



Institutional Priorities
2022-2023

As approved by the Local Advisory Board 9/15/2022

Virginia Western's new strategic plan will officially kick off in the Fall of 2022. The strategic plan has the following institutional priorities:

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

These institutional priorities will be Virginia Western's priorities for the 2022-2023 academic year. These priorities have 4-year targets set, and those 4-year targets have been broken down into annual targets for this academic year.

Priority I: Diversity, Equity, and Inclusion

Virginia Western strives for diversity and inclusion across campus by creating a more inclusive campus culture and increasing the number of underrepresented populations to reflect our service region in both employees and students. VWCC 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

For Diversity, Equity, and Inclusion, Virginia Western aims to improve diversity, equity, and inclusion by 1) creating a more inclusive campus culture and 2) increasing the recruitment and retention of students and employees from underrepresented communities.

VIRGINIA WESTERN

Institutional Priorities 2022-2023

As approved by the Local Advisory Board 9/15/2022

Strategic Performance Indicators

The table below depicts the strategic performance indicators for Diversity, Equity, and Inclusion, the baseline data point, the 2022-2023 goal, and the justification for the strategic performance indicator.

| Strategic Performance Indicators | Baseline | 2022-2023 Goal | Justification |
|--|--|---|--|
| Increase student race diversity percent | 26% of the student body self-identifies as a person of color | 27% of the student body will self-identify as a person of color | 31% of Virginia Western's service region self-identifies as people of color. Ideally, Virginia Western will have the same percentage of the student body self-reporting as people of color. |
| Increase full-time faculty race diversity | 8% of full-time faculty self-identify as people of color | 8.5% of full-time faculty self-identify as people of color | It would be ideal for full-time faculty to mirror the student body and the service region for racial diversity. However, due to low full-time faculty attrition, less than 3% a year, increasing racial diversity amongst full-time faculty is slow going. |
| Increase part-time faculty race diversity | 5% of part-time faculty self-identify as people of color. | 5.5% of part-time faculty self-identify as people of color | Similar to full-time faculty, adjunct faculty attrition is low. Therefore, the ability to increase the percentage of adjuncts reporting as people of color is low, thus the modest increase. |
| Increase manager race diversity | 15% of managers self-identify as people of color | 15.5% of managers self-identify as people of color. | Similar to both adjunct and full-time faculty, manager attrition is low. Therefore increased racial diversity amongst this population will occur in modest increments. |

VIRGINIA WESTERN

Institutional Priorities 2022-2023

As approved by the Local Advisory Board 9/15/2022

Priority II: College Access

To ensure access, VWCC will reach out to the community by continuing its focus on underserved and non-traditional populations. VWCC 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, VWCC is committed to ensuring that programs and procedures meet the needs of all student populations.

Goals

Virginia Western's first college access goal is to increase enrollment by:

- Increasing enrollment among low-income (Pell-eligible) adults from 1,745 students (headcount) by 15% to 2,007.
- Increase the number of program-placed adults within the total number of enrolled adults from 3,622 (headcount) by 15% to 4,165.
- Increase total enrollment of adult learners by 12%, from 5,050 (headcount) to 5,656.
- Increase program-placed college enrollment by 8% from 2,757 to 2,978 FTES (Baseline AY 2019-2020).
- Increase enrollment among veteran and active-duty service personnel by 15%. (Baseline AY2019-2020)
- Increase program-placed enrollment among non-traditional learners.
- Increase program-placed enrollment college-wide

Virginia Western's second college access goal is to provide access to education through financial assistance by:

- Exploring, developing, and implementing a process for reducing student textbook costs, specifically by faculty use of Open Educational Resources (OER).
- Review current Financial Aid processes and policies and establish new ones that increase the financial support for students.

Virginia Western's final goal for college access is to increase access to a high-quality, affordable education that is accessible to everyone by:

- Increasing recruitment and enrollment efforts at Greenfield and Claude Moore locations to result in a 5% growth at these two locations.

VIRGINIA WESTERN

Institutional Priorities 2022-2023

As approved by the Local Advisory Board 9/15/2022

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

Strategic Performance Indicators

The table below depicts the strategic performance indicators for College Access, the baseline data point, the 2022-2023 goal, and the justification for the strategic performance indicator.

