



One System: five-year plan

To meet the needs of today's learners and tomorrow's workforce, we must operate as One System: **delivering a consistent experience for our students & leveraging our collective strengths to deliver greater impact, efficiency, accountability and return on investment.**



Guiding Principles

Does it enhance the student experience, improve student outcomes, and support student success?

Does it reduce barriers, maximize economic mobility, and/or elevate our system's outcomes?

Does it reduce redundancies, increase efficiencies, and maximize economies of scale?

Does it cultivate and support our world-class team of talent?

Does it reduce institutional and system-wide risk, and align with our statutory obligations and state priorities?

Does it strengthen our brand, unify our message, and foster trust and loyalty?

Assumptions



Today's learners and funders expect a high degree of interoperability and availability of education, training, and credentialing opportunities.



The absence of action threatens the existence of community colleges in Virginia.



Systemwide coordination may reduce some local autonomy without infringing on the autonomy needed to maintain accreditation.

Assumptions



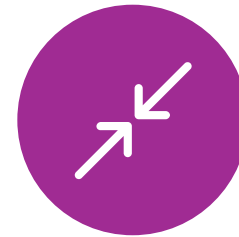
We **provide an essential service** to the commonwealth



We **do not have the resources needed** to maximize its mission.



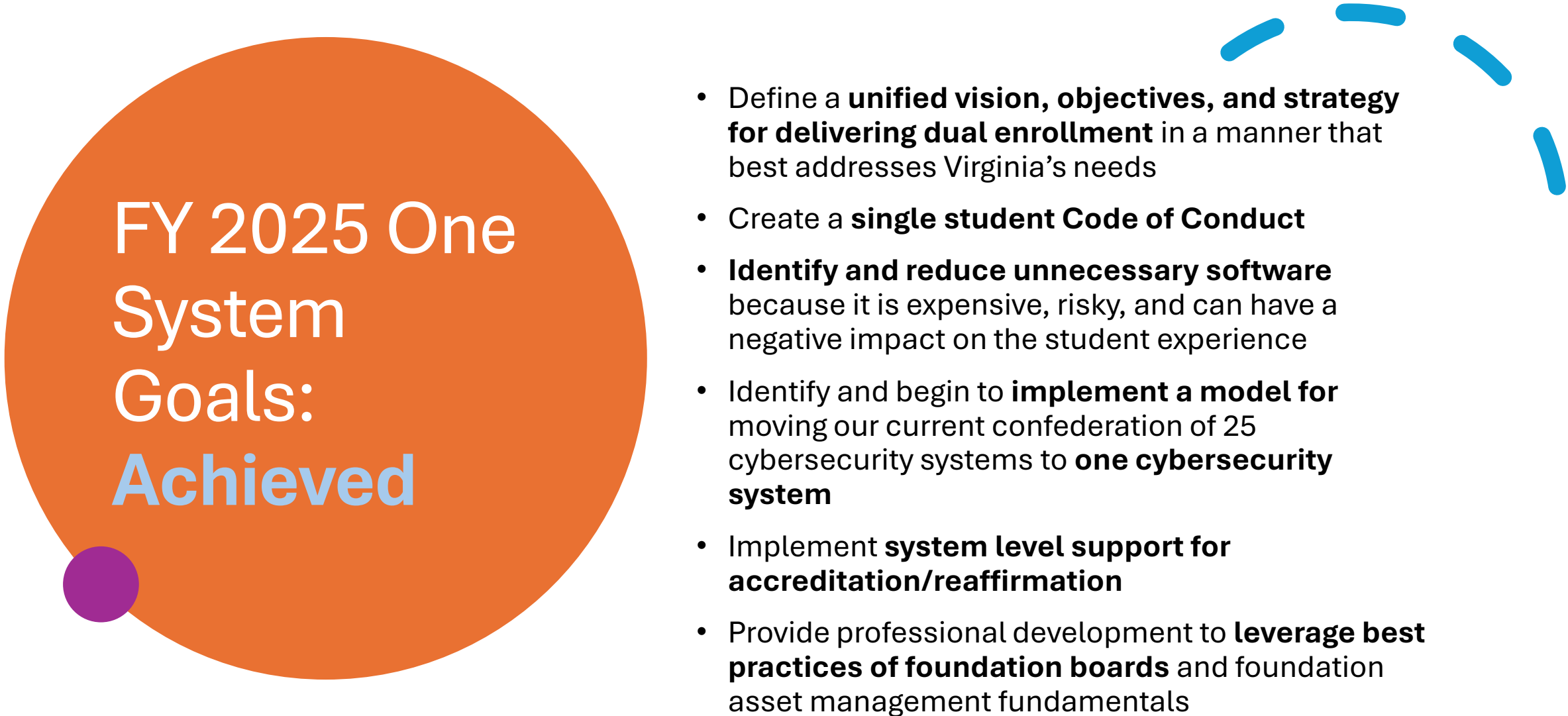
We are a **lean organization**, but we can **improve impact, efficiencies, accountability, and ROI**



