



Virginia Student Success Leadership Institute

Final Action Plan

Final Action Plan Template

	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: On-Boarding	Provide assistance to students who are unlikely to be accepted into competitive admission programs such as nursing and allied health programs to pursue another viable path to a credential and a career.	Connection	Next acceptance cycle-Spring 2017	Faculty and Staff time	Students Staff Faculty	Increase applicant yields from limited access programs; Increased completion rates, increased retention rates
	Increase Fall 2016 applicants by 8% <ul style="list-style-type: none"> • Provide additional financial aid information sessions and presentations • Align GED competencies in English and Math with VPT competencies so that all GED graduates are college ready • Evaluate and implement new marketing strategies for each of PVCC's current social media platforms • Raise awareness of PVCC by attending community events with special emphasis on events related to underserved populations including low-income, minority, and veteran. • Incoming students who test below the floor in ESL or ENG are immediately referred to someone from the Student Success Office who provides advice about the testing process and resources. 	Connection	TBD		Students Staff Faculty	Increase fall admissions applications by 8%

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Initiative: On-Boarding	<p>Increase admissions application enrollment yield to 45%</p> <ul style="list-style-type: none"> • Send a welcome letter to students upon applying with links to first steps and enrollment information • Implement Orientation to Placement program where students are presented information about the placement test in advance of taking it • For each degree program, create default full-time, first-semester course schedule and use these at new student orientation to increase the percentage of full-time students • Offer meta-majors for new students to choose at the time of application to the college. • Leverage technology so that when a student completes an application to the college an automatic email is generated with an appointment time to meet with an advisor. • Conduct an audit of onboarding process by VCCS Audit Department • Run query of all students who have taken placement test but have not enrolled and contact them • Run the query to find students who filed an FASFA but didn't matriculate. Call students to see if they need help. 	Entry	TBD		Students Staff Faculty	Increase fall applicant yields to 45%

Initiative: Developmental Mathematics

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<p>PVCC will present engaging, relevant, and useful mathematics concepts that students can use in their daily lives.</p>	<p>Entry</p>	<p>TBD: Waiting on VCCS for policy and procures for multiple measures for placement and co-requisite model.</p>	<p>Faculty time to teach and develop materials</p>	<p>Students Faculty Staff</p>	<p>Increase the retention rate for student body by one and half percent change from previous year, decrease the number of students placed in developmental mathematics by two percent change when compared to previous year and increase the number of students successfully completing college-level mathematics by three percent change when compared to the previous year.</p>
<p>In the area of developmental mathematics, PVCC will</p> <ol style="list-style-type: none"> 1. Work with high schools to assist in alignment with college level courses 2. Use high school GPA or type of diploma to place in college-level mathematics 3. Create refresher class/boot camp/ free semester before students take placement test 	<p>Entry</p>	<p>TBD: Waiting on the VCCS for policy and procedures for multiple measures for placement; Summer 2017 for refresher/boot camps</p>	<p>Faculty time to teach and develop materials for refresher courses</p>	<p>Students Faculty Staff</p>	<p>Decrease the number of students placed into developmental math two percent change when compared to previous year</p>
<p>In College-Level Mathematics, PVCC will</p> <ol style="list-style-type: none"> 1. Implement the corequisite model for students needed developmental math 2. Implement the use of accelerated courses 	<p>Entry</p>	<p>TBD: Waiting on VCCS for policy and procedures for corequisite model. Pilot study began in Spring 2016 for accelerated courses. PVCC will continue to explore the feasibility of the accelerated course model.</p>	<p>Faculty time to teach and develop materials for accelerated courses</p>	<p>Students Faculty Staff</p>	<p>Increase retention rate by +1.5 percent change from previous year and Increase the number of students successfully completing college-level math by 4 percent change of previous year</p>