| Strategic Performance Indicators | Baseline | 2022-2023 Goal | Justification |
|--|---|--|--|
| Increase enrollment among low-income (Pell eligible) adults from 1,745 students (headcount) by 15% to 2,007. | 1745 low-income (Pell-eligible) adults were enrolled at VWCC. | 1832 low-income (Pell-eligible) adults to be enrolled at VWCC. | At the culmination of the strategic plan, VWCC wants to increase enrollment amongst low-income students by 15%. The annual goal based on the duration of the strategic plan is 5% growth a year. |
| Increase the number of program-placed adults within the total number of enrolled adults from 3,622 (headcount) by 15% to 4,165. | 3622 | 3803 | At the culmination of the strategic plan, VWCC wants to increase program placed adults within the total number of enrolled adults by 15%. The annual goal based on the duration of the strategic plan is 5% growth a year. |
| Increase total enrollment of adult learners by 12%, from 5050 (headcount) to 5656. | 5050 | 5151 | At the culmination of the strategic plan, VWCC wants to increase the total number of adults enrolled by 12%. The annual goal based on the duration of the strategic plan is 2% growth a year. |
| Increase program-placed college enrollment by 8% from 2,757 to 2,978 FTES (Baseline AY 2019-2020). | 2757 | 2812 | At the culmination of the strategic plan, VWCC wants to increase program-placed college |

VIRGINIA WESTERN

Institutional Priorities 2022-2023

As approved by the Local Advisory Board 9/15/2022

| Strategic Performance Indicators | Baseline | 2022-2023 Goal | Justification |
|---|----------|----------------|---|
| | | | enrollment by 8%. The annual goal based on the duration of the strategic plan is 2% growth a year. |
| Increase enrollment among veteran and active-duty service personnel by 15%. (Baseline AY2019-2020) | 5% | 7.5% | At the culmination of the strategic plan, VWCC wants to increase enrollment among veteran and active-duty service personnel by 15%. The annual goal based on the duration of the strategic plan is 2.5% growth a year |

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, VWCC 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. VWCC will continue to work with Advisory Committees to ensure student success.

Goals

Virginia Western's first academic success goal is to increase the retention of underserved and non-traditional populations by:

- Increase fall-to-fall retention of first-time students – full-time – by 2%.
- Increase fall-to-fall retention of first-time students – part-time – by 6%
- Increase full-time status among program-placed adults by 15% from 695 (headcount) to 799 (Baseline AY 2019-2020).
- Increase credits awarded per year for prior learning (CPL/PLA) by 100%, from 875 to 1,750 (Baseline AY 2019-2020).

VIRGINIA WESTERN

Institutional Priorities 2022-2023

As approved by the Local Advisory Board 9/15/2022

- Marketing VWCC 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.

Virginia Western's final academic success goal is to improve student success in the areas of graduation, transfer, or completion of a workforce credential by:

- Implementing a comprehensive Student Success Plan
- Increasing the number of students who transfer to a four-year college from 11% to 16%
- Increasing the number of students who receive a workforce credential by 2%
- Increase the graduation rate among adults (within 150% of the normal time) to 35% (Baseline Fall 2017 to Spring 2020 Cohort: 31%).
- 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%).

Strategic Performance Indicators

The table below depicts the strategic performance indicators for Academic Success, the baseline data point, the 2022-2023 goal, and the justification for the strategic performance indicator.

| Strategic Performance Indicators | Baseline | 2022-2023 Goal | Justification |
|---|----------|----------------|---|
| Increase fall-to-fall retention of first-time students – full-time – by 2% (Fall 2019 to Fall 2020). | 60% | 60.5% | At the culmination of the strategic plan, VWCC wants to increase this indicator by 2%. The annual goal based on the duration of the strategic plan is 0.5% growth a year. |
| Increase fall-to-fall retention of first-time students – part-time – by 6% (Fall 2019 to Fall 2020). | 39% | 40% | At the culmination of the strategic plan, VWCC wants to increase this indicator by 6%. The annual goal based on the duration of the strategic plan is 1% growth a year |
| Increase full-time status among program-placed adults by 15% from 695 | 695 | 729 | At the culmination of the strategic plan, VWCC wants to increase this indicator by 15%. The |

VIRGINIA WESTERN

Institutional Priorities 2022-2023

As approved by the Local Advisory Board 9/15/2022

| Strategic Performance Indicators | Baseline | 2022-2023 Goal | Justification |
|---|----------|----------------|--|
| (headcount) to 799 (Baseline AY 2019-2020). | | | annual goal based on the duration of the strategic plan is 5% growth a year |
| Increase credits awarded per year for prior learning (CPL/PLA) by 100%, from 875 to 1,750 (Baseline AY 2019-2020). | 875 | 993 | At the culmination of the strategic plan, VWCC wants to increase this indicator by 2%. The annual goal based on the duration of the strategic plan is 25% growth a year |
| Increase the graduation rate among adults (within 150% of the normal time) to 35% (Baseline Fall 2017 to Spring 2020 Cohort: 31%). | 31% | 32% | At the culmination of the strategic plan, VWCC wants to increase this indicator by 4%. The annual goal based on the duration of the strategic plan is 1.0% growth a year |
| 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%). | 35% | 35.5% | At the culmination of the strategic plan, VWCC wants to increase this indicator by 2%. The annual goal based on the duration of the strategic plan is 0.5% growth a year |