The greatest opportunity to improve at scale comes from **leveraging the power of the system**

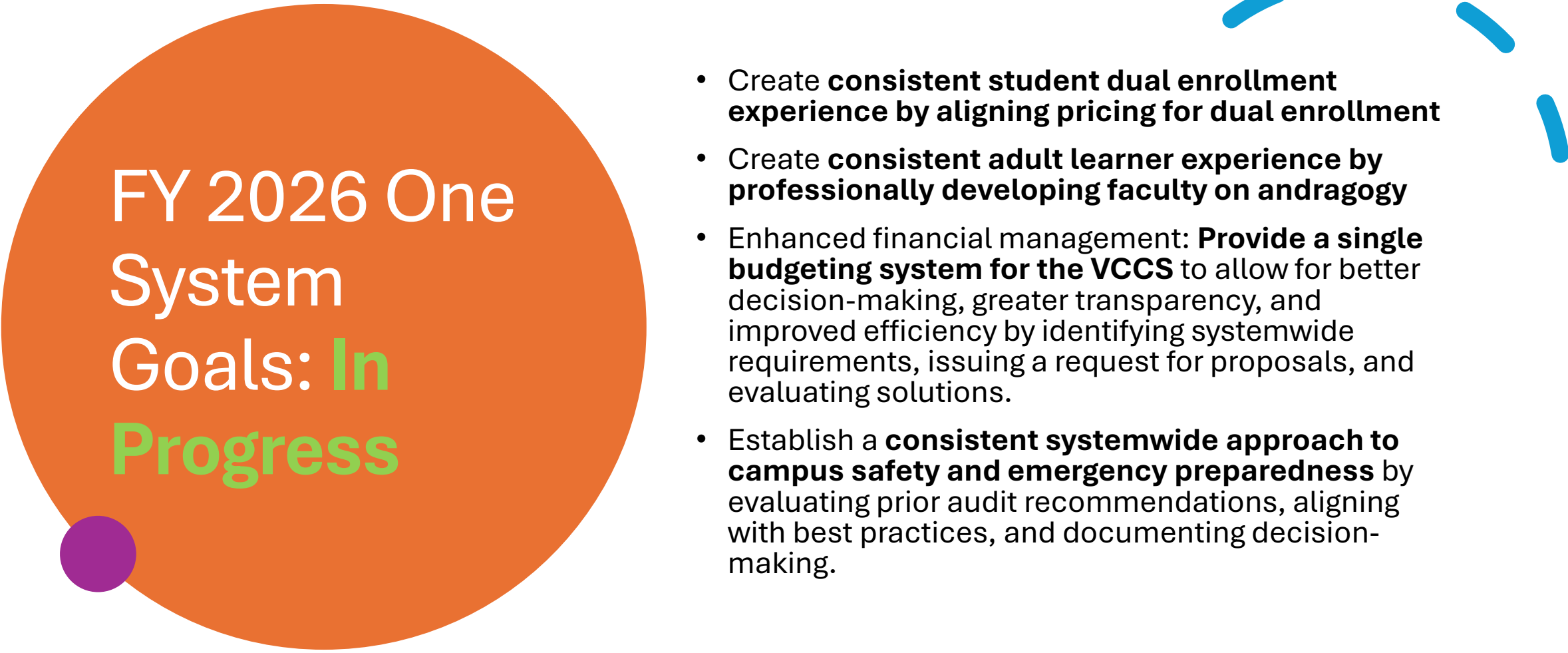


SBCC, elected officials and staff expect improvements in efficiency, accountability, & ROI as a **precursor to securing new public resources**.



