Virginia Student Success Leadership Institute

Final Action Plan

SVCC's Final Action Plan

Based on what you have learned in Action Plan 1 and 2, as well as your own study in the past year, what have you identified as the most important things needing change at your college? Using the template below as a quick summary, fill in what the initiative is, what area of the Loss Momentum Framework it addresses, etc.

	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	**Effective student advising** **1)** During the 2015-16 academic year, faculty advising sheets will be updated and utilized with students to connect them with their advisors.	Connection, Progress	To be implemented in Fall 2016	$5,000 (marketing, website, printing)	Faculty, student services staff	Will increase awareness, relationship-establishment
	2) By August 2016, an Advising Taskforce will be established to review SVCC's existing advising model and provide recommendations for improvement and/or change.	Entry, Progress	To be created by August 2016	$100,000 ($20,000 annually)	Students, faculty, student development	Increased persistence from entry to completion
	3) SVCC will establish an Advising Day for the fall semester where the college community will encourage all students to attend and participate in advising.	Connection, Progress	To be implemented November 2016	$50,000	College-wide	Increased retention, improved college enrollment for Spring 2017
Initiative	**Develop clear program pathways**					

2	By December 2016, each program will develop a student-friendly academic progress sheet to be distributed to students and available for download on the program's webpage.	Connection, Progress	To be created by December 2016	$5,000 (marketing, website, printing)	Faculty, students, student services staff	Improve retention, completion, reduce swirling
Initiative 3	**Increased degree and certificate completions** By December 2016, SVCC will identify at least 3 CTE programs and 1 transfer program where we can increase the number of credentials that students will acquire as they matriculate through the program.	Connection, Entry, Progress, Completion	Implemented December 2016	$50,000	Faculty, academic deans, students	Defining stackable credentials will increase the volume of credentialed graduates and improve employability/transferability of graduates
Initiative 4	**Quality online presence** 1) By July 2016, the Office of the Vice President for Academic and Student Affairs will create the Distance Education Planning Committee, made up of mostly faculty and charged with identifying best practices in online education.	Progress	Will be established by July 2016	$1,000 (initial training on Quality Matters)	Faculty, administration	Improving the pedagogy of online courses
	2) By December 20, 2016, the Distance Education Planning Committee will develop a manual and plan for the assessment of online learning. New courses will be assessed prior to initial delivery. All full-time faculty will be trained in Quality Matters by 2020.	Progress, Completion	Will be developed by December 2016	$150,000 (faculty training on Quality Matters)	Faculty, students, administration	The manual will explain how to develop, deploy, and assess classes in an online environment. Improving the pedagogy and student learning in online courses
	3) By August 2016, President's Staff will establish a taskforce to review the	Connection, Entry	Will be established by August 2016	$0	Faculty, staff, current students, potential	Will develop clearer and more transparent

	SVCC website and make recommendations for improvement.				students, community, administration	information about the college and credentials they can earn if they enroll here. Increased enrollment because of clearer information.

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?

All of the initiatives will directly impact our enrollment. Declining enrollment at SVCC makes these initiatives priorities. In addition, these are goals within our strategic plan, "One College, One Mission." Our new strategic plan was approved in April 2016 and has generated direction and excitement.

Build a Guiding Coalition

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

When faculty are directly involved with the initiative, the academic deans and the dean of counseling are on the frontline providing leadership. If the initiative requires, for example, curriculum revisions, the chair of the curriculum committee, the curriculum committee, the academic dean, director of counseling and the Vice President for Academic and Student Affairs should provide collaborative leadership. Staff will become involved in the conversations and planning for implementation of specific tasks like deploying advising sheets, being engaged in the advising taskforce, etc.

Form a Strategic Vision & Initiatives

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

The work that we are embarking upon will be the framework for a new culture to emerge—one of focusing on student success. A lot of the work in our action plan is focused on addressing several SVCC's issues within the loss momentum framework. We will do a better job of getting students in and out of SVCC more efficiently and with more credentials, which means they should be more competitive in the marketplace. Additionally, this new framework should inform future hiring decisions, particularly for faculty and administrators. It will increase the likelihood that our budget will be more aligned to fulfilling the College's mission.

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?

Short-term activities include creating implementation teams and providing updates to the President's Staff in bi-weekly meetings. Long term, having the strategic plan reports in President's Staff every two weeks will keep these initiatives fresh in our minds an in our priorities.

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?

Because our action plans align with our strategic plan, we have already identified the persons reasonable for overseeing the work. Since our last institute, one of our guiding members has left the area, so we have enlisted the assistance of additional faculty to spearhead the efforts. In most instances, the guiding committee are not directly involved in the action plan, but they will help out as needed/requested. For example, members of the guiding committee will be leading conversations during our faculty fall in-service about guided pathways and the loss momentum framework.

For each initiative, who at your college will you need to be in the volunteer ranks? Why are they the best ones to support the change? Will they have a continuing role or will they be needed at key moments?

This is already addressed in the response above.

Enable Action by Removing Barriers

For each initiative, what barriers do you currently foresee in enabling action to change? What actions need to be taken to address these barriers? Which actions should be addressed by the college? Which actions might be addressed by the System?

At present, we do not have barriers to completing this work because it is part of our approved strategic plan. Thankfully, this is work that everyone at the college knows can have a positive impact on enrollment and student success, so people are already committed to the work. However, should we experience an exodus of deans, for example, I think then we would have to be concerned about who would pick up and lead from the middle.

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?

Many of our initiatives will be completed in the next year including student-friendly advising sheets, an updated, clearer website, improved online classes through using Quality Matters, and more stackable credentials in programs from CSC to AAS. As stated above, in each of these areas, we will engage implementation teams.
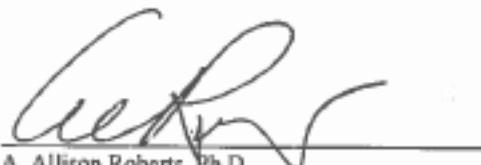
Sustain Acceleration

What is your plan for building momentum toward your strategic vision? How will you budget for the initiative? What potential changes in revenue do you foresee as a result of the changes? How will you address any negative implications?

As stated earlier, our action plan is aligned with the College's strategic plan. All budget requests that have been approved were linked to the strategic plan, so the College has already committed resources to seeing these action plans come to fruition.

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

If we had a change of leadership, the guiding committee could suggest that the job description is written in such a way that applicants would know the framework used to allocate resources and to make decisions. Further, the guiding committee could spend time with the candidate to talk about student success at SVCC. But more importantly, the guiding committee should also work with SVCC's Local Board to ensure that the direction of the college does not shift so much that all of the hard work and momentum is not lost with a change in leadership.

Reviewed and approved by :

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A. Allison Roberts, Ph.D.   Date
SVCC President