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Initiative: Finances	PVCC better inform students of their financial responsibility and provide opportunities when financial challenges arise.	Progress Completion	In progress.	Staff time, monetary support	Students Staff Faculty	Increase retention and completion rates by one and half percent change from previous year, reduce the number of students dropped for non-payment by two percent change and reduce the number of students who withdrawal by three percent change.
	1. Send e-bills to students in advance of payment deadline	Progress Completion	In progress. PVCC began to send e-bills to students in Summer 2016. PVCC will continue to explore and implement the use of e-bills for Fall 2016.	Staff time	Students Staff Faculty	Reduce the number of students dropped for non-payment by two percent change
	2. Text Reminders	Progress Completion	In progress. PVCC began exploring text reminders in Spring of 2016. For the academic year 2016-17, PVCC has become a participating institution for a research project involving texting students at risk of not completing.	Staff time, purchase texting platform	Students Staff Faculty	Increase retention by 1.5 percent change and completion rates by 3 percent
	1. Create/ expand student emergency fund	Progress Completion	In Fall of 2015, PVCC began to explore the need for a financial assistance program for students who had a short-term financial crisis. This fund is overseen by the College's Foundation. Implementation phase during the academic year 2016-2017.	Need to raise money to fund the loan fund. Staff time to manage to distribute emergency funds	Students Staff Faculty	Reduce the number of students withdrawing due to short-term financial crisis; Increase retention by 1.5 percent change and completion rates by 3 percent

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Initiative: Mentoring	PVCC will develop mentoring opportunities for students.	Entry Progress Completion	Began in Spring 2016	Faculty and Staff costs	Students Staff Faculty	Increase student success
	<ol style="list-style-type: none"> 1. Develop and implement a program to mentor African-American students and other students of color. 2. Develop and implement mentoring for special populations such as veterans and former foster care youth 3. A committee will be formed to coordinate, evaluate, and disseminate information about the existing mentoring opportunities. 	Entry Progress Completion	<p>In Spring of 2016, PVCC began to explore mentoring on campus. During this timeframe, mentoring programs targeting veteran’s services, African American males, and students at risk of losing financial aid began. Mentoring programs for nursing students continued, as well as a program that provides mentors for foster care youth. Faculty and staff continue to explore the feasibility of these programs as well as the outside constituent support needed for successful mentoring programs.</p>	Faculty and Staff time, student buy-in and participation	Students Staff Faculty	Increase student success through one-on-one mentoring of special populations. Increase retention by 1.5 percent change and completion rates by 3 percent

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Initiative: Advising	PVCC will incorporate meta-majors into the student completion pathway.	Connection Entry Progress Completion	Continuing into Fall 2016	Additional staff resources	Students Staff Faculty	Increase student success to completion.
	<ul style="list-style-type: none"> Implement meta-majors for student to declare during the admission process Organize intake advising sessions around the meta-majors Organize SDV courses around meta-majors Integrate career services advising into meta-majors and meta-major advising. 	Connection Entry Progress Completion	As a part of the Enrollment Management Committee, PVCC began to develop meta-majors in Fall of 2015. Meta-majors have undergone a rigorous validation through deans, faculty and staff. PVCC is moving forward with implementation of meta-majors in Fall 2016.	Additional staff in Career Services, staff and faculty time.	Students Staff Faculty	Increase student success by focusing advising on career and educational goals. Increase retention by 1.5 percent change and completion rates by 3 percent

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Initiative: Mandatory Interventions	<p>At-risk students will participate in mandatory interventions including the following specialty populations:</p> <ol style="list-style-type: none"> 1. Students on probation 2. Students on suspension 3. Students identified by SAILS 4. Students who enter PVCC with a low GPA (to be determined) that is well identified as a predictor of college performance. <p>Students who are deemed at risk must participate in a required study lab.</p> <p>Students in face-to-face courses who receive an In Danger of Failing flag in SAILS will be required to meet with either their instructor or a member of the Student Success Office within one week of the flag. Without this meeting, the student will not be allowed to return to class.</p>	Entry Progress Completion	With the creation of the Student Success Office in Spring 2013, students who are deemed at risk now participate in several interventions including regular meetings with a student success coach, and tutoring or academic coaching in the First Quadrant Math Center or Writing Center. These efforts will continue, and data will continue to be examined.	Staff time, student buy-in and participation	Students Staff Faculty	Increase retention by 1.5 percent change and completion rates by 3 percent
Initiative: Focus on Teaching	<p>Pedagogy for student success:</p> <ol style="list-style-type: none"> 1. Provide professional development for faculty on teaching techniques that enhance student success 2. Create teaching technique sharing sessions between full- and part-time faculty 3. Focus on improving student success in "killer courses." 4. Faculty to faculty interaction with high schools 	Entry Progress Completion	Ongoing. Professional development for faculty starting in the spring semester, outreach to high schools starting in fall 2017.	Funding for professional development activities, funding for stipends for faculty, faculty buy-in and participation, staff time.	Students Staff Faculty	Improve teaching and student engagement leading to increase retention by 1.5 percent change and completion rates by 3 percent

