In order to meet the VCCS Complete 2021 Goal of tripling the number of credentials awarded annually by 2021, the Chancellor establishes biennial objectives for the system. Objectives are organized using the Loss-Momentum Framework for Student Success, with an additional objective for increasing college affordability and sustainability. The system office and colleges will identify strategies for meeting these biennial objectives.

**CONNECTION OBJECTIVE**

1. SYSTEM: Increase VCCS fall admissions applications from 110,000 to 130,000 by 2017.
   
   GCC: Increase fall admissions applications to:
   
   - 4,890 (Fall 2015)
   - 5,295 (Fall 2016)

   - Expand use of Career Coaches in area high schools
   - Expand profiles created in the Virginia Education Wizard
   - Increase dual enrollment opportunities and early college programs
   - Increase the number of follow-up contacts made with prospects

**ENTRY OBJECTIVE**

2. SYSTEM: Increase admissions application enrollment yield to 60% system wide.

   GCC: Fall 2015 Application Yield—2,690 (55%)
   Fall 2016 Application Yield—3,177 (60%)

   - Develop and implement a plan to contact applicants who apply but not enroll.
   - Expand the Phone Bank to remind applicants about enrollment deadlines.
   - Proactively integrate Financial Aid advising process in New Student Advising

**PROGRESSION OBJECTIVES**

3. SYSTEM: Increase overall VCCS Fall-to-Spring Retention to 71% system wide.

   GCC: Fall 2015-Spring 2016 overall retention = 73%  
   Fall 2016-Spring 2017 overall retention = 76%

   Year 1
   
   - Begin development of specific strategies to support “Guided Pathways Initiative”
   - Begin development of specific strategies to support “Financial Incentives Initiative”
   - Begin development of specific strategies to support “Right Start Initiative” focusing on student success in first 15 hours
• Begin enhanced faculty development centered around Student Persistence and Engagement, as well as Customer Service.
• Implement the Phone Bank to proactively contact students to encourage enrollment prior to the end of fall semester

Year 2
• Begin implementation of specific strategies identified to support “Guided Pathways Initiative”
• Begin implementation of specific strategies identified to support “Financial Incentives Initiative”
• Begin implementation of specific strategies identified to support “Right Start Initiative” focusing on student success in first 15 hours
• Increase student tracking for Career Coaches...
• Begin implementation of Starfish Connect/Faculty Advising process.

4. SYSTEM: Increase overall VCCS Fall-to-Fall Retention to 60% system wide.
GCC: Fall 2014-Fall 2015 overall retention = 49%
Fall 2015-Fall 2016 overall retention = 60%
Year 1
• Begin development of specific strategies to support “Guided Pathways Initiative”
• Begin development of specific strategies to support “Financial Incentives Initiative”
• Begin development of specific strategies to support “Right Start Initiative” focusing on student success in first 15 hours
• Utilize a cross slice of the college population in a Student Success Committee to research critical questions addressing obstacles in the guided pathways, financial incentives, and “first five” class initiative.
• Redesign financial aid advising to target students early in the registration process
• Promote the start of multiple class sessions to stress multiple opportunities for registration
• Actively promote the necessity for faculty advising

Year 2
• Begin implementation of specific strategies identified to support “Guided Pathways Initiative”
• Begin implementation of specific strategies identified to support “Financial Incentives Initiative”
• Begin implementation of specific strategies identified to support “Right Start Initiative” focusing on student success in first 15 hours

COMPLETION OBJECTIVES

5. SYSTEM: Increase the overall annual associate degrees, certificates and career studies certificates by 6,000 over FY2015.

GCC:

AY2015-16 Total Awards = 1,728 (+166) = 1,894
  Associates = 788 (+76) = 864
  Certificates = 692 (+66) = 758
  CSC = 248 (+24) = 272

AY2016-17 Total Awards = 1,894 (+166) = 2,060
  Associates = 864 (+76) = 940
  Certificates = 758 (+66) = 824
  CSC = 272 (+24) = 296

Year 1
• Begin development of specific strategies to support “Guided Pathways Initiative”
• Begin development of specific strategies to support “Financial Incentives Initiative”
• Begin development of specific strategies to support “Right Start Initiative” focusing on student success in first 15 hours
• Begin development of additional articulation agreements.
• Begin development of cohort-based degrees and weekend college opportunities.
• Begin development of additional credential opportunities at our remote sites.
• Strengthen promotion of graduation application process by proactively targeting students with 45 credits or more.
• Develop at least one new academic program for high demand jobs.
• Engage faculty and program heads to systematically communicate with students in their programs regarding graduation requirements
• Strengthen promotion of the GAA and transfer scholarships

Year 2
• Begin implementation of specific strategies identified to support “Guided Pathways Initiative”
• Begin implementation of specific strategies identified to support “Financial Incentives Initiative”
• Begin implementation of specific strategies identified to support “Right Start Initiative” focusing on student success in first 15 hours
• Begin implementation of pathway to a baccalaureate degree articulation agreements.
• Begin implementation of cohort-based degrees and weekend college opportunities.
• Begin implementation of additional credential opportunities at our remote sites.
• Develop at least one new academic program for high demand jobs.
• Expect faculty and program heads to systematically communicate with students in their programs regarding graduation requirements

6. SYSTEM: Collect college-generated baseline information on top business-demanded industry certifications and licenses offered at each college and college-generated evidence of the number of students earning the intended industry certification or license as a numeric value and as a percent of students who complete noncredit training in preparation for the industry certification or license. (Year 1)

7. SYSTEM: Increase the number and percent of students for which the college obtains evidence of industry certification or license completion ___* systemwide. (Year 2)*To be determined by baseline data collected in year 1.

AFFORDABILITY AND SUSTAINABILITY OBJECTIVES
8. SYSTEM: Secure resources for an outcomes based funding formula for workforce credentials.
• GCC will support the VCCS effort by leveraging relationships with local influencers, delegates and senators to secure resources.
• GCC will seek out donors to provide scholarship monies to assist in covering costs associated with testing fees for workforce credentials testing. GCC will leverage this opportunity to access student success data associated with workforce credentials.
9. SYSTEM: Secure funding for philanthropic and other investments for Year2 of the Rural Virginia Horseshoe Initiative (RVHI).

*Not applicable to GCC*

10. SYSTEM: Identify and implement efficiencies in college and system office operations.

   GCC:

   Year 1
   • Begin development of specific strategies to support “Guided Pathways Initiative”
   Year 2
   • Begin implementation of specific strategies identified to support “Guided Pathways Initiative”
   • GCC will participate in WorkSmart collaborative as appropriate.