

VIRGINIA WESTERN

Strategic Plan 2022



Introduction

The Virginia Western Community College (Virginia Western) strategic plan identifies institutional priorities and provides a foundation for annual planning that guides budgetary decision-making. It is an integral part of Virginia Western's institutional effectiveness process.



In the spring of 2021, Virginia Western began the strategic planning process to develop the 2022 Virginia Western Strategic Plan. In developing the plan, the Strategic Planning Team Committee took a multifaceted approach to this process, conducting environmental scanning and surveys while inviting faculty, staff, students, the Local Advisory Board, and community leader stakeholders to provide input. The committee examined state and national initiatives that focused on

increasing the number of college completers and the strategic direction of the Virginia Community College System from *Opportunity 2030*, the Commonwealth of Virginia's *One Virginia Plan*, and the Department of Education's Title III SIP grant entitled *GetREAL*, which was based on previous strategic plans and in-depth data analysis. The resulting 2022 Virginia Western Strategic Plan, developed by the committee, approved by the President on February 17, 2022, and the Local Advisory Board on March 17, 2022 address the following institutional priorities:

1. Diversity, Equity, and Inclusion
2. College Access
3. Academic Success
4. kEconomic Success
5. Resources to Support the College's Mission, Vision, and Values

Similar to previous strategic plans, the 2022 Virginia Western Strategic Plan is enterprising and progressive, responding to state and national priorities, the needs of current and future students, and community insights. As a living document, College leadership will constantly evaluate and review performance. The process of evaluation and control is in place at every stage of the strategic management process to ensure that the strategy is working as envisaged. This strategic evaluation helps provide direction. It enables executive leadership to make sure that the College is headed in the right direction and that, when needed, corrective action is taken. Presidential approval of 2023 revision on May 9, 2023 and Local Advisory Board approval on May 18, 2023. Presidential approval of the 2024 revision was on May 6, 2024 and the Local Advisory Board on May 16, 2023.

The 2022 Virginia Western Strategic Plan follows the College's mission, vision, and core values and places a premium on the attainment of institutional effectiveness standards, institutional priorities, and desired outcomes. Expected outcomes, expressed as a set of five priorities, can be found in the body of this document with an appendix that provides details of the strategic planning process.

Virginia Western's Office of Institutional Effectiveness will prepare annual progress reports that will be presented to the Strategic Planning Team, the Executive Team, and the College Local Board.



Vision, Mission, and Values

Who We Are

Virginia Western Community College is a two-year public institution of higher education operating under the Virginia Community College System, a statewide system of community colleges. The College operates under the policies established by the State Board for Community Colleges and the Virginia Western Community College Local Advisory Board.

Established in 1966, Virginia Western is located on a 70-acre campus in southwest Roanoke, VA. The service region of the College includes Roanoke, Salem, Roanoke County, Craig County, Franklin County, and southern Botetourt County.

Vision

Virginia Western: A forward-thinking Community College inspiring individual, community, and economic transformation.

Mission

Virginia Western provides quality educational opportunities that empower students for success and strengthen communities.

Core Values

Virginia Western Community College values to support the mission and vision are:

- **Diversity** – Promote a culture and practice of inclusion and empowerment.
- **Integrity** – Demonstrate the highest standards of honesty, fairness, and ethical conduct.
- **Respect** – Foster an environment that demonstrates care and support for the college community through constructive and open communication.
- **Success** – Collaborate to provide and promote services and programs to encourage success among all students, faculty, staff, and the community.
- **Teamwork** – Partner with internal and external stakeholders to provide practical and relevant educational opportunities.



Attaining Institutional Effectiveness

To fulfill the College's mission, vision, and values, Virginia Western Community College is focused on five institutional priorities that are measured in terms of strategic performance indicators (SPIs). SPIs are measurable metrics used to assess the effectiveness of an organization's strategic initiatives and goals. They provide insight into how well the organization is performing in relation to its long-term objectives and help guide decision-making processes. These indicators are carefully selected to reflect key aspects of the organization's strategy and are often monitored regularly to track progress and identify areas for improvement.

