

Goal 1: ACCESS Increase the number of individuals who are educated and trained by Virginia’s Community Colleges, with emphasis on increasing the number from underserved populations.

1.1 Annual Headcount (SA/AA)

**Outcome:** Headcount enrollment will increase 2% over 2011-12, from 16,404 to 16,732.

**Status:** Not Achieved

**Results:** Annualized headcount enrollment for the 2012-2013 academic year was 16,216, which was 188 fewer students when compared to the previous academic year. The reduction in headcount for the 2012-2013 academic year equates to a 1.1% decrease when compared to the 2011-2012 academic year.

1.2 Full-Time Equivalent Students (SA/AA)

**Outcome:** FTES will increase 2% over 2011-12, from 7,236 to 7,381.

**Status:** Not Achieved

**Results:** Annualized FTES for the 2012-2013 academic year was 7,056, which was 178 fewer FTES when compared to the previous academic year. This reduction in FTES equates to a 2.5% decrease when compared to the 2011-2012 academic year.

1.3 Underserved Populations (SA)

**Outcome:** Underserved populations will increase 2% over 2011-2012, from 10,985 to 11,205.

**Status:** Final Information Not Yet Available

**Results:** Official data for the 2012-2013 academic year are not yet available; however, preliminary data reflect that there were 11,214 underrepresented credit students enrolled during the 2012-2013 academic year.
1.4 Middle College (WD)

**Outcome:** The number of Middle College students will increase to 70 students; at least 35 (50%) will be placed in a postsecondary credit programs.

**Status:** Achieved

**Results:** Thomas Nelson’s Middle College Program enrolled 82 students, of which 45 completed their GEDs and 41 were awarded CRCs. In addition, 31 students have started their postsecondary credit classes or short-term occupation training.

1.5 Career Coaches (SA)

**Outcome:** The number of graduates from high schools served by career coaches who enroll at TNCC within one year of graduation will increase by 2% over 2011-12, from 709 to 723.

**Status:** Not Achieved

**Results:** The number of graduates from high schools served by career coaches who enrolled at Thomas Nelson within one year of graduation decreased by 6.7%, from 283 to 264.

Note: Results numbers do not match those in the original outcome statement, due to a change in methodology for reporting on career coach enrollments.

Goal 2: AFFORDABILITY Maintain tuition and fees at less than half the comparable cost of attending Virginia’s public four-year institutions, and increase the annual number of students who receive financial assistance and scholarships.

2.1 Financial Aid Applicants (FA)

**Outcome:** The number of students who apply for financial aid will increase by 3% over 2011-2012, from 16,300 to 16,789.

**Status:** Exceeded

**Results:** At the close of the application cycle, the College had processed 18,127 FAFSAs. We have exceeded the number of applications by 11.2% over the 2011-2012 school year.

2.2 Financial Aid Recipients (FA)

**Outcome:** The number of students receiving financial aid will increase by 2% over 2011-2012, from 7,703 to 7,857.

**Status:** Final Information Not Yet Available

**Results:** The number of students receiving financial aid has exceeded the goal of 7,857. However, final data will not be available until October, 2013.
2.3 New Scholarships (IA)

**Outcome:** The Foundation will establish at least two new scholarships, including one to support workforce development or non-credit students.

**Status:** Achieved

**Results:** Three new scholarships, one for non-credit students, one for Dental Hygiene students, and one for STEM program students, were added to the Foundation; and one scholarship fund authority was revised to permit awards to non-credit students in FY 2013.

2.4 Scholarship Awards (IA)

**Outcome:** The Foundation will award more than 100 students scholarships and/or emergency assistance grants.

**Status:** Not Achieved

**Results:** A total of 80 Foundation scholarships, valued at $56,964.63, were awarded to eligible recipients in FY 2013.

Goal 3: STUDENT SUCCESS Increase the number of students graduating, transferring or completing a workforce credential, including increasing the success of students from underserved populations.

3.1 Academic Awards (SA/AA)

**Outcome:** The number of academic awards will increase by 5%, from 1,810 to 1,900.

**Status:** Not Achieved

**Results:** The total number of awards conferred during the 2012-2013 academic year was 1,629, which is 181 fewer than the number of awards conferred during the 2011-2012 academic year. This reduction is equal to 10% fewer awards conferred when compared to the previous academic year.

3.2 Graduates (SA/AA)

**Outcome:** The number of graduates will increase by 5%, from 1,377 to 1,446.

**Status:** Not Achieved

**Results:** The total number of graduates during the 2012-2013 academic year was 1,275, which is 102 fewer graduates when compared to the 2011-2012 academic year. This reduction is equal to 7.4% fewer graduates when compared to the previous academic year.