Priority IV: Economic Success

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

Goals

Virginia Western's first Economic Success goal is to prepare and facilitate students for career attainment success by:

VIRGINIA WESTERN

Institutional Priorities 2022-2023

As approved by the Local Advisory Board 9/15/2022

- Increase credit awarded for experiential learning (e.g., internships, apprenticeships, etc.) by 100%, From 3,013 to 6,026 per year.
- Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates age 25 and older from 58% to 65%.
- Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates of all ages by 7%, from 61% to 68%.
- Reduce the default rate to 11.9%

Virginia Western's second Economic Success goal is to utilize VWCC resources to further develop the community by:

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

Virginia Western's final Economic Success goal is to develop a workforce that meets Regional Employers Needs by:

- 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.
- Offering relevant, high-quality, high-growth, high-demand instructional programs that meet the needs of business and industry for existing and future jobs.
- Engaging business and industry to serve on advisory committees to ensure student success.

Strategic Performance Indicators

The table below depicts the strategic performance indicators for Economic Success, the baseline data point, the 2022-2023 goal, and the justification for the strategic performance indicator.

| Strategic Performance Indicators | Baseline | 2022-2023 Goal | Justification |
|--|----------|----------------|---|
| Increase credit awarded for experiential learning (e.g., | 3013 | 3766 | At the culmination of the strategic plan, VWCC wants to increase this |

VIRGINIA WESTERN

Institutional Priorities 2022-2023

As approved by the Local Advisory Board 9/15/2022

| Strategic Performance Indicators | Baseline | 2022-2023 Goal | Justification |
|---|----------|----------------|--|
| internships, apprenticeships, etc.) by 100%, From 3,013 to 6,026 per year. | | | indicator by 100%. The annual goal based on the duration of the strategic plan is 25% growth a year. |
| Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates age 25 and older from 58% to 65%. | 58% | 60% | At the culmination of the strategic plan, VWCC wants to increase this indicator by 7%. The annual goal based on the duration of the strategic plan is 2% growth a year |
| Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates of all ages by 7%, from 61% to 68%. | 61% | 61% | At the culmination of the strategic plan, VWCC wants to increase this indicator by 7%. The annual goal based on the duration of the strategic plan is 2% growth a year |
| Reduce the default rate 2% | 13.8% | 13.3% | At the culmination of the strategic plan, VWCC wants to decrease this indicator by 2%. The annual goal based on the duration of the strategic plan is a 0.5% decrease a year |

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.

VIRGINIA WESTERN

Institutional Priorities 2022-2023

As approved by the Local Advisory Board 9/15/2022

Goals

Virginia Western's first resource goal is to ensure high-quality facilities for programs and services by:

- Ensuring current and reliable facility infrastructure and related business processes to support instruction and day-to-day operations at the College.
- Continue strong safety and security programs that meet our community's needs.
- Maintaining accreditation with SACSCOC through the reaffirmation process.

Virginia Western's second resource goal is Ensure adequate human capital to support the programs and services by:

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

Virginia Western's third resource goal is to enhance accountability and transparency by focusing on results by:

- Continuously assessing and refining accountability indicators to produce desired outcomes.
- Ensuring current and reliable information technology infrastructure, resources, and related business processes to support instruction, day-to-day operations of the College, and communications.
- 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.

Virginia Western's fourth resource goal is to maximize new and existing funding sources by:

- Maximizing external funding to support the mission of the College
- Ensuring adequate financial resources for facilities, programs, and services.

Virginia Western's final resource goal is to be an innovative leader in the community by:

- Promoting innovation and expansion in the college community.

VIRGINIA WESTERN

Institutional Priorities 2022-2023

As approved by the Local Advisory Board 9/15/2022

Strategic Performance Indicators

The table below depicts the strategic performance indicators for Resources to Support the Mission, Vision, and Values of the College, the baseline data point, the 2022-2023 goal, and the justification for the strategic performance indicator.

| Strategic Performance Indicators | Baseline | 2022-2023 Goal | Justification |
|---|----------|----------------|--|
| Tuition and Fees will comprise no greater than 35% of IPEDS core revenue | 25% | 35% or less | At the culmination of the strategic plan, VWCC wants to keep tuition and fees below 35% of IPEDS core revenue. This depicts VWCC's dedication to providing a top-notch education affordably. |
| Instruction will represent at minimum 49% of total IPEDS core expenses. | 49% | 49% | At the culmination of the strategic plan, VWCC wants instruction to represent 49% of total IPEDS core expenses. This shows VWCC's investment in student learning. |
| Maintain a minimum of 310 Staff FTE in accordance with IPEDS Human Resources Report. | 320 | 310 | For an institution of VWCC's size, the average staff FTE is 310. |

Approved by the Executive Team on 8/25/2022.