Virginia Western Community College
2019-2020 Institutional Priorities
~ As Approved by the Local Advisory Board on May 16, 2019 ~

1. **Enrollment Stabilization**

    a. **Enrollment Management – what are your college's enrollment management goals?**

    Strategic Enrollment Management
    - Via a cross-functional taskforce, develop a Strategic Enrollment Management (SEM) plan in alignment with the College's strategic plan. Assessment measures for the SEM plan will be developed with the establishment of enrollment targets, based on demographics, employer data, trend analysis and FTE projections. Input will come from Virginia Western's Strategic planning process, the Guided Pathways Leadership team and the G3 process. The goals will reflect the life-cycle of the student including onboarding, progress/retention and completion.
    - Virginia Western's goal for 2019-20 is to increase our number of applications and our yield by 3%, from a baseline of 4721 applications and a yield of 44.55% in the prior year.
    - Increase FastForward enrollment by 25% over 2018-2019 level.

    b. **Retention – what are your college's goals for improving fall-to-spring and fall-to-fall retention?**

    - Through focused efforts on retaining students through their first five classes, we will increase the overall retention rate for fall-to-spring to 80% and for fall-to-fall retention to 57%, from baselines of 78.4% and 55.8% respectively.

    c. **Progress Completion – what are your college's goals for increasing completion of workforce credentials, certificates, and degrees?**

    - Increase total FastForward credential attainment by 20% over 2018-2019 level.
    - Across our AAS, CSC and Certificate programs, we will increase our completion rate within 150% of normal graduation time to 26% (AAS) and 37% (CSC, Certificates) from a baseline of 24% and 35% respectively.

    What are your college's goals for increasing completion of AA/AS prior to transfer?

    - Utilizing a broader definition of "all students" as opposed to the narrowly defined IPEDS definition, we will increase our completion rate to 28% from our current baseline of 26%.

    What are your college's goals for increasing retention and completion of underserved populations (first generation, minority, low-income, and adult students)?

    - Students defined as first-generation, minority, low-income and adult represent 76% of our program-placed students who started their programs at the beginning of this measurement period. Focusing on these populations, we will increase our fall-to-spring retention to 76% (from 74%), our fall-to-fall retention to 53% (from 51%) and our completion rate to 28% (from 25%).
    - Workforce Solutions to continue to serve underserved student referrals in collaboration with supportive community organizations such as Goodwill.
        - Workforce Solutions to make apprenticeships available to students under the AACC Expanding Community College Apprenticeship grant.

2. **Administrative Strength**
   a. **Sustainability – what efforts will your college undertake to enhance its financial sustainability?**
      - **Strategic Enrollment Management (SEM) Workgroup**: As referenced in 1a, our SEM plan will aid to stabilize enrollment thus enhancing long-term financial sustainability.
      - **Program Review**: Enrollment and cost analysis data will continue to be shared with each dean and program head so they are informed and can strategically plan ways to expand and/or adjust program offerings. This tool will continue to be used to guide decisions during fiscally challenging times to ensure resources are allocated to the region's highest demand programs.
      - **New Initiative Request (NIR) process**: As part of the college's annual budget development cycle, the NIR process will continue to provide long-term planning opportunities for the college. This collaborative process helps to ensure strategic decisions are being made to focus available resources on mandatory cost increases and the highest demand programs.
      - **Contract Review**: Workforce Solutions contracts have been evaluated for sustainability and have been renegotiated and even not renewed. New site license agreements have been written that are favorable to the college.

   b. **Fundraising/Resource Development – What are your college's fundraising goals for the upcoming year? For what purposes?**
      - Virginia Western's Educational Foundation recently ratified its new strategic plan which includes a goal to grow an endowment through a $15 million dollar unrestricted endowment initiative, and ensuring the Foundation's strategic plan complements the endowment initiative plan.
      - The Community College Access Program (CCAP2) Major Giving Campaign goal is $3.25 million dollars by December 2021, with $1.18 million remaining overall, including $700,000 in 2019-2020.

      What are your college's other resource development goals?
      - We are continuing an active pursuit of grant opportunities, with a targeted goal of $1.5 million in 2019-2020.

   c. **Shared Services – how will your college contribute to the goal of achieving efficiencies through shared services?**
      - Virginia Western will continue to support the SSC through positive and solution-focused participation on work groups and leadership committees. As one of the closest colleges physically, we provide not only consistent support through these groups, but just-in-time backup support, troubleshooting, and partnership through planning, implementation, and growth of various initiatives.

3. **Leadership and Innovation**
   a. **Innovation – what will your college do to support the strategic direction(s) of the VCCS during the upcoming year? (i.e. direct enrollment pilot, talent pipeline development, innovative partnerships).**
      - We are employing a design-thinking approach as part of the system-wide G3 initiative, with a health-centric focus to align with our region's economic priorities.
      - We are working with Radford University to identify the necessary resources to transition three existing healthcare associate degree programs (PTA, OTA, and Surg Tech) from Jefferson College of Health Sciences (JCHS). VWCC's roles in the RU/JCHS merger is a first of its kind in the Commonwealth. VWCC's role is necessary to ensure regional healthcare needs continue to be met.

b. **Community and Civic Engagement – how are you providing leadership in your community? How will this change in the next two years?**

- The President and his Executive Team provide community leadership through participation in local and regional groups focused on economic development, workforce development, educational collaborations, and community/cultural activities. For example, the President serves as the Virginia Community College System representative on the Roanoke Higher Education Authority Board of Trustees, Roanoke Regional Partnership Board, Lewis Gale Board of Trustees, Friendship Retirement Community Foundation Board and committee chair, Valley Management Board, VCCS Shared Services Executive Council, Roanoke Regional Chamber of Commerce Business Council, Valley Innovation Council Board, 2020 American Heart Association Ball Co-Chair, Roanoke Blacksburg Technology Council (RBTC), and the Regional Acceleration and Mentor Program (RAMP).

c. **New Program Development – where do you see opportunities for new certificate, degree, and FastForward programs to meet workforce and transfer needs in your community?**

- We are developing level 1, 2, and 3 stackable credentials in alignment with G3.
- Workforce Solutions will re-launch a CNA and Medication Aide program at scale, bringing a formerly external vendor-supported program in-house.
- English Language Learner pre-courses are in development, designed especially to support ELL students who are preparing to enter FastForward healthcare and manufacturing courses.
- FAA107 Unmanned Aerial Vehicle training, perhaps as a FastForward course.
- Virginia Western is working on the following new degree programs:
  - AAS in Physical Therapy Assistant
  - AAS in Occupational Therapy Assistant
  - AAS in Surgical Technology

d. **Diversity – what are your long-term plans for diversifying faculty, staff, and administrative leadership at your college?**
- Virginia Western will build a collaborative relationship with the system office Diversity Officer to engage in an assessment of our recruitment and interview processes. Historically, our region has been challenged in securing competitive, diverse applicant pools. The college understands that a broad approach is needed to improve diversity, including community relationships, strategic sourcing, use of social media, and collaborative work with our current faculty and staff, as well as our VCCS partners.

4. **Other Goals (Optional)**

a. We are working with Botetourt County on an opportunity to expand the Greenfield Center to promote economic development and enhance VWCC program offerings through facility improvements.