



Virginia Student Success Leadership Institute

Final Action Plan

Final Action Plan Template

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	Guided Pathways Development	Connection, Entry, Progress, Completion	2 years (concurrent with advising model revision)	No additional funding needed	Students, Faculty, Staff, Administration	Improved retention & completion; students who are work-ready
Initiative 2	Advising Model Revision	Connection, Entry, Progress, Completion	2 years (concurrent with guided pathways development)	No additional funding needed	Students, Faculty, Staff, Administration	Improved retention & completion; increased transfer rate

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?

Initiative 1 Guided Pathways: Create opportunities for faculty and staff to self-assess their impact on student success; implement a “Student Success Is My Business” campaign on campus.

Initiative 2 Advisement Model: Campus community is ready and aware of the need; create opportunities for faculty and staff advisors to interact and collaborate on developing the model.

Build a Guiding Coalition

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

Initiative 1 Guided Pathways: Faculty and Academic leadership are critical for building the foundation of the guided pathways. Student focus groups will be involved at strategic points to assess user-friendliness.

Initiative 2 Advisement Model: Admissions, I/T – SIS Support, Faculty, Staff. As changes occur, Admissions and I/T will need to collaborate closely to ensure that SIS is accurate. Faculty & Staff Peer Mentors will be used for best practice training.

Form a Strategic Vision & Initiatives

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

Initiative 1 Guided Pathways: Students will have a clear path to completion, and will have less “credit creep” and less negative financial aid impact. Retention and completion rates will improve, and students will complete their programs of study ready for their chosen profession.

Initiative 2 Advisement Model: Faculty and Staff will have a delineated advising load and will have more time for student support. Expectations and responsibilities for the staff and faculty advisors will be clear and goals will be set.

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?

Initiative 1 Guided Pathways: Short-term actions include administration securing additional guidance on how to build and implement guided pathways according to best practices; convening faculty work groups in each division to develop the curriculum and identify changes as needed. Long-term actions include securing approval from the Curriculum & Instruction Committee, the Local Board and potentially SACSCOC and the Department of Education.

Initiative 2 Advisement Model: Short-term actions include formatting program advising lists and SIS cleanup. Long term actions include doing research on best practices for advising around guided pathways; implementation of advising model peer group for faculty and staff to continue collaboration efforts.

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?

Initiative 1 Guided Pathways: Academic Deans and Faculty. Yes. Faculty have a vested interest in building the guided pathways, participation will be mandatory.

Initiative 2 Advisement Model: Deans. Yes. We will appoint faculty and staff team leads to ensure that collaboration and peer support opportunities exist and reflect actual needs.

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?

Initiative 1 Guided Pathways: Faculty members, Student Success staff and administrative support staff will comprise the volunteer force. These stakeholders will perform advising services and must contribute to the development and assessment of the pathways. The peer group will continue beyond the development stage.

Initiative 2 Advisement Model: Faculty members, Student Success staff and administrative support staff will comprise the volunteer force. These stakeholders will perform advising services and must contribute to the development and assessment of the pathways.

The peer group will continue beyond the development stage. In addition, students for peer-to-peer advisement opportunities will be recruited at the appropriate stage and brought in for key moments.

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?

Initiative 1 Guided Pathways: The primary barrier will be accurate communication with faculty, staff and students. Clear documentation and user-friendly visuals will assist with navigation communication errors. This information will need to be easily accessible on the SWCC website. All actions will be addressed by the college under the oversight of the VCCS. Training assistance may be addressed by the VCCS.

Initiative 2 Advisement Model: Primary barriers will be training for faculty and staff, communication, online advising availability, and capacity for change/adaptability. All actions will be addressed by the college under the oversight of the VCCS. Training assistance may be addressed by the VCCS.

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?

Initiative 1 Guided Pathways: This initiative will produce clearer guidance for students and increased collaboration and communication among faculty and staff.

Initiative 2 Advisement Model: This initiative will produce clearer guidance for students, faculty and staff, along with increased collaboration and communication among faculty and staff.

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?

Initiative 1 Guided Pathways: Follow the Kotter framework for building urgency. OTPS, SWCC Educational Foundation and other estate funds should support any needs, as they will be minor. Resulting FTE increase should add revenue in the future. Negative implications will be dealt with during collaborative discussions.

Initiative 2 Advisement Model: Follow the Kotter framework for building urgency. OTPS, SWCC Educational Foundation and other estate funds should support any needs, as they will be minor. Resulting FTE increase should add revenue in the future. Negative implications will be dealt with during collaborative discussions.

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

For both initiatives, the teams will be composed of individuals from multiple functional areas so that the initiatives are carried out with true team collaboration and in support of the college mission, regardless of particular individual leaders.