

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
2. College Access
3. Academic Success
4. Economic 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, 2024.

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.

Priority I: Diversity

Virginia Western strives for diversity, as defined in the Core Values, 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 by:

1. Creating a more inclusive campus culture
2. Increase recruitment and retention of students and employees from underrepresented communities

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 percentage of Pell-eligible adults within the total number of enrolled adults (ratio) by a six percentage point increase.
2. Increase percentage of program-placed adult learners within the total number of enrolled adults (ratio) by 15%.
3. Increase percentage of adult learners within the total number of students enrolled (ratio) by 6%.
4. Increase program-placed college enrollment by 8% from 2,757 to 2,978 FTES (Baseline AY 2019-2020).
5. Increase headcount of veteran and active-duty service personnel within the total number of students (ratio) to be reflective of the service region.
6. Increase program-placed enrollment among non-traditional learners
7. Increase program-placed enrollment college-wide.
8. Increase total enrollment for the Asset Limited, Income Restrained, Employed (ALICE) population
9. Increase percentage of program-placed students within the total number of enrolled students by 8%.
10. Increase annual online headcount by 10% by 2030.

11. Increase cumulative enrollment in healthcare and advance manufacturing (regionally aligned high demand fields) by 39%
12. Increase the number of students enrolled in FastForward by 20%
13. Increase the annual number of working age¹² adults enrolled by 27% by 2030

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

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.