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Initiative: Guided Pathways	<p>Reduce the time to degree completion and graduation by:</p> <ol style="list-style-type: none"> 1. Increase the percent of students enrolling full-time 2. Integrate the importance and benefits of enrolling full-time in advising, career services, and financial aid sessions. 3. Have faculty restructure degree and certificate programs by reducing the number of electives 4. Restructure all degree and certificate programs and publish new requirements in print and on the website. 	<p>Connection Entry Progress Completion</p>	<p>Ongoing-in advising sessions students are exposed to the benefits of enrolling full-time. Students are provided with default full-time schedules for each degree and certificate program. Degree and certificate programs will be reviewed in the 2016-2017 academic year.</p>	<p>Faculty and staff time, faculty buy-in and participation</p>	<p>Students Staff Faculty</p>	<p>Decrease time to a degree, increase retention by 1.5 percent change and completion rates by 3 percent</p>

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

Initiative	Sense of Urgency	Guiding Coalition	Form a Strategic Vision & Initiatives	Enlist a Volunteer Army	Enable Action by Removing Barriers	Generate Short-term Wins	Sustain Acceleration
Initiative: On-Boarding	There is already an understanding of the urgency and importance of this initiative. Some work has already been done. This was presented at the Spring 2016 convocation as an item that needed to be addressed during the All College Meeting.	Members of the Enrollment Management Committee represent those who need to be at the table guiding these changes.	In the area of on-boarding, the action plans provided have elements of the College’s Strategic Plan. When the proposed action plans are successful, there will be an increase in return on investment from applicant to student. Many of the action items would become a part of the college culture.	Enrollment Management Committee: Pre-existing committee whose purpose is to focus on Connection to Entry in the Loss-Momentum Framework	Items for the VCCS to address: <ol style="list-style-type: none"> GPA on the application Meta major selection on application Items for PVCC to address: <ol style="list-style-type: none"> Health Sciences Application needs to feed into SIS to provide a metric that can be easily obtained so that PVCC knows who in the health science programs applied but were not accepted into the competitive admissions programs. 	Increasing the applicant yield incrementally will ultimately help with enrollment. Enrollment is a driving force at the college that most of the college is concerned about because without students why are we here.	To sustain acceleration, the leadership would need to provide follow up to ensure that new processes and procedures are implemented.
Initiative: Developmental Mathematics	There is already an understanding of the urgency and importance of this initiative. Some work has already been done.	VP-ISS, Dean of BMT, Math Faculty, Coordinator for Dual Enrollment	Increase the retention rate for student body, decrease the number of students placed in developmental mathematics and	Faculty, Staff, High School leaders	Items for the VCCS: <ol style="list-style-type: none"> GPA on the application Policy and procedures for co-requisite 	Incremental increases in retention, incremental decreases in the number of students placed in developmental	Once proposed changes are in place they would become a part of the PVCC culture. Key reporting of