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
Diversity, Equity, and Inclusion	Increase student diversity percent	26%	31%
	Increase full-time faculty diversity	8%	10%
	Increase part-time faculty diversity	5%	7%
	Increase manager diversity	15%	17%
College Access	Increase percentage of low-income (Pell eligible) adults within the total number of enrolled adults (ratio) by 6%. ¹	39%	42%
	Increase the percentage of program-placed adult learners within the total number of enrolled adults (ratio) by 15%. ¹	76%	87%
	Increase the percentage of adult learners within the total number of students enrolled (ratio) by 6%. ¹	54%	61%

¹ New in 2023-2024

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
	<p>Increase program-placed college enrollment by 8% from 2,757 to 2,978 FTES (Baseline AY 2019-2020).</p> <p>Increase headcount of veteran and active-duty service personnel within the total number of students (ratio) to be reflective of the service region. ¹</p> <p>Increase total enrollment for the ALICE population.¹</p> <p>Increase percentage of program-placed students within the total number of enrolled students by 8%.</p>	<p>2,757</p> <p>3.8%</p> <p>Pending</p> <p>81%</p>	<p>2,978</p> <p>4.5%</p> <p>15%</p> <p>87%</p>
	<p>Increase annual application yield for Black, Hispanic, and Indigenous students to 66% by 2030²</p> <p>Increase annual percentage of program-placed students applying for financial aid to 75% by 2030²</p> <p>Increase Financial Aid for FastForward (FANTIC) application completion by 15% by 2030²</p>	<p>33%</p> <p>Baseline 2024-25</p> <p>Baseline 2024-25</p>	<p>66% by 2030</p> <p>75% by 2030</p> <p>15% by 2030</p>

² VCCS Opportunity 2030 Strategic Plan

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
	Increase annual online ³ headcount by 10% by 2030 ²	2911	3202 by 2030
	Increase cumulative enrollment in healthcare and advance manufacturing (regionally aligned high demand fields) by 39% ²	1444	2007
	Increase the number of students enrolled in FastForward by 20% ²	421	505
	Increase the annual number of working age ⁴ adults enrolled by 27% by 2030 ²	2070	2629
	Increase annual percentage of program-placed students applying for financial aid to 75% by 2030 ²	Baseline: 2024-2025	TBD
	Retention of students from underrepresented communities will increase. ²	Baseline: 2024-2025	TBD
	Increase enrollment among low-income (Pell eligible) adults from 1,745 students (headcount) by 15% to 2,007.	1718	2007
	Increase number of program-placed adults within the total number of enrolled adults from 3,622 (headcount) by 15% to 4,165.	3205	4165

³ 100% online

⁴ Ages 25-65

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
	Increase total enrollment of adult learners by 12%, from 5050 (headcount) to 5656.	4231	5656
	Increase program-placed college enrollment by 8% from 2757 (headcount) to 2978 FTES (Baseline AY 2019-2020).	2561	2978
	Increase enrollment among veteran and active-duty service personnel by 15% from 424 (headcount) to 488 (Baseline AY2019-2020)	276	488
	All front-line support staff will participate in at least one professional development on financial resources to equip them to be able to respond accurately to most student inquiries by 2030.	Baseline 2024-25	100% by 2030
Academic Success	Increase fall-to-fall retention of first-time students – full-time – by 2% (Fall 2019 to Fall 2020).	60%	62%
	Increase fall-to-fall retention of first-time students – part-time – by 6% (Fall 2019 to Fall 2020).	39%	45%
	Increase full-time status among program-placed adults by 15% from 695 (headcount) to 799 (Baseline AY 2019-2020).	695	799

