Proposed VCCS 2027 Strategic Plan

State Board for Community Colleges
March 18, 2021
We give everyone the opportunity to learn and develop the right skills so that lives and communities are strengthened.
Opportunity 2027
Strategic Planning Influences and Considerations

- The Future of Work
- The Future of Higher Education
- Student-Ready College
  - Barriers to Access & Success
  - Program Structure
  - Instructional Delivery
- Funding and Accountability
Equity Alignment—Dr. Marcia Conston, President, Tidewater CC

- Common Language: What does “equity” mean for Virginia’s Community Colleges
- Equity Alignment: How to align an equity focus across the strategic plan
- Call to Action: How to articulate an equity-focused strategic goal
Proposed Definition of *Equity* in VCCS Policy

*Equity is the existence of an environment in which policies, practices, and beliefs are grounded in the principle of fairness and that acknowledges structural racism, gender disparities, and systemic poverty, while honoring the diversity of humanity. This environment explicitly prioritizes the success of all students to ensure that they have the necessary resources to fulfil their college and career goals.*
Proposed 2027 Strategic Goal

Virginia’s Community Colleges will achieve equity in access, learning outcomes, and success for students from every race, ethnicity, gender, and socioeconomic group.
Supporting Goals

Communication and Engagement

Reimagining Teaching and Learning

Student Supports to Foster Success from Access to Completion

Meaningful Credentials and the Future of Work

Reimagining Funding and Finance to Build a Transformative Community College

Opportunity 2027
Goal 1: Communication and Engagement – Dr. Paula Pando, President, Reynolds CC

Ensure that Virginia’s Community Colleges are equipped to deliver on the promise of the equity goal by ensuring that all internal and external constituencies understand why the goal is necessary for Virginia’s Community Colleges to provide a talent pipeline for Virginia employers.
Goal 2: Reimagining Teaching & Learning—Dr. Cynthia Deutsch, Professor, Central Virginia CC

Provide all students with access to high impact practices that support educational excellence and equity in student success through the development of a world-class cadre of diverse employees focused on equity-minded principles and practices.
Goal 3: Student Supports—Dr. Terricita Sass, VP for Student Success, Reynolds CC

Provide all students with a culture of care that responds to the needs of our diverse student population and supports and inspires their educational and career success.
Goal 4: Meaningful Credentials and the Future of Work—Dr. John Downey, President, Blue Ridge CC

Provide all students with the knowledge, skills, credentials, and degrees that enable them to thrive in dynamic and emerging 21st century careers shaped by the future of work.
Goal 5: Reimagining Funding & Finance—Dr. Adam Hutchison, President, Virginia Highlands CC

Provide all students with access to affordable college educations that support their need for financial flexibility while also supporting the vitality and sustainability of our colleges.
The Plan Includes Strategies and First Biennium Detailed Objectives
Measuring Strategic Goal Outcomes

- Develop system and college dashboards to track progress towards achieving equity:
  - Disaggregate data by race, ethnicity, gender, socioeconomic status
  - Establish baseline
  - Track access, learning outcomes, and success indicators, such as enrollment, retention, progression, and completion
Measuring Outcomes for Biennial Objectives

• System-level Work Groups will prioritize objectives and establish timelines, process maps, and measures.

• College presidents will develop annual strategic plan Institutional Priorities and report outcomes to the Chancellor.
Recommendations to the Chancellor

• Prioritize system-level professional development resources and leverage systemwide convening opportunities to deepen stakeholder engagement.

• Establish a Standing Committee of ACOP to oversee systemwide implementation, review progress, monitor outcomes, and develop strategies and objectives for the second and third biennia.

• Continue to build a diverse and equitable work environment by expanding the Standing Committee on Diversity and charging the Committee to review human resources policies and procedures and conduct a systemwide climate assessment of students, employees, and leaders to establish a baseline of experiences and belief.
Introduction of the 2027 Strategic Plan Task Force