	This was presented at the Spring 2016 convocation as an item that needed to be addressed during the All College Meeting.		increase the number of students successfully completing college-level mathematics. Developmental mathematics and mathematics in general will no longer be gatekeepers to higher education at PVCC.		model	mathematics, and incremental decreases in the number of students successfully completing college level mathematics.	proposed metrics in the initiative would be necessary to insure that the goal of the initiative is being met.
Initiative: Finances	There is already an understanding of the urgency and importance of this initiative. Some work has already been done.	VP-ISS, VP-FAS, VP-IAD, Business Manager	Many of the actions within the Finance Initiative have been implemented. Some are simple steps to increase student awareness of the financial obligation to the college. One of the actions mentioned in this initiative have become a part of the standard operating procedure for the business office. As a community college, educating our students about their finances.	Business office members		Decrease in the number of weekly drops in enrollment due to non-payment	Reduce the number of students dropped for non-payment
Initiative: Mentoring	There is already an understanding of the urgency and importance of this initiative. Some work has already been done. This was presented at the Fall 2015, Spring, 2016, and Fall 2016 convocation as an item that needed to be addressed during the	Student Success Taskforce	Prior to the student success initiative by the VCCS, PVCC has had a student success taskforce which is composed of volunteers that are discussing areas of PVCC that could influence student success. One of the areas that was brought forth by this group was	Student Success Taskforce and Design Teams	Items the VCCS: 1. Funding to pay for mentoring initiative Items for PVCC: 1. Individuals willing to be mentors to the student body 2. Training for mentors	Individual students who feel a part of the PVCC community and who are being supported by PVCC. Increase student success through one-on-one mentoring of special populations. Increase retention and completion rates	To sustain a mentoring program, there must be constant value added shown to the PVCC community at large. In addition, the mentors must be shown by PVCC that their time and service is of value to PVCC.

	All College Meeting.		mentoring. At the end of implementation of the mentoring program, mentoring will be a part of the PVCC culture where students take an active role in mentoring opportunities and the PVCC community provides mentoring opportunities.				
Initiative: Advising	There is already an understanding of the urgency and importance of this initiative. Some work has already been done. This was presented at Fall 2015 convocation week as an item of importance.	VP-ISS, Academic Deans, Dean of Student Services, Advisors, and full-time teaching faculty. It is important that all are fully on-board.	Students will make informed choices about their majors and career choices. They will take the appropriate classes and complete degrees, certificates, and licenses at a faster rate.	Academic Deans and Dean of Student Services.	Work is in progress and faculty and advisors are onboard. VCCS needs to find a way for a student to declare a metamajor via the online application.	Organizing SDV courses around metamajors. This will allow students to understand the concept.	Meeting the goals outlined in the plan will keep momentum going. After the goals are completed, they will become institutionalized.
Initiative: Mandatory Interventions	There is already an understanding of the urgency and importance of this initiative. Some work has already been done. This was presented as apart of Fall 2014 convocation as an item that needed to be addressed.	VP-ISS, Academic Deans, Dean of Student Services, Student Success Advisor Coordinator of Academic Support Services, At-risk advisors.	We will retain more students and more students will be successful in meeting their goals.	Student Success Advisor and Coordinator of Academic Support Services.	Faculty may not participate to the level they need to in order to identify students and help them in a timely manner. Will have to inform faculty of the importance of this initiative and its beneficial effects on students.	Having students who are flagged in danger of failing in SAILS required to meet with the instructor or an at-risk advisor within one week.	Seeing retention rates increase will build momentum.
Initiative: Focus on Teaching	There is already an understanding of the urgency and importance of this initiative. Some work has already been done. This was presented as apart of convocation	Academic Deans, VP-ISS, full-time teaching faculty.	Retention rates for students will increase because of the increased engagement in the classroom.	Academic Deans and full-time teaching faculty.	Must work to get the faculty to understand the importance and benefits of engaging students. Many faculty members believe they are doing a good job in the classroom and do	Providing professional development for the faculty.	When faculty see failure rates and dropout rates decline, this will build momentum.

	week in Fall 2015 and Fall 2016				not need any professional development in this area.		
Initiative: Guided Pathways	There is already an understanding of the urgency and importance of this initiative. Some work has already been done. This was presented as apart of convocation week in Fall 2015 and Fall 2016	VP-ISS, Academic Deans, Dean of Student Services, Advisors, and full-time teaching faculty. It is important that all are fully on-board.	The percentage of students enrolling full-time will increase dramatically and retention rates and success rates will rise.	VP-ISS, Dean of Student Services, Academic Deans.	Must convince students of the benefits of full-time enrollment over their need/desire to work.	Increasing the number of students enrolling full-time.	The message of the benefits of enrolling full-time must continue to be told to all students and parents.