3.3 Transfers (SA/AA)

**Outcome:** Transfers will increase 3% over 2011-2012, from 754 to 777.

**Status:** Final Information Not Yet Available

**Results:** Official transfer data for the 2012-2013 academic year are not yet available; however, preliminary data reflect that there were 762 students who transferred to 4-year institutions, which was a 1% increase when compared to 2011-2012 transfer data.
3.4 Enhanced Services for Veterans and Active Duty Personnel (FA/WD/SA)

**Outcome:** TNCC will develop a plan for coordinating and expanding its academic, financial, and student services for veterans and active duty personnel; as a result, TNCC will maintain its national ranking as a top military friendly college.

**Status:** Achieved

**Results:** A plan to coordinate and expand the College's services to all military service students to maintain the College's national ranking as a top military friendly college has been developed. A task force was formed to review and recommend improvements to the services available. The task force represented a wide range of faculty and staff across the campus, and its final report was written in May 2013. Thomas Nelson maintained its national ranking as a military friendly school in GI Jobs Magazine. Additionally, in the Military Times Magazine, Thomas Nelson was ranked number 20 out of 60, as one of the Best for Vets Career and Technical Colleges in 2013.

3.5 College Readiness (AA)

**Outcome:** TNCC will partner with at least one local school division to develop a plan for reducing the number of graduates who need developmental mathematics before enrolling in college-level courses.

**Status:** Achieved

**Results:** Members of Academic Affairs toured New Horizons Regional Education Center and received a verbal agreement for collaborative work on a college-readiness initiative. Additionally, Thomas Nelson has met with all area high school districts regarding HB 1184 and the possibility of providing placement testing within the high schools to ensure readiness for dual enrollment.

3.6 Developmental Math Redesign (AA)

**Outcome:** TNCC will identify and strengthen effective components of the developmental math redesign to improve student success rates from 62% to 64%.

**Status:** Final Information Not Yet Available

**Results:** Student success rates in developmental mathematics improved to 65% for the Fall 2012 semester. Final results are pending analysis of Spring 2013 semester success rates.

3.7 Developmental English Redesign (AA)

**Outcome:** TNCC will successfully implement the redesigned curriculum and course structure for developmental English in Spring 2013.

**Status:** Achieved

**Results:** The redesigned curriculum and course structure for developmental English were successfully implemented for the start of the Spring 2013 semester.
3.8 Automated Early Alert System (SA/AA)

**Outcome:** In conjunction with the VCCS, TNCC will pilot an early alert system in Fall 2012.

**Status:** Partially Achieved

**Results:** The early alert system called SAILS (a.k.a. Starfish) will be launched in all developmental English and math courses, effective September 30, 2013. Ongoing preparations include efforts to load the system, provide training for faculty and staff, create awareness of the program for students, and develop administrative processes and procedures.

3.9 Apprentice-Related Instruction (WD)

**Outcome:** TNCC will increase enrollment in apprentice-related instruction by 3%, from 804 to 828.

**Status:** Achieved

**Results:** In FY 2013, apprentices served increased by 9.8% to 883, exceeding the goal of 828 and including 7 new apprentices at Liebherr Mining and 2 new apprentices at Alcoa/Howmet.

3.10 Career Readiness Certificates (WD)

**Outcome:** TNCC will increase Career Readiness Certificates awarded by 10%, from 433 to 476.

**Status:** Not Achieved

**Results:** Thomas Nelson issued 447 Career Readiness Certificates in FY 2013, an increase of 3.2% over FY 2012.

3.11 Workforce Development Credentials (WD)

**Outcome:** TNCC will increase the number of completers with workforce credentials by 3%, from 979 to 1,008, to include career studies certificates, continuing education credentials, and industry certifications.

**Status:** Partially Achieved

**Results:** For FY 2013, Workforce Development reported 871 completers in industry certification courses for the WD VCCS annual report. In addition, Career Studies Certificates earned by students working with WD Contract Credit staff totaled 90, and Workforce Training and Continuing Education Professional Certificates added another 33, for a total of 994. This represents an increase of 1.5% over FY 2012.
Goal 4: WORKFORCE Increase the number of employer provided training and services with a particular focus on high-demand occupational fields.

4.1 Employers Served (WD)

Outcome: The number of employers served through college credit and non-credit courses, customized training, and other outreach efforts will increase by 3%, from 1,122 to 1,155.