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
	<p>Increase credits awarded per year for prior learning (CPL/PLA) by 100%, from 875 to 1,750 (Baseline AY 2019-2020).</p> <p>Increase the graduation rate among adults (within 150% of the normal time) to 35% (Baseline Fall 2017 to Spring 2020 Cohort: 31%).</p> <p>Increase the graduation rate among first-time, full-time students (within 150% of the normal time) to 37% (Baseline cohort Fall 2017 to Spring 2020: 35%).</p>	<p>875</p> <p>31%</p> <p>35%</p>	<p>1750</p> <p>35%</p> <p>37%</p>
	Expand credit-for-prior-learning options to all FastForward credentials by 2030 ²	Baseline 2023-24	100% of the 11⁵ Fast Forward Programs will have credit-for-prior-learning options.
	Increase percentage of FastForward credential awards to 75% annually by 2030. ²	408⁶	702 by 2030
	Offering offer shortened sessions for courses included in the Passport and Uniform Certificate of General Studies (UCGS) by 2030 ²	# of shortened sessions currently offered in UCGS	# of courses in UCGS

⁵ Clinical Medical Assistant (CCMA); Commercial Driver’s License Class A; Core Construction; EKG Technician; Heavy Equipment Operator; Machining: Fundamentals, Milling, Turning, Advanced; Mechatronics: Electricity, Precision Measuring, Mechanical Systems, Torque; Phlebotomy Technician; Project Management Professional (PMP); SHRM CP; SHRM SCP

⁶ As of 4/23/2024

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
	All courses required by the Passport and UCGS will be available online asynchronously every semester by 2030 ²	# of online asynchronously offered courses in Passport and UCGS	# of courses offered for Passport and UCGS
	Provide cumulative meaningful postsecondary credentials ⁷ to dual and concurrently enrolled students prior to high school graduation by 2030. ²	Baseline 2023-2024 AY # of postsecondary credentials awarded to DE	Percent increase
Economic Success	Increase the percentage of experiential learning courses offered within all courses to 20%. ¹	7.5%	20%
	Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates age 25 and older from 58% to 65%.	58%	65%
	Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates of all ages by 7% from 61% to 68%.	61%	68%
	Reduce the default rate 2%	13.8%	11.8%
	Increase graduates entering industries with the highest job growth in the service region to 40% by 2030. ²	Baseline 2023-2024	TBD

⁷ Total number of degrees, certificates, CSCs, and FastForward credentials between July 1, 2023 and June 30, 2030.

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
	Increase the percentage of graduates who achieve upward mobility in the service region to 50% by 2030 ²	Baseline 2023-2024	TBD
	Increase students engaged in paid internships and apprenticeships programs by 25% by 2030 ²	Current # of paid internships and apprenticeships	25% of current paid internships and apprenticeships.
Resources to Support the Mission, Vision, and Values	Tuition and Fees will comprise no greater than 35% of IPEDS core revenue	25%	35% or less
	Instruction(101) and Academic Support (104) will represent at minimum 49% of total IPEDS core expenses. ⁸	49%	49%
	Maintain a minimum of 310 Staff FTE in accordance with IPEDS Human Resources Report.	320	310 at minimum
	Increase the number of full-time faculty engaged in professional development opportunities to broaden understanding of relevant emerging topics for student success by 50% by 2030.	Baseline 2024-2025	50% increase from baseline by 2030.

⁸ Updated 2024-2025

Priority I: Diversity

Virginia Western strives for diversity⁹ and inclusion across campus by creating a more inclusive campus culture and increasing the number of underrepresented populations to be reflective of our service region in both employees and students. Virginia Western believes that diversity in higher education enriches the learning experience for students by providing opportunities for individuals to interact with people from varying backgrounds. This improves collaboration skills and innovation while increasing cultural competency. Ultimately preparing our students for working in a global economy.

Goal: Improve diversity, equity, and inclusion by:

1. Creating a more inclusive campus culture by having a college population that is reflective of the Service Region it serves by:
 - a. Increasing the student diversity percentage
 - b. Increasing the full-time faculty diversity percentage
 - c. Increasing the part-time faculty diversity percentage
 - d. Increasing manager diversity percentage.
2. Increase recruitment and retention of students and employees from underrepresented communities.
 - a. Retention of students from underrepresented communities will increase
3. Developing an English Language Learner Plan/Pathway for Success¹⁰

⁹ Diverse populations may include but are not limited to race, gender, disability, veterans, or other populations as defined by the College.

