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 Academic Programs (AA)

Four new associate degree and certificate programs will be established at the College.

1.2 Underserved Populations (SA)

At least 25% of the College's underserved student population will be engaged through outreach and retention initiatives.

1.3 High School Outreach (SA)

The number of College contacts with individual high school students will increase by at least 15%, from 928 in 2013-2014 to 1,068 in 2014-2015.

1.4 Shared Distance Learning (AA, IT)

Twelve or more course sections will be made available to Thomas Nelson students through shared distance learning with Northern Virginia Community College, and at least one shared distance learning course will be offered through the College to VCCS students.

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 (FA)

The number of students losing eligibility for financial aid (not meeting Satisfactory Academic Progress) will decrease by at least 5%, from 750 in 2013-2014 to 712 in 2014-2015.
2.2 Scholarships (IA, FA)

The number of student applications submitted for Foundation scholarships will increase by at least 20%, from 108 in 2013-2014 to 130 in 2014-2015.

2.3 Textbook Costs (FA, AA)

The overall combined cost of required textbooks and related course materials for students in class sections of HLT 138/230, CST 100, ECO 201, and BUS 241 who purchase directly through the College bookstore will be reduced by at least 25%, from an estimated $134,327 to $100,745.

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 Graduates (AA, SA)

The number of graduates in Associate Degree, Career and Technical Certificate, and Career Studies Certificate programs will increase by at least 3%, from 1,079 in 2013-2014 to 1,112 in 2014-2015.

3.2 Transfers (SA, AA)

Student feedback on the College’s support for transfer to a four-year institution will be gathered, and that information will be used to outline needed changes and methods for tracking the effectiveness of those changes.

3.3 Developmental Mathematics (AA)

Students who have successfully completed their developmental mathematics coursework will succeed in introductory level college mathematics courses at the same rate as students who did not need developmental coursework.

3.4 Dual Enrollment (SA, AA)

New high school dual enrollment contracts will be initiated with all area high school districts, and will align with VCCS dual enrollment policy and the Thomas Nelson dual enrollment plan.

3.5 Veterans and Military Services (FA, WD)

The number of military students using their educational benefits will increase by at least 4%, from 2,521 in 2013-2014 to 2,622 in 2014-2015.

3.6 Middle College and Bridges to Success (WD)

At least 75 students will enroll in Middle College or other Bridges to Success Programs such as Plugged-In, On-Ramp, TAACCCT, and ESL, to gain career counseling, complete their GED, obtain a Career Readiness Certificate, and gain access to funding to enter college or continued training.

3.7 Faculty Professional Development (AA, HR)

Intentional professional development opportunities designed to strengthen teaching skills will be included in the Annual Performance and Professional Development Objectives for all teaching faculty.
Goal 4: WORKFORCE - Increase the number of employers provided training and services with a particular focus on high-demand occupational fields.

4.1 Workforce Credentials (WD)
The number of students obtaining workforce credentials, to include industry certifications and licenses, will increase by at least 3%, from 895 in 2013-2014 to 922 in 2014-2015.

4.2 Employers Served (WD, AA)
The number of employers served by the College will increase by at least 3%, from 1,359 in 2013-2014 to 1,400 in 2014-2015.

4.3 Entrepreneurship Programming (WD)
The number of students enrolled in entrepreneurship training in the Institute of Business Leadership and e-Entrepreneurship will increase by at least 3%, from 385 in 2013-2014 to 396 in 2014-2015.

4.4 Trades Training Programming (WD)
The Thomas Nelson Center for Construction, Building, and Industrial Trades Training will open at the Goodwill facility in Hampton, and will offer courses in HVAC, Weatherization, and Maintenance.

4.5 Workforce Enterprise System (IT, WD)
The Workforce Enterprise System for online non-credit registration and payment will be implemented and will serve students registering for Summer 2015 non-credit classes.

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

5.1 Grants (IA)
Public grant funding totaling at least $1.5 million will be secured to benefit the College.

5.2 Private Giving (IA)
Private gifts and grants totaling at least $350,000 will be secured by the Thomas Nelson Educational Foundation, Inc. to benefit the College.

5.3 Support from the Virginia Workforce System (WD, FA)
Support from the Virginia Workforce System for Workforce Investment Act (WIA) funding for student tuition and fees, including through Rapid Response and WIA Incentive Grants, will increase by at least 3%, from $151,712 in 2013-2014 to $156,264 in 2014-2015.
Goal 6: MANAGEMENT GOALS FOR THE CHANCELLOR

6.1 Diversity and Inclusion Plan (HR)
A comprehensive diversity and inclusion plan for the College will be developed and submitted to the VCCS.

6.2 Faculty Diversity (HR, AA)
The diversity of the College's full-time teaching faculty will increase by at least one percentage point over 2013-2014, from 22% to 23%.

6.3 Performance-based Funding (FA, WD, SA)
A student success plan, complementing and expanding the College's existing coaching model and supporting the VCCS performance-based funding initiative, will be implemented.

6.4 Digital Signatures (IT)
A digital signature application will be implemented at the College.

6.5 Streamlining Operations (FA)
The number of requisitions for catering services will be reduced by at least 25%, from 249 in 2013-2014 to 186 in 2014-2015, through streamlining of the procurement process in this area.

