

New River Community College

Institutional Priorities

2022-2023

Mission Statement: *We give everyone the opportunity to learn and develop the right skills so lives and communities are strengthened.*

Opportunity 2027 Strategic Goal: *Virginia’s Community Colleges will achieve equity in access, learning outcomes, and success for students from every race, ethnicity, gender, and socioeconomic group.*

Priority: Enrollment	College Goal Area: <i>Student Access and Opportunity</i>
Strategies	Outcomes
<ul style="list-style-type: none"> • Monitor enrollment trends (daily and weekly analyses) • Onboard two new advisors to target specific populations 	<ul style="list-style-type: none"> • Throughout the year, daily enrollment reports were prepared and emailed to college staff. These reports described year-to-year changes in headcount and FTE across a variety of key indicants. Weekly, enrollment data received from the System office were analyzed to provide a clearer focus on NRCC and comparisons with sister colleges. • Two new advisors were hired and began their respective roles in September 2022. <ul style="list-style-type: none"> ○ Adult Career Coach and Community Outreach Specialist ○ Veterans and International Student Services Advisor

<ul style="list-style-type: none"> • Exhibit (NRCC tent and/or displays) at public events • Review and update practices in social media marketing • Implement at least one new FastForward program • Expand efforts to promote participation in the VA Ready initiative 	<ul style="list-style-type: none"> • Multiple NRCC exhibits occurred throughout the college's service region. Events included, but were not limited to, the following: <ul style="list-style-type: none"> ○ High school boys' football games ○ High school girls' basketball games ○ Minor league baseball games ○ New River Valley Fair ○ Multiple community events and festivals ○ New River Valley Community Services (NVRCS) and NRV Cares events ○ Public libraries • A comprehensive PR and marketing plan was developed that included expanded social media efforts, including use of two new outlets; staff training was provided in social media marketing trends. • A new program in Heavy Equipment Operator was implemented; approval was obtained for new programs in Plumbing and Solar Technician. • Communications with incoming FastForward students were increased, including emails at time of registration and presentations during the first week of class. As of March 2023, 62 percent of program enrollees had qualified for a Virginia Ready financial award, compared to 49 percent in May 2022.
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Priority: Retention	College Goal Area: <i>Teaching, Learning, and Student Success</i>
Strategies	Outcomes
<ul style="list-style-type: none"> • Utilize, evaluate and provide training and support for the CLAS (student program tracking system) technology platform • Provide regular and substantive interaction (RSI) in online classes • Maintain collaboration and communication between each student’s faculty advisor and the assigned student services advisor 	<ul style="list-style-type: none"> • Training for new faculty and student services advisors was provided; 98% of faculty completed early alert progress surveys. Student services advisors and others (tutors, student resources, etc.) followed up with students and responded to concerns. • Faculty provided/are providing at least two different regular and substantive interactions in all online classes during the fall 2022 and spring 2023 semesters. These interactions have included weekly faculty announcements and emails, feedback on assessments and assignments, participation in discussion boards, student engagement hour availability, and group Zoom options. • All students were assigned a faculty advisor and a student services advisor. Assignments were based on enrollment in CTE/G3 programs, transfer programs, or specialized programs (ex. disability services, international students, veteran services). Student services advisors worked in collaboration with faculty advisors to provide a “holistic care-team” approach to student support. They maintained regular communication and worked together to address students’ academic and non-academic needs.

<ul style="list-style-type: none"> • Provide robust tutoring services with a focus on research-based practices, training in multi-modal tutoring styles and strategies, outreach efforts to the student population, and use of the CLAS system to monitor student success • Host a Community Resource Fair at both college locations to connect students to non-academic resources • Monitor retention data by semester and year 	<ul style="list-style-type: none"> • The Academic Success Center held 2,236 tutoring sessions for Fall semester 2022. Tutors trained in online, face-to-face, and recorded media and continued to make video tutorials for common issues. The Writing Center in the library served both students and community. Embedded tutors functioned in both A&S and B&T classes. Using the CLAS system continued to be spotty for notes, but excellent for referrals. • A Career and Community Resource Fair was held during the fall 2022 semester at the Christiansburg site. A similar event is planned for Dublin in fall 2023 to help ensure that students at both locations are connected to a variety of non-academic resources. • Retention data were calculated, provided to team decision makers, and reviewed after each term. Data for the recently completed term were compared with the previous five years to determine trends in the measures. Fall-to-Spring, Fall-to-Fall and Spring-to-Fall were the predominant retention groups examined [e.g., Fall '22–Sp. '23 – 65%; Sp. 22–Fall '22 – 49%; Fall '21-Fall '22 – 41%]. In addition to exploring retention of the college as a whole, student retention was explored for a large variety of subpopulations. About 25 separate subgroup analyses were conducted for each timeframe to understand the nature of retention at the college more fully.
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Priority: Fiscal Responsibility	College Goal Area: <i>Organizational Excellence</i>
Strategies	Outcomes
<ul style="list-style-type: none"> • Conduct monthly review and analysis of college spending (budget) • Detail strategic purchase requests in NETSPACE and allocate resources for purchases based on budget analysis 	<ul style="list-style-type: none"> • The VP for Finance and Technology prepared a monthly budget analysis and met monthly with the president to review spending. • College employees detailed and prioritized strategic spending requests in the NETSPACE planning and budgeting system. <ul style="list-style-type: none"> ○ October 11, 2022 – The college leadership team met, reviewed requests, and allocated \$1,056,092 for strategic purchases. ○ February 20, 2023 – The college leadership team met, reviewed requests, and allocated \$1,077,846 for strategic purchases.
Priority: Equity	College Goal Area: Student Access and Opportunity
Strategies	Outcomes
<ul style="list-style-type: none"> • Conduct a targeted marketing campaign aimed at under-represented populations 	<ul style="list-style-type: none"> • Phase one of a two-phase campaign aimed at under-represented populations was completed. The use of digital video and targeted social ads resulted in 17,359 impressions with a CTR (click-through-rate) of 7.96 percent for paid search, compared to the average rate for educational institutions of 5.46 percent; and 523,852 impressions for targeted social ads, with a CTR of 0.84 percent compared to the benchmark of 0.73 percent. Preliminary analysis showed an increase in minority student enrollment from 16.06% in spring 2022 to 18.31% in spring 2023.