¹⁰ Completed AY 2023-24

Priority II: College Access

To ensure access, Virginia Western will reach out to the community by continuing its focus on underserved and non-traditional populations. Virginia Western will provide access by offering educational opportunities in a variety of instructional modes while utilizing the College's off-site locations.

Virginia Western will reverse declining enrollment numbers by better serving students. To promote equitable college access, Virginia Western is committed to ensuring that programs and procedures meet the needs of all student populations.

Goal 1: Increase enrollment by:

1. Increase annual application yield for Black, Hispanic, and Indigenous students to 66% by 2030
2. Increase percentage of Pell-eligible adults within the total number of enrolled adults (ratio) by a six percentage point increase.
- ~~3.~~ Increase percentage of program-placed adult learners within the total number of enrolled adults (ratio) by 15%.
- ~~4.~~ Increase percentage of adult learners within the total number of students enrolled (ratio) by 6%.
5. Increase program-placed college enrollment by 8% from 2,757 to 2,978 FTES (Baseline AY 2019-2020).
6. Increase headcount of veteran and active-duty service personnel within the total number of students (ratio) to be reflective of the service region.
7. Increase program-placed enrollment among non-traditional learners
8. Increase program-placed enrollment college-wide.
9. Increase total enrollment for the ALICE population
10. Increase percentage of program-placed students within the total number of enrolled students by 8%.
11. Increase annual online¹¹ headcount by 10% by 2030.
12. Increase cumulative enrollment in healthcare and advance manufacturing (regionally aligned high demand fields) by 39%
13. Increase the number of students enrolled in FastForward by 20%
14. Increase the annual number of working age¹² adults enrolled by 27% by 2030

¹¹ 100% online

¹² Ages 25-65

Goal 2: Provide access to education through financial assistance by:

1. Exploring, developing, and implementing a process for reducing student textbook costs, specifically by faculty use of Open Educational Resources (OER).
2. Review current Financial Aid processes and policies and establish new ones that increase the financial support for students.
3. Increase Financial Aid for FastForward (FANTIC) application completion by 15% by 2030
4. Increase annual percentage of program-placed students applying for financial aid to 75% by 2030
5. All front-line support staff will participate in at least one professional development on financial resources to equip them to be able to respond accurately to most student inquiries by 2030.

Goal 3: To increase access to a high-quality, affordable education that is accessible to everyone by:

1. Developing educational programs that build mid-level skills and that lead to middle to high-paying jobs.



Priority III: Academic Success

Virginia Western is committed to helping all students succeed. In addition to ongoing student engagement, the proactive provision of student supports necessary for retention and completion is essential. To increase academic success outcomes, Virginia Western will strategically design and implement engagement and support efforts that increase the number of students who earn a degree, certificate, industry certification, or licensure that enables them to obtain employment and subsequent educational opportunities. Virginia Western will continue to work with Advisory Committees to ensure student success.

Goal 1: Increase retention of underserved and non-traditional populations by:

1. Increase fall-to-fall retention of first-time students – full-time – by 2%.
2. Increase fall-to-fall retention of first-time students – part-time – by 6%
3. Increase full-time status among program-placed adults by 15% from 695 (headcount) to 799 (Baseline AY 2019-2020).
4. Increase credits awarded per year for prior learning (CPL/PLA) by 100%, from 875 to 1,750 (Baseline AY 2019-2020).
5. Increase students engaged in paid internships and apprenticeship programs by 25% by 2030
6. Marketing Virginia Western to the community through available and affordable means.
Targeted audiences to include adults and other non-traditional learners, diverse populations, and those in underserved areas of our community.
7. Increase usage of student wrap-around support services by 10% by 2030.
8. Expand credit-for-prior-learning options to all FastForward credentials by 2030

Goal 2: Improve student success in the areas of graduation, transfer, or completion of a workforce credential by:

