



Virginia Student Success Leadership Institute

Final Action Plan

Final Action Plan: Danville Community College

	Description of Proposed Action	Framework Area (Connection, Entry, Progress, Completion)	Timeframe (as specific as necessary for your needs)	Potential Costs	Impacted Stakeholder Group(s)	Anticipated Impact
Initiative 1	Increase interest in programs by (1) updating curriculum and (2) increasing community presence	Connection	Spring/Fall 2016 pilots, finalized process for Fall 2017	1. (No new cost) - Faculty time in curriculum revisions 2. (\$20,000) to increasing marketing budget to cover additional activities	Admissions, program faculty, career coaches, marketing office	Increase in applications to college, increased yield from applications
Initiative 2	Add new curriculum to meet changing regional needs based on the changing employment demands and student demands.	Connection	Ongoing	Cost for faculty to develop curriculum (2-3 credit release or 2-3 credit course rate)	Faculty & Deans	Change in curriculum to match employment demand, high level of interest in new programs
Initiative 3	Expand services to new populations (target - high school students, incarcerated individuals. Displaced workers)	Connection	Ongoing	Facility, faculty cost for new courses	Admin. Cabinet, faculty, & deans	Increase in enrollment through expansions

Initiative 4	Streamline onboarding process	Entry	Spring/Fall 2016 pilots, finalized process for Fall 2017	Navigate (\$70,000), materials for new orientation process (\$10,000)	Admissions, program faculty, & deans offices	Increased application yield, increase in student satisfaction
Initiative 5	Academic Planning (PEP) to include metamajors	Entry	Summer/Fall 2016 Pilot	Navigate (\$70,000)	Faculty, IR, & Deans	Through the process of long-term planning, students will report higher satisfaction with college and increase retention rates
Initiative 6	Short term certificates to provide students with more milestones to decrease attrition and increase employability	Progression / Completion	Fall 2017	Faculty curriculum development	Faculty & counselors	Increase the number of awards per year, and increase retention rates
Initiative 7	Early Intervention Services for Student Success	Progression / Completion	Ongoing	\$15,000 for new tracking systems, additional tutors, services; SmarThinking, SI, SAILS early alert system, targeted classroom engagement in high risk programs	LRC staff, Counselors, SAILS Coordinator, & IR	Decrease in failures and student withdrawals, potential for increase in course withdrawals in first four weeks

Step 2: For each of the initiative, use Kotter's change framework to identify the process of change.

Create a Sense of Urgency

How will you create urgency regarding the initiative on campus?

- 1) The campus has experienced a 22% decline in enrollment since 2007. Currently the campus enrollment is less than 2007 norms. This has built a natural degree of urgency to build new enrollment in order to stop layoffs.
- 2) Same as 1
- 3) Same as 1
- 4) Historically students have ultimately not enrolled because of how difficult and time consuming the process currently is which frames the urgency for change.
- 5) We are in the lower 25% of retention trends across the state, the urgency is framed to increase our retention to match/exceed national norms.
- 6) Same as 5
- 7) Same as 5

Build a Guiding Coalition

Who at your college needs to be at the table for guiding these changes? Why?

For all seven initiatives the campus has worked hard to create committees with large cross-sections of representations so that faculty, staff, administrators, and community stakeholders are at the table to guide these initiatives. A couple to highlight are the diversity committee, enrollment management team, and advisory committees for each program.

Form a Strategic Vision & Initiatives

After you have made these changes and they are successful, what will be different at your college? Why?

The expectation would be that our enrollment numbers would stabilize in order to stop the "crisis"/reactionary decision cycle. In addition, there would be a much more cohesive delivery of services targeting student success and reduction in the silo effect of service delivery currently seen across campus.

What short term actions will help you to achieve this strategic vision? What long term action will help you to achieve this strategic vision? What changes do you anticipate will result from the initiative?

