April 24, 2009 VHCC Strategic Planning Retreat Minutes

Participants: Jennifer Addison, Charles Boling, Carroll Cavendar, Karen Cheers, Debbi Clear, Paul Conco, Sandy Davis, Tony Dixon, Betty Domjahn, Beth Duffield, Susan Fleming, Teresa Gillespie, Tim Harrison, Eric Hoffman, Rachel Law, Melinda Leland, Julie Little, Brittany Lutzo, David Matlock, Robert May, Kathy Mitchell, Kim Morton, Virginia Pippin, Debbie Rasnick, Deb Robertson, Holly Tylicki, David Wilkin

1. Introductions.

Dr. Wilkin welcomed everyone to the retreat. Jennifer Addison introduced the speaker, Scott Barnes.

2. Why do we exist/who do we serve?

Participants made a list of who VHCC serves and should be serving:

- ✓ Washington County, City of Bristol, ½ Smyth County
- ✓ High School Students
- ✓ SACS and other accrediting bodies
- ✓ Adult Students
- ✓ Businesses/Employees/Employers
- ✓ Future Students
- ✓ Non-traditional Students
- ✓ Gifted Students
- ✓ Economic Development Init.
- ✓ Alumni
- ✓ Government
- ✓ Community
- ✓ USA
- ✓ Four year Institutions
- ✓ 1st Generation students
- ✓ Low Income
- ✓ Retraining/Trade Act
- ✓ Incumbent Workers
- ✓ Other Countries
- ✓ VCCS
- ✓ Parents/Families

3. What do our "customers" want?

Mr. Barnes challenged participants to make a list of VHCC customers' wants, needs, and expectations:

- ✓ Job
- ✓ Education
- ✓ Better job/income
- ✓ Self fulfillment
- ✓ Qualified employee
- ✓ Data
- ✓ Results/ Return on investment
- ✓ Guidance
- ✓ Money/Aid
- ✓ Flexibility
- ✓ Integration with community
- ✓ Success/excellence

- ✓ Facilities
- ✓ Culture
- ✓ Challenge
- ✓ Security
- ✓ New programs/training
- ✓ Responsiveness
- ✓ Networking
- ✓ Investment in future
- ✓ Tax payers/citizens
- ✓ Educated citizens
- ✓ Accreditation
- ✓ Prepared students
- ✓ Recognition
- ✓ Fun/social stimulation
- ✓ Results/compliance
- ✓ Affordability/value
- ✓ Safety/security
- ✓ Quality
- ✓ Choice

4. What is our Vision and Mission?

Mr. Barnes reviewed key elements in a mission and vision statement. (See attached handouts and PowerPoint presentation). A Mission Statement should tell what we do, for whom and how we do it. This includes:

- Purpose Statement
  - What you are trying to get done
- Business Statement
  - What you will do (activities) to achieve your purpose
- Values
  - Common beliefs or principles

A good Mission Statement provides a guide for both strategic planning and daily operations.

The Vision is a guiding image of success; it states what you are trying to accomplish. It should be:

- Realistic
- Easily understood
- Ambitious
- Adaptable

A good vision motivates people to work together and to pursue a common goal.

Next, Mr. Barnes provided examples of effective vision statements. For example,

J. Sargeant Reynolds Community College will provide a dynamic learning environment that will change people's lives and enrich our community.

Participants then broke up into four teams. Two teams worked on a draft of the VHCC Mission statement and two teams worked on a draft of the VHCC Vision statement.

5. Present Vision and Mission

Each team presented the mission statements and vision statements. Common elements were noted between the two. Mr. Barnes suggested forming a task force to review the drafts in order to finalize a mission and vision statement.

Mission Statement:

(a)VHCC offers quality, affordable, flexible, learning opportunities that inspire lifelong learning and promotes success.

(b) VHCC provides support, inspiration and opportunity to citizens in our region by delivering affordable, quality education.

Vision Statement:

(a)VHCC provides learning pathways that enable individuals' dreams to flourish and allow communities to grow.

(b)Empowering our community to pursue their dreams!

6. Review SWOT results, Priorities

Participants reviewed the SWOT results and priorities.