Status: Achieved

Results: Thomas Nelson WD reached 1,253 employers, of which 287 are new employers served in FY 2013.

4.2 Workforce Enterprise System (WD)

Outcome: In partnership with the VCCS, TNCC will successfully implement the workforce enterprise system as a web-based enrollment and payment portal for non-credit training.

Status: Partially Achieved

Results: VCCS has selected Augusoft as the vendor and a VCCS task force has been reviewing current noncredit procedures in the VCCS Student Information System to standardize across colleges. Full implementation has been delayed by the VCCS until 2014.

4.3 Trades (WD)

Outcome: TNCC will launch one new non-credit training program for the trades in partnership with business and regional providers.

Status: Achieved

Results: Thomas Nelson Business Development and Corporate Training sponsored an instructor for certification in OSHA 10-hour and 30-hour certificate programs. The first 10-hour course was held in May, 2013. Workforce Training and Continuing Education also held three OHSA 10-hour classes in FY 2013 in partnership with Laborers International Union of North America (LIUNA).

4.4 Allied Health (WD)

Outcome: TNCC will launch one new non-credit training program in allied health in partnership with business and regional providers.

Status: Achieved

Results: Based on an Allied Health Baseline assessment which looked at the demand in the Hampton Roads area for entry level allied health positions, Thomas Nelson launched two new allied health programs in 2013: EKG Technician and Clinical Medical Assistant.
4.5 Transition Programs (WD)

**Outcome:** TNCC will initiate one new workforce transition program with partner organizations serving unemployed adults.

**Status:** Achieved

**Results:** Through the PluggedInVA program, Thomas Nelson Workforce Transition Services and Workforce Training and Continuing Education have partnered with the Peninsula Regional Education Program to provide a contextualized GED preparation course, a Career Readiness Certification (CRC), career exploration and career skills development, digital literacy training, technical pharmacy training courses, and a capstone project conducted at Thomas Nelson Community College.

4.6 Career Center (WD)

**Outcome:** TNCC will develop an Employment Coordination Plan for placing TNCC students in jobs or work experience in their field of study.

**Status:** Achieved

**Results:** In 2013, Workforce Transition Services conducted 17 outreach events for 350 participants, attracted 1,245 Thomas Nelson students to its fall and spring job fairs, placed 85 students in work experiences, and referred an additional 150 participants to jobs.

**Goal 5: RESOURCES** Raise significant dollars in grants and gifts to support the mission of Virginia’s Community Colleges.

5.1 Private Gifts and Grants (IA)

**Outcome:** The College will raise at least $2.0 million in private gifts and grants.

**Status:** Partially Achieved

**Results:** The Thomas Nelson Educational Foundation, Inc. raised $134,706.36 in private gifts, as well as $87,750.00 in private grants, in FY 2013. The College received an additional $1,578,005.99 in federal, state and local grants. From these combined efforts, additional resources raised by the College in FY 2013 total $1,800,462.35.
5.2 Leverage Support from the Virginia Workforce System (WD/FA)

**Outcome:** TNCC will collaborate with the Virginia Workforce System to attract training grants from the Workforce Investment Act, Trades Adjustment Assistance, and Veterans Affairs sources for unemployed individuals to access training leading to employment.

**Status:** Achieved

**Results:** Thomas Nelson WD partnered with the Peninsula Council for Workforce Development to garner a $250,000 grant to support veterans at the College with counseling services, academic or occupational skills training and short-term licensure or professional certification; and $235,000 of a $5 million regional grant to support advanced healthcare careers. Thomas Nelson WD leveraged funds from a VCCS non-credit Trade Adjustment Act grant led by TCC to support job placement for students in allied health, information technology and other fields. Additionally, Thomas Nelson WD partnered with the “One-Stop” system, Veterans Administration, Department of Aging and Rehabilitation Services (DARS), Trade Adjustment Act, and other sponsors to provide scholarship funds to 110 sponsored non-credit students during FY 2013.

5.3 Grant Submissions (IA)

**Outcome:** The College will produce grant proposals consistent with identified College needs and the 2012-13 Development Plan, with a goal of acquiring $1.7 million in grants funds.

**Status:** Achieved

**Results:** The College produced proposals and was awarded $1,578,005.99 in federal, state and local grant funds in FY 2013. The Foundation produced proposals and was awarded $87,750.00 in grant funds in FY 2013. From these combined efforts, $1,665,755.99 in grant dollars was awarded to support identified College needs in FY 2013.

