



2008 - 2013 STRATEGIC PLAN



EXECUTIVE SUMMARY

With Vision 2013 as its Compass, Virginia Western is Focused and Ready

The Virginia Western Community College *Vision 2013* Strategic Plan began with four fundamental commitments. We must continue to improve by

- Providing educational excellence in a teaching-centered, collegiate environment;
- Providing access and the best learning opportunities for the growing and ever more diverse population of our region seeking higher education, even in the face of declining public resources;
- Demonstrating our effectiveness to the people of our service area and to our elected leadership by crafting new and innovative directions in service to our students and to the public;
- Designing more responsive educational and training programs and initiatives that meet the demand in Virginia for literate and technically skilled individuals pursuing varied occupations and professions.

As a key element in the year-long recognition of Virginia Western's 40th Anniversary, the President, in May 2006, engaged the formative procedures that would result in the creation of a substantive strategic plan, providing a "roadmap" for the institution through the year 2013. Once the overall planning structure and the related timeline were in place, the *Vision 2013* Steering Team devised a "needs assessment" strategy that would glean substantial thoughts, ideas, and observations through the active participation of literally hundreds of students, college staff, citizens, community leaders, and elected officials. Beginning in April 2007, the ensuing deliberations and the collected input and data from these "environmental scanning" groups ultimately formed the basis for the development of new mission, vision, and values statements, as well as the creation of nine institutional goals, all of which would provide the foundation for the overall *Vision 2013* Strategic Plan.

The comprehensive *Vision 2013* planning process and timeline, the newly developed vision, mission, and values statements, along with the nine overarching institutional goals were endorsed by the Virginia Western Community College Local Advisory Board in December 2007.

For the college's many constituencies – students, alumni, donors, friends, volunteers, faculty, staff, community leaders, and public officials – this strategic planning document summarizes Virginia Western's priorities and aspirations.

Vision 2013 is the product of a multi-year collaborative effort by numerous college and community interests charged by the President with discerning a substantive future direction for the institution. The Steering Team, Planning Council and six task forces contributed to the plan's preparation.

Vision 2013

The term *Vision 2013* was purposefully selected. If Virginia Western is to continue to be ranked among the state's top public community colleges in quality improvement, our vision must be to set the standard for two-year institutions and become the model for advancing 21st century post-secondary teaching and learning excellence.

Purpose of Planning

Virginia Western adheres to the tenet that “good plans shape good decisions. That’s why good planning helps to make elusive visions and dreams come true.” Strategic planning ensures that the vision of the institution looks to the future.

The planning process creates opportunities for broad-based dialog about Virginia Western’s future, enhances the distinctiveness and quality of the college and is the roadmap to assist in making short- and long-term decisions for the college. The *Vision 2013* plan will keep the college focused on the strategic goals and, over time, will influence the unit/division action plans through assessment and improvement.

Through the planning process, we are anticipating and planning for how we will grow in terms of quality and in terms of meeting demand for our services. We also are contemplating how we wish to grow intellectually and as a learning-centered community.

The vitality of an institution such as Virginia Western is driven by the creativity and initiative of its faculty, staff, and students. Thus, our vision is to practice unequivocal excellence – and set a new standard for the 21st century community college – by tapping the entrepreneurial, pragmatic, and innovative spirit of the entire campus community.

Also, this *Vision 2013* process involves the affirmation of what we have been doing – and doing well – since 1966.

Institutional Direction

By providing strategic direction for Virginia Western, this *Vision 2013* document provides structure to the institution’s major priorities and proposed college-wide outcomes against which our performance will be measured. In total, we have identified nine broad institutional goals supported by 46 specific academic/administrative goals. Even though this is an ambitious number, it is not surprising in light of the size and complexity of Virginia Western Community College. As a supporting element within this structure, administrative sections, academic departments, and specialized units have developed more detailed action strategies constituting unit/division action plans (please see appendices) that, collectively, will fulfill the comprehensive nature of the *Vision 2013* Strategic Plan.

Management professor Peter Drucker once observed that organizations face two fundamental challenges: One is to do the right things; the other is to do things right. The *Vision 2013* Strategic Plan outlines the right things for Virginia Western as it strives to become a model 21st century community college. **Volume I** represents the dedicated involvement of a multitude of college and community contributors whose primary interest is in this important institution’s achievement of the ambitious outcomes that have been identified – and that it set the standard for the 21st century.

Volume II (Appendices) contains all of the environmental scanning focus group and related survey data, along with collected demographic and regional statistical data employed in the needs assessment phase of the planning process. Moreover, it presents every approach and procedure involved throughout the planning process, including the cross tabulation of all department/unit objectives, as well as the strategies and actions enabling the formulation of their individual annual operating plans, in particular, those elements associated with curriculum revision, community partnerships, financial resource acquisition and allocation, and human resource diversity, personnel recruitment equity and performance assessment.

The college is committed to evaluating its progress and will focus on continuous improvement efforts accordingly as it strives to carry out its vision and mission.