7. Four teams list top four issues

Each of the four teams were asked to identify the top 4 issues from one of the four areas they were assigned.

a. Wants/needs/expectations
b. Strengths/weaknesses
c. Opport./threats
d. Priorities

8. List and prioritize

Based upon group feedback, a list of top strategic issues was presented. Participants were given 5 dots and were asked to vote on the top issues. Based upon the votes, the top strategic issues were:

I. Funding (22 votes)

II. Staffing Levels (17 votes)

III. Student Success (16 votes)

IV. Course Offerings (15 votes)

V. Facilities (14 votes)

Others:
Passion to Serve (11)
Affordability/value (11)

Flexible programs/scheduling (9)
Responsiveness (7)
Enrollment and Recruiting (4)
Limited Employment Opportunities (2)
Access (2)
Marketing

Mr. Barnes suggested looking at the issues in the bottom tier, to see if any could be linked into the top tier. The participants broke for lunch at 12:00 p.m..

9. What goals do we need to set?

Based on most important issues, what should we try to accomplish?
Participants were again asked to break up into their teams and develop a list of outcomes for each goal for the top strategic areas. Mr. Barnes said it is important that all goals have measureable outcomes. The list is provided below:

I. Funding
   a. Increase Grants 20%
   b. Hire Full-time Grant Writer
   c. Two New Corporate Partnerships
   d. Increase State support by 17%
   e. Double Partnerships
   f. 2 new money creative endeavors
   g. Increase local support
   h. Increase VCCS Foundation funding by $10 mil

II. Course Offerings
   a. Increase distance education by 20%
   b. 10 new programs in 5 years (CSC, Cert. Degrees, etc...)
   c. Evaluate programs for productivity
   d. Two new distance learning degrees
   e. Two new course models for dev. classes

III. Staffing
   a. 1/3 (max) credit hours by adjunct faculty
   b. Fill vacant positions
   c. Meet industry standards for classified support staff
   d. Hire full-time grant writer
   e. Expand volunteer opportunities
   f. Expand foundation staff by two, plus grants writer

IV. Student Success
   a. Meet 2015 Goals
   b. Increase postgrad employment by 10%
   c. 75% of students employed within 12 months
   d. 10% Improvement in employer and student satisfaction
   e. 100% transfer students are accepted
   f. Increase pass rate on certification

V. Facilities
   a. Nursing/Allied Health Technology Center

b. Physical Education/Wellness Center
c. LRC Renovation
d. One-stop Student Services Center
e. Bookstore/Coffee shop/Gift shop
f. Motorcycle course
g. Smoking pavilion
h. Childcare center
i. Add LRC classroom

10. Compare to Chancellor's Goals (Dateline 2015)

Mr. Barnes reviewed the outcomes the teams developed and compared the outcomes to the Chancellor's goals. He pointed out one area in the Chancellor's goals the college needs to look at and add to its plan:
ACCESS—increasing participation and looking at the underserved.

11. What should we do?

What actions do we need to take to achieve these outcomes?
Mr. Barnes challenged the team members to develop a list of actions that need to be taken in order to achieve the outcomes. (see below)

I. Funding

a. Increase Grants 20%
- Collaborate with other colleges/organizations

b. Hire Full-time Grant Writer
- Partner with others in the community
- Fund for three years then self funded
- Tobacco Commission

c. Two New Corporate Partnerships
- Involve regular Employers/Business/Industry in program development
- Identify Regional Employment

d. Increase State support by 17%
- Increase Enrollment
- Participate in state supported activities

e. Double Partnerships
f. 2 new money creative endeavors
g. Increase local support
h. Increase VCCS Foundation funding by $10 mil

II. Course Offerings

a. Increase distance education by 20%
- ID need (needs assessment)
- Train faculty
- Update technology
- Marketing
- Look for gaps

b. 10 new programs in 5 years (CSC, Cert. Degrees, etc...)

c. Evaluate programs for productivity
d. Two new distance learning degrees
    - ID need (needs assessment)
    - Train faculty
    - Update technology
    - Marketing
    - Look for gaps

e. Two new course models for dev. classes
    - Review Data
    - Review literature
    - Partner with schools
    - Hybrid developmental math

III. Staffing
a. 1/3 (max) credit hours by adjunct faculty
b. Fill vacant positions
    - Investigate validity & productivity of positions
    - Prioritize those positions
    - Fund through increased marking/FTES
    - Are courses needed?
    - Merge classes
    - Make full time vs. adjunct decisions
c. Meet industry standards for classified support staff
d. Hire full-time grant writer
e. Expand volunteer opportunities
    - Identify pool
    - Provide training
    - Identify needs
    - Coordinator
    - Grant to pay for coordinator
f. Expand foundation staff by two, plus grants writer