**Goal 6: MANAGEMENT GOALS FOR THE CHANCELLOR**

6.1 Decision Support System (IT)

**Outcome:** In partnership with the VCCS, the IT division will successfully implement the Decision Support System.

**Status:** Achieved

**Results:** The Decision Support System has been implemented and the Financial portion is complete.

6.2 Emergency Preparedness (FA)

**Outcome:** The College will develop and implement a comprehensive quarterly training plan that will build upon the existing strengths of the Crisis Action Team and develop “cross training and leveling” capabilities.

**Status:** Partially Achieved

**Results:** The proposed quarterly training plan has been established and is ready for implementation. However, two out of the eleven Crisis Action Team members have not yet completed the prerequisite baseline training.
6.3 Project Management (IT)

**Outcome:** By March 1, 2013, the College will submit its report to the VCCS on its plans and the implementation status of technology project management standards and guidelines relative to Level 2.

**Status:** Achieved

**Results:** The Thomas Nelson Project Management report, due on March 1, 2013, was submitted ahead of schedule and approved.

6.4 Revised Faculty Evaluation System (AA)

**Outcome:** TNCC will develop a new plan for evaluating full-time teaching faculty based on the final report of the VCCS Reengineering Task Force.

**Status:** Partially Achieved

**Results:** The Thomas Nelson faculty team completed a draft plan in Spring 2013. The draft plan was approved by a majority of faculty who voted in the spring, but was not approved by the President for submission to the VCCS.

6.5 Faculty Diversity (AA/HR)

**Outcome:** TNCC will increase the diversity of full-time teaching faculty by at least one percentage point over 2011-2012, from 21% to 22%.

**Status:** Achieved

**Results:** As a result of faculty turnover and new hires for 2012-2013, the diversity of full-time faculty is now at 22%.

6.6 Internal Audit Plan (FA)

**Outcome:** The college will respond in a timely manner to any requests for information from the VCCS Internal Audit Department and the Auditor of Public Accounts.

**Status:** Achieved

**Results:** There were no audit requests during the 2012-2013 year.
Outcomes in Response to TNCC 2015

Goal 7: EMPOWER INNOVATION IN TEACHING AND LEARNING Embrace technological competencies and innovation in teaching and learning to enhance student success and global awareness.

7.1 Emerging Learning Technologies (IT/AA)

**Outcome a:** The IT department will increase wireless access capacity in 15 classrooms.

**Status:** Achieved

**Results:** The wireless access capacity project has been completed. Classrooms were identified and access points installed. The IT department utilized a phased approach to upgrading its wireless system. In phase 1 we installed new directional access points (APs) that enhance the signal strength, covering a broader area. We upgraded the current area of coverage with the new APs and added additional APs to the general student areas in Templin Hall, Hastings Hall, and Griffin Hall. Additional APs were added to Harrison and Moore Halls for better coverage. The classrooms identified by the divisions are 123, 132, 134, 139, 311, 319, 436, and 840. We will add additional classrooms in phase 2.

**Outcome b:** The IT department will increase the number of faculty assigned iPads by 20% from 60 to 72.

**Status:** Achieved

**Results:** The number of iPads for faculty was increased by 20%. 12 iPads were distributed to the academic divisions and assigned to appropriate faculty.

**Outcome c:** The Audio/Visual department will upgrade six classrooms with Smart technologies.

**Status:** Achieved

**Results:** Six classrooms were upgraded with Smart technologies, and the project is complete.

7.2 Distance Learning (IT/AA)

**Outcome a:** The IT/Distance Learning department will re-establish the Distance Learning Advisory Committee for 2012-2013.

**Status:** Achieved

**Results:** The IT/Distance Learning committee has been re-established, and its work is underway.

**Outcome b:** The Distance Learning department will increase the average success rate in the top five distance learning programs with enrollments over 1,000 from 62% to 70%.

**Status:** Partially Achieved

**Results:** The average success rate across the top five distance learning disciplines increased from 63% in 2011-2012 to 65% in 2012-2013.
7.3 Professional Development for Faculty (AA/IT)

**Outcome:** TNCC will develop guidelines for professional development objectives as a component of the redesigned Full-Time Teaching Faculty Development and Evaluation Process.

**Status:** Partially Achieved

**Results:** The College did not complete its redesigned Faculty Development and Evaluation Process during the year. However, professional development objectives were included as part of the proposed plan developed by College faculty.

7.4 Development of Academic Proposals for Major Gifts (AA/WD/IA)

**Outcome:** The College will identify at least five major projects to enhance academic and workforce development programs that can be promoted to potential donors for funding.