1. Implementing a comprehensive Student Success Plan
2. Increasing the number of students who transfer to a four-year college from 11% to 16%
3. Increasing the number of students who receive a workforce credential by 2%
4. Increase the graduation rate among adults (within 150% of the normal time) to 35% (Baseline Fall 2017 to Spring 2020 Cohort: 31%).
5. Increase the graduation rate among first-time, full-time students (within 150% of the normal time) to 37% (Baseline cohort Fall 2017 to Spring 2020: 35%).
6. Offering offer shortened sessions for courses included in the Passport and Uniform Certificate of General Studies (UCGS) by 2030
 - a. All courses required by the Passport and UCGS will be available online asynchronously every semester by 2030
7. Increase the number of cumulative meaningful postsecondary credentials to dual and concurrently enrolled students prior to high school graduation by 2030.
8. Increase percentage of FastForward completers to 95% annually by 2030.
9. Increase percentage of FastForward credential awards to 75% annually by 2030.
10. Provide cumulative meaningful postsecondary credentials to dual and concurrently enrolled students prior to high school graduation by 2030.

Priority IV: Economic Success



Virginia Western is committed to student success beyond the completion of degrees and credentials. To promote economic success, Virginia Western will increase workplace readiness and employment. Providing an educational experience that links learning and employment will increase a student's ability to secure employment.

Goal 1: Prepare and facilitate students for career attainment success by:

1. Increase the percentage of experiential learning courses offered within all courses to 20%.
2. Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates age 25 and older from 58% to 65%.
3. Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates of all ages by 7% from 61% to 68%.

4. Reduce the default rate to 11.8%
5. Increase students engaged in paid internships and apprenticeships programs by 25% by 2030
6. Increase annual graduates employed in healthcare and advance manufacturing (regionally aligned high demand fields) by 40% by 2030.

Goal 2: Utilize Virginia Western resources to further develop the community by:

1. Responding to regional employer needs for short-term training programs efficiently and effectively.
2. Continue to develop agreements, collaborations, and outreach programs that will strengthen relationships with the community and constituents.

Goal 3: Develop a workforce that meets Regional Employers Needs by:

1. Collaborating with stakeholders to promote a workforce network that fosters innovation and establishes a seamless connection among the community college, K-12, universities, and business, and industry partners.
2. Offering relevant, high-quality, high growth, high demand instructional programs that meet the needs of business and industry for existing and future jobs.
3. Increase the percentage of graduates who achieve upward mobility in the service region to 50% by 2030
4. Engaging business and industry to serve on advisory committees to ensure student success.

Priority V: Resources to Support College's Mission, Vision, and Values



Virginia Western is committed to providing facilities, technology, personnel, financial resources, and communication tools that support the strategic actions listed above. Without appropriate resources, the College will not make significant progress on student success, college completion, educational access, or excellence in instruction and services. The following objectives reflect the College's resource needs in support of strategic expansion and continuous improvement of programs and services.

Goal 1: Ensure high-quality facilities for programs and services by:

1. Ensuring current and reliable facility infrastructure and related business processes to support instruction and day-to-day operations at the College.
2. Continue strong safety and security programs that meet our community's needs.
3. Maintaining accreditation with SACSCOC through the reaffirmation process.
4. Increase the number of full-time faculty engaged in professional development opportunities to broaden understanding of relevant emerging topics for student success by 50% by 2030.

Goal 2: Ensure adequate human capital to support the programs and services by:

1. Ensuring that Virginia Western continues to have high-quality faculty and staff to support the mission in accordance with SACSCOC.

Goal 3: To Enhance Accountability and Transparency by Focusing on Results by:

1. Continuously assessing and refining accountability indicators to produce desired outcomes.
2. Ensuring current and reliable information technology infrastructure, resources, and related business processes to support instruction, day-to-day operations of the College, and communications.
3. Ensuring adequate resources that will facilitate the delivery of consistent and unified messages appropriate to respective audiences about college programs and services supporting the College's institutional priorities, including branding guidelines and standards.

Goal 4: Maximize New and Existing Funding Sources by:

1. Maximizing external funding to support the mission of the College
2. Ensuring adequate financial resources for facilities, programs, and services.
3. Increase funds available for student emergency
4. Seek additional annual funding for capacity building efforts in regionally identified high demand programs

Goal 5: Be an innovative leader in the community by:

1. Promoting innovation and expansion in the college community.