IV. Student Success
a. Meet 2015 Goals
b. Increase postgrad employment by 10%
c. 75% of students employed within 12 months
d. 10% Improvement in employer and student satisfaction
e. 100% transfer students are accepted
f. Increase pass rate on certification

V. Facilities*
a. Nursing/Allied Health Technology Center
b. Physical Education/Wellness Center
c. LRC Renovation
d. One-stop Student Services Center
e. Bookstore/Coffee shop/Gift shop
f. Motorcycle course
g. Smoking pavilion
h. Childcare center

i. Add LRC classroom

Actions for a-i:

- Local support
- Grants
- Foundation

*Prioritize the list of facilities by those that can be tied in with another goal area.

12. Who needs to do what to make this happen?

Who is responsible and on what schedule?

Dr. Wilkin suggested we make decisions on responsibilities at another time.

13. Compare to Mission Statement. Keep/modify/drop

Mr. Barnes reviewed the key elements of the proposed mission statements to see if VHCC's proposed mission fits with the proposed priorities. He noted the consistency between the two areas.

14. What do we do next? What else do we need to do after we leave today?

Mr. Barnes made suggestions to participants about the next steps to take in the Strategic Planning Process.

a. Form task forces to further develop the Mission statement, Vision statement and plans for the five major goal areas.
b. Every major goal area needs to have a due date and must be measureable.
c. Narrow the list of Outcomes/Objectives down to 3-4 for each major goal. This is a much more manageable number.
e. Determine who is responsible for each outcome/objective and action
d. Determine timeline for implementation

15. Feedback

An evaluation of the planning meeting was handed out to all participants. Participants were dismissed.

Mission Statement

A Mission Statement should tell what we do, for whom and how we do it.

This includes:

- Purpose Statement
  - What you are trying to get done
- Business Statement
  - What you will do (activities) to achieve your purpose
- Values
  - Common beliefs or principles

A good Mission Statement provides a guide for both strategic planning and daily operations.

Vision Statement

Vision is a guiding image of success; it states what you are trying to accomplish.

It should be:

- Realistic
- Easily understood
- Ambitious
- Adaptable

A good vision motivates people to work together and to pursue a common goal.

Slide 1
Chancellor's Strategic Planning Task Force
Access
Affordability
Student Success
Workforce
Alternative Resources

Slide 2
Mission Statement
A Mission Statement should tell what we do, for whom, and how we do it.
This includes:
• **Purpose Statement**
– What you are trying to get done
• **Business Statement**
– What you will do (activities) to achieve your purpose
• **Values**
– Common beliefs or principles

Slide 3
A good Mission Statement provides a guide for both strategic planning and daily operations.

Slide 4
Virginia Highlands Community College
Mission Statement
Virginia Highlands Community College promotes lifelong learning by providing quality, affordable higher education including workforce training programs that enable community members to succeed in today's world.

Slide 5
Vision Statement
Vision is a guiding image of success;
it states what you are trying to accomplish.
It should be:
– Realistic
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Slide 6
A good vision motivates people to work together and to pursue a common goal.

Slide 7
First, I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth.

~John F. Kennedy

I have a dream . . . .

~Martin Luther King, Jr.

Slide 8
Create experiences that combine the magic of software with the power of Internet services across a world of devices.

~Microsoft

Slide 9
Our vision is to be the world's best quick service restaurant experience. Being the best means providing outstanding quality, service, cleanliness, and value, so that we make every customer in every restaurant smile.
McDonald's

Slide 10
We will clothe the world.

~Levi Strauss

To bring inspiration and innovation to every athlete in the world.

~Nike

Slide 11
We will be the world leader in transportation products and related services. We will earn our customers' enthusiasm through continuous improvement driven by integrity, teamwork, and innovation.

Our vision is to be the world leader in transportation products and related services. In order to achieve this vision, we recognize that many issues must be addressed and many goals achieved. It is imperative that economic, environmental, and social objectives are integrated into our daily business objectives and future planning activities.

~GM

Slide 12

• **Tidewater Community College will become the national model for a comprehensive community college of the twenty-first century—the new millennium's strategic community college.**

• **J. Sargeant Reynolds Community College will provide a dynamic learning** environment that will change people's lives and enrich our community.