**Status:** Achieved

**Results:** Seven projects were identified during the year. Projects included a $50,000 donation from Sentara Williamsburg Regional Hospital for the purchase of Sim Mom equipment for the Nursing Department at the Historic Triangle Campus; $35,000 from Dominion Resources for a student design and construction project for a solar-powered unit to provide power for students, the campuses, and off-site facilities; the donation of two vehicles by the Camp Peary Logistics Section for the Automotive Program; $750 for an advanced manufacturing summer camp for middle and high school students; development of a proposal for a $50,000 art gallery sponsorship; $30,000 to acquire practice pianos to support the music and performing arts programs; and $50,000 for a library archives pianos.

7.5 Expanded Capabilities and Offerings in STEM (AA/WD)

**Outcome:** TNCC will work closely with business to develop at least two new credit and/or non-credit programs targeting the region’s high-demand STEM occupations.

**Status:** Achieved

**Results:** The College has developed two new credit offerings - a Technical Studies degree plan in Industrial Mechanics and a degree program in Computer Science - both of which were approved by the College's Curriculum and Instruction Committee. The College has also partnered to initiate a non-credit Broadband Installation program.

7.6 Health Professions (AA/HT/WD)

**Outcome:** TNCC will work closely with business to develop at least two new credit and/or non-credit programs targeting the region’s high-demand health occupations.

**Status:** Achieved

**Results:** Two new non-credit programs, Medication Aide and EKG Technician, were developed in 2013.
Goal 8: IMPROVE STUDENT SUCCESS Create a student-centered environment that meets the social, academic, and community involvement needs of our diverse student population.

8.1 Enrollment Management (SA)

Outcome: The College will implement a redesigned enrollment system that will significantly improve services to students and provide increased satisfaction for staff who carry it out.

Status: Partially Achieved

Results: The Enrollment Task Force completed its work on March 1, 2013, resulting in a proposal for a redesigned enrollment system. Changes to the current enrollment system began Spring 2013 and included designating Admissions and Registration/Records functions, re-naming the Welcome Center to the Registration Self-Service Center, providing registration workshops, simplifying the Steps to Enrollment, and mailing a welcome letter to all new students that included pertinent information for successful enrollment.

8.2 Early College (SA/AA)

Outcome: The College will complete the process for successful implementation of an Early College Model for the Newport News Public School System.

Status: Achieved

Results: In its second year, the Early College Scholars program expanded from one high school to all five in the division. While high school vs. college calendar issues remain, the basic model has worked very well with the students completing ENG 111 and 112 in the fall and coming to campus full time in the spring. Of the 70 students who began the program in Fall 2012, 68 successfully completed it. 18 students will continue their education at Thomas Nelson, 12 are going to ODU, and the rest are attending other colleges and universities in the state, as well as the US Military Academy at West Point.

8.3 Increased Communication with Students (P/SA)

Outcome: The president and associated Cabinet members will meet several times with students at both campuses for Q & A and an exchange of ideas about the student experience at the college.

Status: Achieved

Results: The President and associated Cabinet members held two forums for Q&A and ideas about the student experience at the college in Fall 2012 semester (November 27 - HT Campus and November 28 - Hampton Campus). Additional forums were held for the Spring 2013 semester (March 20 - HT Campus and March 21 - Hampton Campus). The President also met with the Student Government Association on December 7.
Goal 9: DEMONSTRATE EXCELLENCE Build a culture of shared responsibility and accountability for excellence and institutional success throughout the college.

9.1 Institutional Effectiveness (AA/P)

**Outcome a:** The College will complete a full cycle of Institutional Effectiveness (identify, assess, and use outcomes for improvement) for college-level goals and for all major administrative, academic, student services, and community/public service units.

**Status:** Achieved

**Results:** All major administrative, academic, student services, and community/public service units at the College successfully completed a full Institutional Effectiveness cycle during the year. A report on unit outcomes, results, analyses, and next steps was completed for the 2011-2012 year, and outcomes were established for the 2012-2013 year.

**Outcome b:** The College will implement a comprehensive plan for Institutional Effectiveness in relation to all educational programs.

