VIRGINIA WESTERN

Strategic Plan 2022

Introduction

The Virginia Western Community College (VWCC) strategic plan identifies institutional priorities and provides a foundation for annual planning that guides budgetary decision-making. It is an integral part of VWCC's institutional effectiveness process.

In the spring of 2021, VWCC began the strategic planning process to develop the 2022 VWCC 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 College 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 2027,* 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 VWCC Strategic Plan, developed by the committee, approved by the President on February 17, 2022, and the local College Board on March 17, 2022 address 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

Similar to previous strategic plans, the 2022 VWCC 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 College Board approval on May 18, 2023.

The 2022 VWCC 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.

VWCC'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.

Attaining Institutional Effectiveness

To fulfill the College's mission, vision, and values, Virginia Western Community College is focused on five institutional priorities that are measured in terms of 22 strategic performance indicators.

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
Diversity, Equity, and Inclusion	Increase student race diversity percent	**26%**	**31%**
	Increase full-time faculty race diversity	**8%**	**10%**
	Increase part-time faculty race diversity	**5%**	**7%**
	Increase manager race diversity	**15%**	**17%**
College Access	Increase percentage of low-income (Pell eligible) adults within the total number of enrolled adults (ratio) by 6%. (New 2023-24)	**39%**	**42%**
	Increase the percentage of program-placed adult learners within the total number of enrolled adults (ratio) by 15%. (New 2023-24)	**76%**	**87%**
	Increase the percentage of adult learners within the total number of students enrolled (ratio) by 6%. (New 2023-24)	**54%**	**61%**
	Increase program-placed college enrollment by 8% from 2,757 to 2,978 FTES (Baseline AY 2019-2020).	**2,757**	**2,978**

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
	Increase headcount of veteran and active-duty service personnel within the total number of students (ratio) to be reflective of the service region. (New 2023-24)	3.8%	9.5%
	Increase total enrollment for the ALICE population (New 2023-24)	Pending	
	Increase percentage of program-placed students within the total number of enrolled students by 8%.	81%	87%
Academic Success	Increase fall-to-fall retention of first-time students – full-time – by 2% (Fall 2019 to Fall 2020).	60%	62%
	Increase fall-to-fall retention of first-time students – part-time – by 6% (Fall 2019 to Fall 2020).	39%	45%
	Increase full-time status among program-placed adults by 15% from 695 (headcount) to 799 (Baseline AY 2019-2020).	695	799
	Increase credits awarded per year for prior learning (CPL/PLA) by 100%, from 875 to 1,750 (Baseline AY 2019-2020).	875	1750
	Increase the graduation rate among adults (within 150% of the normal time)	31%	35%

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
	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%).	**35%**	**37%**
Economic Success	Increase the percentage of experiential learning courses offered within all courses to 20%. (New 2023-24)	**7.5%**	**20%**
	Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates age 25 and older from 58% to 65%.	**58%**	**65%**
	Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates of all ages by 7% from 61% to 68%.	**61%**	**68%**
	Reduce the default rate 2%	**13.8%**	**11.9%**
Resources to Support the Mission, Vision, and Values	Tuition and Fees will comprise no greater than 35% of IPEDS core revenue	**25%**	**35% or less**
	Instruction will represent at minimum 49% of total IPEDS core expenses.	**49%**	**49%**

Institutional Priority	Strategic Performance Indicators	Current	4 Year Goal 2024-2025
	Maintain a minimum of 310 Staff FTE in accordance with IPEDS Human Resources Report.	**320**	**310 at minimum**

Priority I: Diversity

Virginia Western strives for diversity 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. 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: Improve diversity, equity, and inclusion by:

1. Creating a more inclusive campus culture

2. Increase recruitment and retention of students and employees from underrepresented communities

3. Developing an English Language Learner Plan/Pathway for Success

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.

Goal 1: Increase enrollment by:
1. (Replace) Increase percentage of Pell-eligible adults within the total number of enrolled adults (ratio) by a six percentage point increase. (New 2023-24)
2. Increase percentage of program-placed adult learners within the total number of enrolled adults (ratio) by 15%. (New 2023-24)
   Increase percentage of adult learners within the total number of students enrolled (ratio) by 6%. (New 2023-24)
3. Increase program-placed college enrollment by 8% from 2,757 to 2,978 FTES (Baseline AY 2019-2020).
4. Increase headcount of veteran and active-duty service personnel within the total number of students (ratio) to be reflective of the service region. (New 2023-24)
5. Increase program-placed enrollment among non-traditional learners
6. Increase program-placed enrollment college-wide.
7. Increase total enrollment for the ALICE population (New 2022-23)
8. Increase percentage of program-placed students within the total number of enrolled students by 8%. (New 2023-24)

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.

Goal 3: To increase access to a high-quality, affordable education that is accessible to everyone by:
1. Increase recruitment and enrollment efforts at Greenfield and Claude Moore locations to result in a 5% growth at these two locations.
2. 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, 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.

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. 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.

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%).

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.

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%. (New 2023-24)
2. Increase employment rate (measured 6-9 months post-CTE program graduation) among graduates age 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. Reduce the default rate to 11.9%

Goal 2: Utilize VWCC 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. 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.

Goal 2: Ensure adequate human capital to support the programs and services by:

1. Ensuring that VWCC 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.

Goal 5: Be an innovative leader in the community by:

1. Promoting innovation and expansion in the college community.