### Strategic Planning Summit Page 1 of 7       April 24, 2015

---

**Steering Team Attendees:**

- Dr. Robert Sandel
- Amy Anguiano
- Lori Baker
- Dr. Annette Chamberlin
- Callie Cary
- Leah Coffman
- Pam Cox
- Dr. Angela Falconetti
- Marilyn Herbert-Ashton
- Rachelle Koudelik-Jones
- Josh Meyer
- Cheryl Miller
- Chris Porter
- Carol Rowlett
- Chad Sartini
- Carole Tarrant
- Shivaji Samanta
- Jennifer Pittman
- Dr. Elizabeth Wilmer
- Kevin Witter

**Guests:**

- Fred Aaron
- Dr. John Anderson
- B. Bagby
- Sue Clark
- Shonny Cooke
- David Daniels
- Amanda Decker
- Allison Dooley
- Casandra Dove
- Dale Dulaney
- Josh Farmer
- Brooke Ferguson
- Mandy Garcia
- Mike Greer
- Ivan Guajardo
- Angela Hairston-Niblett
- Dr. Carrie Halpin
- Leigh Ann Hamlin
- Brooke Handy
- Tracy Harmon
- Craig Harris
- Hillary Holland
- Dan Horine
- HB Ingram
- Chris Johnson
- Ann Kakouras
- Natasha Lee
- Amanda Mansfield
- Sheri Meixner
- Sarah Miller
- Melanie Moore
- Tara Nepper
- Brandon Pearson
- Brian Salzback
- Alexander Scott
- Jaime Shetrone
- Mayra Vazquez-Miller
- Linda Whitlock
- Amy Williamson
- Reginald Walker

---

**MINUTES**
<table>
<thead>
<tr>
<th>Topic/Person Reporting</th>
<th>Report/Discussion</th>
<th>Action</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Welcome</strong></td>
<td>Dr. Sandel welcomed the participants and expressed appreciation for their support and commitment to the strategic planning process. Dr. Sandel emphasized the importance of planning as shaping the College’s future and underscored each participants input as critical.</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td><strong>Review of Previous Institutional Goals and Outcomes</strong></td>
<td>Summit attendees discussed some of the many ways the College has progressed over the past several years on each of the four institutional goals from the previous strategic plan. <em>See attached PowerPoint slides 4 – 9 for additional detail.</em></td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td><strong>Purpose and Overview</strong></td>
<td>Dr. Falconetti welcomed the attendees. She noted that the PowerPoint slides to be used in today’s meeting will be available after the Planning Summit and will be posted on the Success 2021 web page (Planning Summit button) at <a href="http://www.virginiawestern.edu/about/success2021/index.php">http://www.virginiawestern.edu/about/success2021/index.php</a> Dr. Falconetti served as a member of the VCCS Strategic Planning Committee and provided an update on the VCCS strategic plan to be called <em>Complete 2021</em>. There will be one goal, which is to triple the number of credentials awarded annually by 2021 (i.e., includes degrees and certificates awarded by our colleges, industry certifications awarded by external organizations, and licenses awarded by the state for which community colleges prepared students). The definition of credentials is being reviewed by the VCCS. Ms. Herbert-Ashton acknowledged and thanked the Educational Foundation for providing refreshments and lunch for today’s meeting. The purpose of today’s Planning Summit is to provide an opportunity for dialog about Virginia Western’s future, review and develop strategic input, and affirm and define Virginia Western’s vision, mission and core values.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review of National</strong></td>
<td>Ms. Herbert-Ashton stated that community colleges are...</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Trends
Ms. M. Herbert-Ashton

focusing their efforts and emphasizing “Access with Great Success”.

Ms. Herbert-Ashton reviewed the American Association of Community College’s 21st Century Commission on the Future of Community Colleges documents *Reclaiming the American Dream* and *Empowering Community Colleges to Build The Nation’s Future* located at [http://www.virginiawestern.edu/about/success2021/analysis.php](http://www.virginiawestern.edu/about/success2021/analysis.php)

Key Strategies for Change include:

- Clear academic/career pathways
- Portable, stackable credentials based on clearly defined competencies
- Alignment of learning across education sectors, within community colleges, and with labor-market demands
- Transparency and accountability

The 21st Century Commission has identified seven recommendations for reimaging community colleges which include:

1. Increase completion rates by 50% by 2020.
2. Dramatically improve college readiness.
3. Close the American skills gap.
4. Refocus the community college mission and redefine institutional roles.
5. Invest in collaborative support structures.
6. Target private and public investments strategically.
7. Implement policies and practices that promote rigor and accountability.

Other national trends discussed included the expectations for a higher return on education investment, increase in education partnerships, more collaboration between education and workforce, the availability of more hybrid programs, focus on student-distance learning, increased use of social media in classrooms, increase in online programs, more high school students taking community college classes and more traditional students on community college campuses.

Complete 2021
Dr. R. Sandel

Dr. Sandel described *Achieve 2015*, the previous strategic plan of the Virginia Community College System for...
which he served as Chair of the statewide taskforce. All of the goals of Achieve 2015 were surpassed by Virginia’s Community Colleges. The goal of Access, which was to increase the number of graduates by 100,000, laid the foundation from which the System’s new Complete 2021 was developed.

There will be one goal, which is to triple the number of credentials awarded annually by 2021.

In order to achieve this overarching goal, Virginia’s Community Colleges will address the following objectives:

- Elevating Virginia’s skilled workforce
- Providing educational access for all Virginians
- Reinventing the way community colleges help students succeed
- Connecting Virginia’s diverse educational opportunities
- Preserving affordable college access

Dr. Falconetti served as a member of the VCCS Strategic Planning Committee and provided an update on the VCCS strategic plan to be called Complete 2021.

