



13 December 2021

Fall Memo

Salutations, VC Family!

VC strategic plans, and strategic plans in general, tend to have four distinct phases or major milestones. There is the decision to *start*, there is the *environmental scan*, there is the *framework development*, and then there is the actual *creation, implementation, and evaluation* of the specific activities of the plan. Historically, for VC, the first three phases/milestones all happened quite quickly. We would gather around round tables during convocation week, the community would be invited to some round tables, administrative council would thematically sort that data into a framework for board approval, and then the work would begin. This all often happened inside a single semester.

In part, this speed could happen because it was pre-pandemic. For this current plan cycle, under Dr Kent's leadership, VC *started* our process in Fall 2020 researching strengths and weaknesses of prior VC plan performance. The *environmental scan* took the entire semester of Spring 2021. Thematically sorting that significantly larger data set took a whole summer, and *framework development* thoughtfully occurred over Fall 2021. For more specific details of each of these milestones, please review the other update memos hosted on VC's strategic planning webpage.

After a detailed review in a board workshop, VC's Board of Trustees approved the 2020-2025 Strategic Plan framework on 13 December 2021 titled: ***Becoming a Student-Centered College***. The plan has five topics (see the plan framework on the VC strategic planning webpage), and will be communicated with the campus at Spring 2022 convocation.

From here, VC will progress forward as our college has always done. Action items will align under each of the five topics, all led by VC employees serving as chairs. Chairs will research best practices, form their committees and taskforces, and *create (and implement)* action plans. Of course, there will also be assessment – are our efforts “gaining traction” or “moving the needle”. Also as usual, although more purposefully, strategic planning metrics will appear in unit plans.

There is one new twist to our historical process. Rather than attempt to run a strategic plan across years, VC is going to use the *sprint* project management concept. Objectives of the just-approved *framework* will be prioritized, suggestions for achieving those objectives will be assessed, and a task-force will form, *sprint*, and achieve. This will help the college achieve easy lifts, have clear progress towards rigorous objectives, and respect the feedback about real weaknesses in our prior planning process.

As always, if you have additional thoughts to share about VC's strategic plan and process, please contact Rachel Winkenwerder or myself at IERA@victoriacollege.edu or at x2515. We are tracking comments about the strategic plan, and sharing them cohesively with leadership. You can of course also reach out to your supervisor; good communication is key to successful strategic plans.

VC's Strategic Plan webpage URL: <https://www.victoriacollege.edu/Explore/AboutVC/StrategicPlan>

Sincerely,

Matt Wiley, MBA, MS
Director

Institutional Effectiveness,
Research, & Assessment

Our Community, Our College