**Status:** Partially Achieved

**Results:** A plan has been developed, whereby academic programs will report annually on their assessment plans, to include their student learning outcomes, the methods that will be used to assess those outcomes, achievement targets, assessment results, analyses, and next steps. Programs will also be asked to follow up and provide evidence of impacts on student learning that resulted from their changes/next steps. Assessment plans for the upcoming year will be developed in the preceding spring, and final reports on the results of these plans will be generated in the fall term following the assessment cycle. This plan is on schedule for implementation in the upcoming academic year (2013-2014), and has the support on the Division Deans. In addition, ten educational programs completed a full assessment cycle for the 2012-2013 year, as part of an early adopter group for the new assessment process. These ten programs represent approximately one third of the College's degree and certificate programs.
9.2 Diversity and Inclusion (HR/SA)

**Outcome:** The College will expand opportunities of diversity and inclusion to increase awareness of the diversity present throughout the campus community.

**Outcome a:** The newly formed Cultural Affairs Committee will implement two cultural affairs events during each semester.

**Status:** Partially Achieved

**Results:** The Cultural Affairs Committee, in conjunction with the Asian Pacific American Heritage Organization (APAHO), sponsored an Asian Festival at the college on May 11, 2013. The event was well attended and the college was the recipient of an award of appreciation from APAHO. Cheryl Tan, anchor from WAVY 10 TV, attended the festival and provided coverage of the event on the 11 o’clock news. Planning began for a Latino event scheduled for September/October 2013. Empowerment Through Fitness was the theme during Black History Month. The month-long celebration was coordinated by Thomas Nelson’s Black History Month Committee. Speakers during this observance included the following: Francena McCorory, Olympic gold medalist, and Mike London, University of Virginia head football coach - February 11, 2013; Wayne Gomes, former Philadelphia Phillies player and Virginia Baseball Academy owner - February 21, 2013; and Olympic gold medalists Dominique Dawes and Gabrielle Douglas - February 26, 2013.

**Outcome b:** The number of students participating in diversity related student organizations will increase by 10% over 2011-12, from 128 to 141.

**Status:** Achieved

**Results:** There are currently 169 student participants in diversity related organizations, which represents a 32% increase over 2011-2012, from 128 to 169.

**Outcome c:** A special diversity and inclusion training opportunity will be offered for students.

**Status:** Achieved

**Results:** The Virginia Center for Inclusive Communities provided a Diversity Seminar & Workshop on February 1, 2013, specifically designed for college students. Seventeen student leaders participated and received diversity information on topics that included conditioning, thoughts and expectations, deliberate avoidance, nonverbal dehumanization, physical violence, institutional bias and life threatening acts.

**Outcome d:** The number of faculty and staff participating in the Institute for Diversity and Inclusion will increase by 10% over 2011-2012, from 53 to 58.

**Status:** Not Achieved

**Results:** The number of faculty and staff participating in the Institute for Diversity and Inclusion increased by 2% over 2011-2012, from 53 to 54.
**Outcome e:** To expand opportunities for awareness, a quote/message to promote diversity and inclusion will be featured every Monday on NelsonLink.

**Status:** Achieved

**Results:** A quote is currently featured each week on NelsonLink to promote awareness of diversity and inclusion throughout the campus community. This note serves as a living reminder of the importance of an inclusive work environment and an appreciation for our diverse backgrounds.

### 9.3 Historic Triangle Campus (P/HT)

**Outcome a:** To increase the sense of engagement and inclusion for the Historic Triangle Campus, the president and associated members of the Cabinet will hold at least two regularly scheduled college meetings each semester at the HT Campus.

**Status:** Achieved

**Results:** The President and associated members of the Cabinet held two Cabinet meetings at the Historic Triangle Campus in the Fall 2012 semester (November 27 and December 4). The President held three additional Cabinet meetings in Spring 2013 (March 19, April 29, and June 18). The College Board met at the HT Campus on February 27, 2013.

**Outcome b:** In addition, the president will hold at least one meeting each semester to interact directly with members of the HT Campus.

**Status:** Achieved

**Results:** The President held a forum in the Fall 2012 semester to interact directly with members of the HT Campus on December 3. An additional forum was held in the Spring 2013 semester (March 19).

### 9.4 External Recognition of Excellence (AA/FA/HR/IA/IT/P/SA/WD)

**Outcome:** The College will be successful in securing recognition of students, faculty, and staff for excellence by external groups, e.g., Phi Theta Kappa, Jack Kent Cooke, VCCS, SCHEV.