In the short-term, the goal will be to leverage program faculty and support staff who are excited about the changes and willing to champion the initiatives. More long-term, the campus will need to engage the CAVES (Colleagues Against Virtually Everything) in

order to get a larger group of personnel onboard with the initiatives. Since the primary goal is to focus on the success of students, the communication of that vision should be at the forefront of the change action. In addition, it will be important that administration be supportive of new ideas and initiatives and make a safe space for failures along the way.

Enlist a Volunteer Army

For each initiative, who at your campus will lead the charge? Are they on the guiding committee? How will you get others to participate?

1. Marketing Director, yes, currently this has been mostly through volunteer process and the hope is that success will expand interest
2. VP for Academics, yes, faculty and deans have been actively engaged throughout the process already
3. BEIT Dean, VP for Workforce, yes, faculty and deans have been actively engaged through process
4. Navigate Leadership Team, yes, steering committees already established
5. QEP Directors, yes, steering committee already established
6. VP for Academics, yes, faculty and deans have been actively engaged throughout the process already
7. QEP Directors, yes, steering committee already established

For each initiative, who at your college will you need to be in the volunteer ranks?

Since all of these initiatives are already underway, the college has staffed strong committees with cross-sectioned representation.

Why are they the best ones to support the change?

Each of the initiatives are supported by a cabinet administrator to ensure they get the resources they need.

Will they have a continuing role or will they be needed at key moments?

All of these are ongoing initiatives with peak times that will require more resources/time.

Enable Action by Removing Barriers

For each initiative, what barriers do you currently foresee in enabling action to change? We know from prior initiatives who our CAVES and will need to plan for these individuals nay saying. In addition, financial resources continue to be a barrier to change initiatives because there often isn't any money available to fully fund our initiatives.

What actions need to be taken to address these barriers?

We realize that communication has often posed a barrier so frequent communication with all stakeholders will be important to address concerns and the personnel factor (CAVES) to change. A more strategic budgeting process to ensure funding is attached to student success is one area we are working on as a campus.

Which actions should be addressed by the college?

The above areas are focused on areas that are within the scope of what we can control.

Which actions might be addressed by the System?

We often feel that as a smaller of the VCCS campuses that the structure for funding/performance, etc. is slanted more toward the larger campus. Keeping this in mind with goals and decision making will help us as we move forward with these goals. More success dedicated funded would be helpful. In addition, loosening structure for how Career Coaches, SAILS, Developmental Math/English would help the campus meet the contextual needs of our students.

Generate Short-term Wins

In considering your actions, which ones do you think will provide your college with positive results in the next year? Why?

Initiatives 1, 2, 3, 4, 6, & 7 will provide immediate results. We have already noticed an increase in application (withstanding the bogus applications). The career coaches have helped to increase dual enrollment and main campus enrollment in the first full year of the program. The early intervention pilots have demonstrated a meaningful increase in the number of students being successful in the target curriculum.

All of these wins will help us build momentum and expand the programs to new areas, engage more stakeholders, and ultimately benefit our students.

Sustain Acceleration

What is your plan for building momentum toward your strategic vision?

Our early short term wins have helped us build momentum and expand the vision, engage more stakeholders, and benefit our students.

How will you budget for the initiative?

The Director for Planning, Effectiveness, and Research and VP for Finance are working to update our budgeting process to include a cost benefit analysis for new programs and also a student success driven budget request model in order to tie budgeting to how it will ultimately benefit students.

What potential changes in revenue do you foresee as a result of the changes?

With one of our program expansion ideas – there will be approximately 120 new students generating 48 new FTE that will generate 104,000 in new revenue in Year 1.

How will you address any negative implications?

The challenge in change is allowing enough time for the change to take effect. One negative implication would be to continue something that is not working too long. Keeping an eye on the outcomes will be important as we move forward. In addition, listening to stakeholders concerns in order to sustain buy-in or make decisions about whether a process changes is also really important.

If your college had a change in leadership, how would your guiding committee continue to move toward your strategic vision?

It would be easy to foresee a change in philosophy and program delivery with any change in leadership. We tried to keep our focus of the plan on initiatives rather than programs in order to offset this possibility. In addition, the changes are not personality driven so the program is sustainable even if a particular administrator would leave the institution.