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 Cyber Security Programming (WD, AA)
Strategic partnerships and programming in Cyber Security will be expanded to position the College for a National Center for Academic Excellence in Information Assurance Education (CAE-2Y) designation.

7.2 Distance Learning Plan (IT, AA)
A comprehensive strategic plan for distance learning at the College will be created.

7.3 Professional and Peer Tutoring (AA, HT)
The College's tutoring services will be enhanced through the implementation of innovative online services and partnership with Literacy for Life and other organizations.

7.4 Instructional Technology (IT, AA)
The number of faculty, staff, and administrators receiving formal training in applied technologies will increase by at least 20%, from 295 in 2013-2014 to 354 in 2014-2015.
7.5 **Product Lifecycle Management (WD, AA, IT)**

A Product Lifecycle Management (PLM) Institute of Excellence will be established using funds from a major grant from Siemens, and will offer an array of courses to serve the manufacturing sector.

**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 **Academic Advising (SA, AA)**

A plan for a completely redesigned advising system at the College will be developed with broad input from the College community, and will include specific goals and student learning outcomes, an analysis of resource requirements, and a formal assessment plan.

8.2 **Strategic Enrollment Management Plan (SA)**

Integrated recruitment, retention, and enrollment goals that align with the College’s mission and strategic plan will be developed, and activities in support of those goals will be implemented within each of the College’s divisions.

8.3 ** Academic Program Communication (IA, AA, SA)**

All academic program information published by the College will be reviewed and updated for content, accuracy, and consistency.

8.4 **Prerequisites Review (SA, AA, IT)**

A comprehensive academic and technical review of current course prerequisites will be completed, and resulting recommendations will be reviewed for implementation in Summer 2015.

**Goal 9: DEMONSTRATE EXCELLENCE** - Build a culture of shared responsibility and accountability for excellence and institutional success throughout the college.

9.1 **Reaffirmation of Accreditation (AA, P)**

The College’s Compliance Certification will be successfully completed and submitted to the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

9.2 **Strategic Plan (P, AA)**

The development of a new strategic plan for the College will be completed, and the process will include broad involvement from the College community and a review of College mission.

9.3 **Organizational Culture (HR, P)**

All members of the President’s Cabinet and the College’s mid-level managers will engage in formal development and training on the topics of organizational culture and effective supervision within a learning organization.
9.4 Succession Plan (HR)
Leadership continuity will be supported through the implementation of the College’s succession plan.

9.5 Employee Orientation (HR)
A new software application designed for onboarding and offboarding will be implemented.

9.6 Faculty Development and Evaluation Plan (AA, HR)
The newly approved Faculty Development, Evaluation, Reward and Recognition Plan will be fully implemented.

9.7 Student, Faculty, and Staff Recognition (IA, P)
Student, faculty, and staff recognition for excellence will be successfully secured from external groups.

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 Advanced Integrated Manufacturing Center (P, AA, WD, FA)
Engagement with manufacturing companies in Hampton Roads will be expanded to assist in the development of programming for an Advanced Integrated Manufacturing Center at the College.

10.2 Southeast Higher Education Center (SA, AA)
Enrollment at the Southeast Higher Education Center will increase by at least 30%, from 131 in 2013-2014 to 171 in 2014-2015, and the necessary preparations for offering full College programs at the site will be completed.

10.3 University of Virginia BIS Partnership (HT, AA)
An initial cohort of at least 15 students will be successfully recruited for the Bachelor of Interdisciplinary Studies partnership with the University of Virginia.

10.4 Work-based Learning (WD, AA)
New work-based learning opportunities will be developed for at least two College programs.

10.5 Historic Triangle Partnerships (HT, IA)
Innovative partnerships with community businesses and non-profit, education, and civic organizations in the Historic Triangle area will be pursued and formalized to benefit the College.

10.6 Community Visibility (IA, P)
College sponsorships will be secured and attendance coordinated to ensure high visibility and participation in community events and activities by College faculty, staff, administrators and board members.
10.7 Great Expectations (SA)

The Great Expectations program will be initiated at the College, and partnerships for recruiting students will be established.

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 Rebuilding the Hampton Campus (FA, IA)

College efforts supporting replacement of Harrison, Diggs, and Moore Halls will continue and advance in collaboration with the VCCS and through engagement with external stakeholders, and will be consistent with the updated Hampton Campus Master Plan as approved by the State Board of Community Colleges in January 2014.

11.2 Planned Giving (IA)

A planned giving program will be researched and education provided through the Thomas Nelson Educational Foundation, Inc.

11.3 Alumni Development (IA)

Alumni development opportunities and best practices will be implemented for Thomas Nelson alumni engagement, including a comprehensive communication and solicitation plan.

11.4 Community Engagement and Support (IA)

Well-coordinated communications and development strategies, involving both the College and Foundation boards, will result in greater community awareness and support for the College.

For each outcome in this plan, one or more Cabinet-level units is 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:

<table>
<thead>
<tr>
<th>AA</th>
<th>Academic Affairs</th>
<th>FA</th>
<th>Finance and Administration</th>
<th>HR</th>
<th>Human Resources</th>
<th>HT</th>
<th>Historic Triangle Campus</th>
<th>IA</th>
<th>Institutional Advancement</th>
<th>IT</th>
<th>Information Technology</th>
<th>P</th>
<th>President’s Office</th>
<th>SA</th>
<th>Student Affairs</th>
<th>WD</th>
<th>Workforce Development</th>
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