**Status:** Achieved

**Results:** Sandra Harris was the 2012 Commonwealth Legacy Scholar sponsored by the Virginia Foundation for Community College Education. Three students from the college were selected by Phi Theta Kappa as members of the 2013 All Virginia Academic Team. Four students were nominated for the Jack Kent Cooke Scholarship; one has been identified as eligible to pursue the scholarship specifically designated for foster students. Twelve students were nominated for Who’s Who Among American College Students. The Vice President for Workforce Development, Dr. Deborah Wright, was awarded the 2012 Expanding Workforce Opportunities Award. Mary Ellen Dreybus received the Chancellor’s Award for Excellence in Workforce Development in Career Pathways. John Calver was appointed to the National Board of the National Coalition of Advanced Technology Centers (NCATC). Sandra Spain and Alicia Riley were recipients of the Virginia Community College Association (VCCA) Showcase Awards. Albert Kates was named one of 10 VCCS Valley Proteins Fellows for 2013-14 in May 2013.
Goal 10: STRENGTHEN LEADERSHIP IN COMMUNITY ENGAGEMENT Improve TNCC’s visibility and its role in advancing the social and economic vitality of the region.

10.1 Southeast Center for Higher Education (SA)

**Outcome:** The College will develop a plan for the Southeast Center for Higher Education to expand course enrollments, enhance community interactions, and develop a stronger relationship with An Achievable Dream High School.

**Status:** Partially Achieved

**Results:** Current efforts to create a new strategic enrollment management plan are underway. Meetings with officials in the adult education program from Newport News have been made, meetings with officials from Achievable Dream have been completed, and an analysis of current course offerings is underway. A final report regarding the future direction of the Southeast Center will be completed in December of 2013.

10.2 Website (IA)

**Outcome:** The College will restructure the website and social media communications to provide accurate and timely information on the College's academic and workforce development programs and services in such a way as to be and be more user friendly for students, faculty, staff and the public.

**Status:** Partially Achieved

**Results:** Responsibility for the College's Website and Social Media Communications was successfully migrated from Information Technology to Institutional Advancement, specifically, the Office of Public Relations and Marketing, in FY 2013. Accomplishments towards overall enhancement of the College’s website include the hiring of a Web and Social Media Communications Manager, development and initial implementation of a two-year strategic plan for content creation, revision and restructuring, site redesign, and acquisition of a content management system.

10.3 Marketing (IA)

**Outcome:** To better position the College competitively in the Hampton Roads media market, the College will engage an advertising agency for such things as leading a branding campaign to identify key marketing messages, producing high quality radio and television commercials and other marketing media, and securing high volume placement for College advertising.

**Status:** Achieved

**Results:** BD&E Associates conducted a branding campaign for the College resulting in a preliminary report and recommendations for an enhanced tag line, signature identifier, logo, etc. for presentation to the College Board in September 2013. Upon approval, BD&E will develop marketing materials and advertising to launch the new campaign for the 2014-15 academic year. In association with BD & E, the College’s Office of Public Relations and Marketing produced and placed 814 television and 862 radio spots between July 1, 2012 and June 30, 2013. A number of TV spots were strategically placed to air in prime time and in association with major collegiate sporting events. In addition to the contracted television advertising, College Public Relations staff scheduled and coordinated ten television guest spots on local cable stations for the President and other College faculty and staff.
10.4 Presidential Inauguration (P/IA)

**Outcome:** The presidential inauguration will be an occasion for celebrating and communicating the role of the College in the larger community.

**Status:** Achieved

**Results:** Thomas Nelson celebrated the presidential inauguration on October 12, 2012. The primary focus for the inaugural event was not just on the college, but also on the communities that the college serves. Numerous external stakeholders attended the event, to include national, state, and local elected officials, public schools superintendents, VCCS State Board and staff members, College Board and Educational Foundation Board members, as well as various business executives. The event received favorable coverage in the press, and an op-ed with excerpts from the President's address appeared in The Daily Press.

10.5 Presentations to Community and Civic Groups (P/IA)

**Outcome:** The president will make a presentation about the College to community and civic groups for an average of at least one such presentation per month.

**Status:** Achieved

**Results:** The President made 14 presentations about the College to community and civic groups in 2012-2013. A partial list includes the following: Inside Business with Susan Akers, the Williamsburg Neighborhood Council, Hampton City Channel 47 Round Robin, Yorktown Crier Poquoson Post, WAVY-TV Fox 43 Good Morning Show, American Society of Military Comptrollers, Virginia Tidewater Consortium-WHRO, Virginia Peninsula Rotary Club, James City County Rotary Club, Newport News Rotary Club, NAACP-Williamsburg Executive Board, HearSay with Cathy Lewis on WHRO Radio, Peninsula Chamber of Commerce Leadership Institute, and the State Board for Community Colleges.

10.6 Leadership Institutes (AA/FA/HR/IA/IT/P/SA/WD)

**Outcome:** TNCC faculty, staff, and administrators will participate in leadership institutes, such as those sponsored by the Peninsula Chamber of Commerce and CIVIC.