FY 2025 One System Goals: **Achieved**

- Define a **unified vision, objectives, and strategy for delivering dual enrollment** in a manner that best addresses Virginia's needs
- Create a **single student Code of Conduct**
- **Identify and reduce unnecessary software** because it is expensive, risky, and can have a negative impact on the student experience
- Identify and begin to **implement a model for** moving our current confederation of 25 cybersecurity systems to **one cybersecurity system**
- Implement **system level support for accreditation/reaffirmation**
- Provide professional development to **leverage best practices of foundation boards** and foundation asset management fundamentals



FY 2026 One System Goals: **In Progress**

- Create **consistent student dual enrollment experience by aligning pricing for dual enrollment**
- Create **consistent adult learner experience by professionally developing faculty on andragogy**
- Enhanced financial management: **Provide a single budgeting system for the VCCS** to allow for better decision-making, greater transparency, and improved efficiency by identifying systemwide requirements, issuing a request for proposals, and evaluating solutions.
- Establish a **consistent systemwide approach to campus safety and emergency preparedness** by evaluating prior audit recommendations, aligning with best practices, and documenting decision-making.

FY2027 – FY2031



Leverage the Power of the System to Improve Impact, Derive Efficiencies, Enhance Accountability, and Improve Return on Investment at Scale



Improve Dual Enrollment Student Experience



Create a Consistent Student Experience



Establish and Expand VCCS Statewide Online Presence



Modernize the Analytic Capability of the System to Guide Better Financial and Programmatic Decision-making



Leverage the Power of the System to Improve Impact, Derive Efficiencies, Enhance Accountability, and Improve Return on Investment at Scale

Review the following areas for opportunities to **create efficiencies through regionalization or centralization** in manners that maximize existing resources while not detracting from the delivery of our core mission:

- business offices/budgeting
- information technology
- human resources
- police and campus security
- facilities management



Improve Dual Enrollment Student Experience

To ensure compliance with legislation and while improving traditional student enrollments via improved conversion rates. We will establish:

- Consistent coding, course offerings, pricing
- Consistent advising/coaching towards meaningful credentials
- Defined transition from high school to community college
- Expectations for parental engagement
- A systemwide DE director
- Expanded faculty credentialing



Create a Consistent Student Experience

Mission critical actions to ensuring that students who are (1) new-to-college, (2) have some college but no credential, (3) non-traditional students, and (4) noncredit students have a consistent experience with the proper advising and support to ensure they are retained within their chosen programs. We will:

- Establish a consistent prospect experience and process
- Establish unified financial portability/consortium agreements
- Create a consistent enrollment funnel/CRM engagement
- Establish consistent credit for prior learning
- Further develop and create consistency in Meta Majors/Guided Pathways
- Enhance consistency in the experience, support, and accountability of our employees in onboarding, duties, professional development, and evaluation



Establish and Expand VCCS Statewide Online Presence

VCCS lacks a state-wide presence in online learning. Student demand is high and growing. Students expect interoperability and easy access to the entire catalog of VCCS programming.

VCCS has an opportunity to develop a state-wide presence, by making all college online offerings centrally and seamlessly available. We will:

- Explore and design statewide system
- Implement VCCS Online in a manner that maximizes our existing offerings and grows college enrollment
- Align current college offerings and courses to meet student demand
- Enhance course development such that all learners receive a consistent high-quality online experience that maximizes student learning and achievement
- Establish online student pricing structure to support student success



Modernize the Analytic Capability of the System to Guide Better Financial and Programmatic Decision-making

to ensure that all aggregated and disaggregated data is accurate and readily available to decisionmakers is a key competency of a system and a necessity of maximizing resources and executing efficient, effective programs. To achieve this goal, we will:

- Develop consistent data definitions and coding
- Establish a data warehouse
- Create a reliable budget analysis tool with sufficient views into college level allocation and spending
- Begin migrating to cloud-based enterprise systems

Milestones

- Chancellor marks intent to be One System – June 2023
- Chancellor casts initial vision (consistent student experience) and sets annual goals in being One System – September 2024
- Chancellor achieves FY2025 goals and set FY2026 goals – September 2025
- Chancellor seeks support of Board for a five-year plan to transform system by delivering a consistent experience for our students and leveraging our collective strengths to deliver greater impact, efficiency, accountability & ROI. – November 2025
- Chancellor creates a specific timeline of outcomes to be achieved for each of the five components of the five-year plan – January 2026
- Chancellor continues execution of FY2026 goals and begins FY2027-FY2031 goals – January 2026