Dr. Falconetti referred to the U.S. Department of Labor’s definition of a credential. “A credential is a verification of qualification or competence issued to an individual by a third party with the relevant authority or jurisdiction to issue such credentials (such as accredited educational institution, an industry-recognized association, or an occupational association or professional society.”

Credentials include degrees, diplomas and certificates including CSCs, baccalaureate degrees obtained by transfer students, industry certifications, professional licenses, and registered apprenticeships. The parameters for industry certification include stackable, portable, competency based, 3ed party validated, articulated credit and professional licenses.

Dr. Falconetti highlighted the following recommendations for practice:

- Create structured program pathways
Review of Internal, Local and Statewide Trends

A. State Initiatives & Data - Ms. R. Koudelik –Jones
- Embed third party credentials in programs of study
- Advise students early
- Track and monitor student progress

B. Student Success Measures – Ms. C. Rowlett
- State measures for student success will be expanded to include industry credentials and licensures.
- Student success is the focus of both the VCCS strategic plan, Complete 2021, and the performance-based funding model.
- VCCS colleges will focus on Completion by Design strategies to increase student success.
- WorkSmart Collaborative is a VCCS initiative to consolidate processes, such as procurement, to reduce cost and effort across the state.
- An increasing percentage of E&G funds will be tied to student success measures.

C. Internal Focus Group & Survey Results – Ms. R. Koudelik-Jones
- Multiple success measures encompass our full range of students.
- Although students do well overall, retention could be improved. Retention is substantially lower for Pell recipients. This gap affects a disproportionate number of Black students.
- Focus groups and surveys were conducted among employees, students, transfer institutions, and K-12.
- Common themes included the strong academic skills students develop at Virginia Western and the importance of increased communication with all areas

D. External Focus Groups & Survey Results – Dr. A. Falconetti/ Ms. C. Tarrant
- External focus groups were conducted across the College’s service district. Sixty five business, government, and economic leaders and volunteers participated in Botetourt, Craig, Franklin, and Roanoke counties and Roanoke and Salem cities. Eight questions were asked.
- Common themes included the need to enhance workforce development and career and technical program offerings for the purpose of

Discussion on definitions for industry credentials, and methods of gather information on student success, will continue. Courses and programs should be reviewed to ensured alignment with changes in industry growth and population demographics.

Strategic planning should include further discussions on ways to increase retention, particularly for low-income students.

Results will be used in developing goals and outcomes for the strategic plan.
strengthening economic development and capitalizing on the virtual workplace, increased access to healthcare, new and small business development, and the regionalization of economic development. Virginia Western’s strengths and opportunities included: affordability, opportunity, workforce services, the quality of the faculty, economic development, diversity, and becoming a more prominent education provider.

<table>
<thead>
<tr>
<th>Review and Discussion of Vision, Mission, and Core Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. M. Herbert-Ashton and Ms. R. Koudelik-Jones reviewed the following proposed Vision, Core Values and Mission Statements that were developed by the Institutional Effectiveness Governance Committee, and disseminated to the campus community for feedback and approved by the Steering Team.</td>
</tr>
</tbody>
</table>

Ms. Koudelik-Jones emphasized the need to be able to define and measure the mission statement per the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation standards.

Vision – participants liked the word “transformative”. No changes suggested.

Core Values –
1. Alphabetize the list
2. Present in a circle or other format that demonstrates that all the core values are equal
3. **Teamwork: Partner** with internal and external stakeholders to provide practical and relevant educational opportunities.
   a. Suggestion – change “Teamwork” to “Partnership” or to “Collaboration”
   b. Suggestion – change “Partner” to “Collaborate”
   c. No consensus on changes

Mission – Virginia Western provides quality educational opportunities to empower students for success and to strengthen communities.
1. Suggestion – change to “…that empower students for success and strengthen communities.”
2. Definitions – Strengthening Communities

Feedback will be presented to the Steering Team for final review.
<table>
<thead>
<tr>
<th>Conduct SWOT Analysis/Work Groups Present SWOT Analysis Work Groups</th>
</tr>
</thead>
</table>
| Participants were asked to divide into nine work groups and prepare Strengths-Weaknesses-Opportunities-Threats (SWOT) profile of the future trends to determine these factors:  
  • What does Virginia Western do well?  
  • What are Virginia Western’s weaknesses?  
  • What are the opportunities for growth and programming?  
  • What are the threats and competition to Virginia Western’s continued success? |
| Each work group presented its SWOT analysis to the larger group. At the conclusion of the work group presentations, each participant received twelve dots and were asked to place three dots on what they considered to be the top three priorities for each of the Strengths, Weaknesses, Opportunities and Threats categories.  
  All SWOT factors identified during this exercise were combined into a single spreadsheet that has been uploaded to the Outcomes section of the strategic planning web site [http://www.virginiawestern.edu/about/success2021/summit.php](http://www.virginiawestern.edu/about/success2021/summit.php). |

**Next Steps, Wrap-up, Closing Remarks**

Dr. R. Sandel  
Ms. M. Herbert-Ashton,  
Ms. R. Koudelik-Jones

Dr. Sandel thanked the participants for their time and excellent work.  
The Steering Team will review the outcomes of the Summit, specifically the Vision, Mission, and Core Values and the SWOT and will provide guidance on the development of the strategic plan.  
The goal is for the plan, Success 2021, to be presented to the Local Board for review and approval during the fall of 2015 and for the plan to be instituted on January 1, 2016.

Respectfully submitted by:  
Ms. Marilyn Herbert-Ashton