**Status:** Achieved

**Results:** A total of 27 Thomas Nelson faculty, staff, and administrators participated in the following leadership institutes: Virginia Peninsula Chamber of Commerce Class of 2013 - Bryan Jones, Mark Kramer, Michelle Manfred, and Curtis Wray; CIVIC Leadership Institute - Lonnie Schaffer; Presidential Leadership Institute - Craig Amos, Kathryn Anderson, Hannah Anderson-Hughes, Janina Arrington, Stephanie Barnett, John Calver, Wayne Davis, Lisa Draper, Steven Felker, Rimma Feygelson, Richard Hodges, Mary Kathryn Howard, Debbie Hudgins, Myleah Kerns, Elena Kuchina, Deborah Lichniak, Kris Rarig, Michael Reynolds, Barbara Rumsey, and Jewel Williams-Jones; Leadership Seminar of the Virginia Women's Network - Vicki Richmond; VCCS Classified Staff Leadership Academy - Paige Maddox.
Goal 11: INCREASE COLLEGE RESOURCE CAPACITY Broaden and increase financial resources to support institutional growth and innovation to fulfill the mission and vision of the college.

11.1 Development Function (IA)

**Outcome a:** The Foundation will reactivate the Development Committee to provide guidance in raising funds and friends.

*Status: Achieved*

*Results:* The Foundation Development Committee was reactivated in July 2012, was chaired by past President Robert Graves, and met monthly in support of the College and Foundation fund raising efforts.

**Outcome b:** The College will employ a full-time Director of Development and a Coordinator for the Annual Fund and Alumni Giving to support development efforts.

*Status: Partially Achieved*

*Results:* Lara M.S. Overy was hired as the College's Director of Development in March 2013, with employment on May 6, 2013. The College's new Coordinator for the Annual Fund and Alumni Giving is expected to be hired by October 2013.

**Outcome c:** The College will employ a full-time Grant Writer and Administrator to advance its grant development efforts.

*Status: Partially Achieved*

*Results:* The College's upgraded Grants Manager Position is expected to be hired by October 2013.

**Outcome d:** The Foundation will add 5 new directors and retain current directors or fill any announced vacancies to reach its full capacity of 25 directors.

*Status: Partially Achieved*

*Results:* The Foundation approved the addition of 2 new directors in FY 2013 for a total of 21 active and emeriti directors as of June 30, 2013. Plans to fill remaining slots were tabled to allow the Director of Development time to conduct prospect interviews.

**Outcome e:** The College will draft and implement a Development Plan identifying four to five primary fund raising projects for 2012-13 to guide its development efforts.

*Status: Achieved*

*Results:* The Development Committee implemented a plan that included six major funding projects identified by various College divisions for FY 2013.

11.2 Capital Outlay (FA)

**Outcome:** The College will work with the VCCS and an external consultant to determine whether to pursue renovation or new construction for the current Diggs, Harrison, and Moore Halls.

*Status: Achieved*

*Results:* This project is complete. It was determined that it would be more cost effective to replace Diggs, Moore, and Harrison Halls than to renovate them.
11.3 Full-Time Faculty (AA/FA)

**Outcome:** TNCC will increase the number and percentage of full-time faculty in accordance with projected student demand, workforce needs, and curricular plans.

**Status:** Achieved

**Results:** Based on an analysis of full-time to part-time faculty ratios across academic disciplines, among other considerations, specific disciplines were identified for hiring of full-time faculty for the upcoming academic year (2013-2014). Three new full-time faculty members were hired within Biology, and two were hired within Mathematics. Additionally, one new full-time faculty member was hired within each of the following disciplines: Computer Science, Dental Hygiene, Economics, Emergency Medical Services, Engineering, English, Geology, History, and Spanish. The percentage of student credit hours taught by full-time faculty increased from 40.7% in 2011-2012 (Fall 2011 and Spring 2012) to 41.2% in 2012-2013 (Fall 2012 and Spring 2013).

For each outcome in this plan, one or more Cabinet-level units are designated as having leadership responsibility. However, it is recognized that achieving outcomes is often a collaborative process, requiring the involvement of multiple college units.

Cabinet-level unit abbreviations used within the report are as follows:

- **AA** Academic Affairs
- **FA** Finance and Administration
- **HR** Human Resources
- **HT** Historic Triangle Campus
- **IA** Institutional Advancement
- **IT** Information Technology
- **P** President’s Office
- **SA** Student Affairs
- **WD** Workforce Development