CHANCELLOR’S TASK FORCE ON
APPLYING THE COMMUNITY COLLEGE MISSION TO VIRGINIA’S 21ST CENTURY NEEDS
JULY 2017

INTRODUCTION
Virginia’s Community Colleges have both an opportunity to make the commonwealth a tangibly better place and a public mission that compels the passionate pursuit of that possibility.

Today, one out of every ten Virginians lives in poverty. Those numbers worsen when looking at certain regions, minority groups, and those under the age of 18. We cannot promise to end poverty but we can promise a pathway to success for every individual who now struggles in its murky shadow.

National research and statewide analysis confirms what we have long suspected: earning a postsecondary credential is, today, a prerequisite for professional opportunity and personal success. Hiring trends, since the Great Recession, verify that. The VCCS six-year strategic plan, Complete 2021, was designed to help Virginia, and Virginians, do better through greater credential attainment.

Noble intentions, however, are not enough for our colleges to build the communities that we aspire to see, yearn to experience, and dream of for our children.

Virginia’s Community Colleges, last year, served nearly 57,000 fewer individuals than it did just six years ago. That 22 percent enrollment decline is larger than the enrollment of 17 of our colleges this year, combined.

As a sector, we are missing opportunities. Those “could-haves,” “should-haves,” and “would-haves” manifest many ways in our communities: the higher salaries that parents fail to earn; the good-paying jobs that businesses fail to fill; and the tax revenues needed to fund schools, police departments and fire houses that localities fail to collect.

Community colleges fill a unique role in Virginia’s higher education ecosystem. While we share some of the qualities and traits of other higher education providers we do not share their respective missions. We can, and we must, better discern what makes us different, articulate it to the people and communities we serve, and act on it like Virginia’s future is at stake – because it is.

To that end, and with the endorsement of the Virginia State Board for Community Colleges, Chancellor Glenn DuBois is convening a statewide taskforce to examine, explore, and articulate how the timeless mission of our community colleges can best be focused to ensure that individuals, families, businesses and communities thrive in a 21st century Virginia.

The task force will consist of State Board members; community college presidents; academic and student services leaders; faculty members; public information officers; and other subject-matter experts.
CHARGE TO THE TASK FORCE

The Task Force should address the following:

IMPROVING COMMUNITY COLLEGE ENROLLMENT AND RETENTION MANAGEMENT

- Identify who is being lost, and at what point(s), in the current trend of community college enrollment decline, and recommend appropriate remedies.
- Recommend proven policies for improving enrollment growth and management.
- Recommend how to best build seamless pathways for dual enrollment students, with incentives for students to complete programs at the community college after high school graduation.
- Recommend how to best build structured pathways to degree completion for veterans and students who complete workforce credential programs.
- Recommend how to better leverage online opportunities to meet current student needs and to serve potential new markets.

RAISING AWARENESS OF COMMUNITY COLLEGE OPPORTUNITIES FOR THOSE WHO CAN MOST BENEFIT

- Recommend strategic marketing approaches, that can increase college enrollments across Virginia while maximizing return on investment,
- Recommend strategic marketing approaches to increase awareness among parents, school counselors, and other influencers of community college career education pathways leading to employment in well-paid, hands-on career fields.
- Recommend how to best collaborate with community partners, including social services agencies and the not-for-profit sector.
- Recommend how to best partner with universities to create understandable and seamless dual admissions transfer pathways for students who miss a university’s acceptance cut.

REDESIGNING TRADITIONAL COMMUNITY COLLEGE PRACTICES

- Recommend enrollment strategies benefitting community colleges across the commonwealth that could most effectively operate in a shared services environment.
- Recommend how to best partner with universities to create understandable and seamless dual admissions transfer pathways for students who miss a university’s acceptance cut.
- Recommend how to best accelerate the awarding of financial aid packages for first-time college students, on a schedule similar to other higher education providers, so that those students can make better informed decisions on college attendance.
**TASK FORCE MEMBERS**

**VCCS Vice Chancellor**  
Sharon Morrissey

**VCCS Presidents**  
John Capps, Central Virginia CC, *Taskforce Chair*  
Janet Gullickson, Germanna CC, *Taskforce Co-Chair*  
Al Roberts, Southside Virginia CC

**State Board for Community Colleges**  
Eleanor Saslaw, Chair  
Robin Sullenberger, Vice-Chair  
Peggy Lane, Board Member  
Walter Stosch, Board Member

**Vice Presidents/ Provosts/ Deans**  
Susan English, VP, Thomas Nelson CC  
John Donnelly, VP, Piedmont Virginia CC  
Milan Hayward, VP, Workforce Development Services, Virginia Western CC  
Tom Hollins, VP, Reynolds CC  
Lorri Huffard, VP, Wytheville CC  
Julie Leidig, Provost, Northern Virginia CC  
M. Beatrice McKeithen, Dean, Northern Virginia CC  
Lisa Rhine, Provost, Tidewater CC  
Fred Taylor, VP, John Tyler CC

**Faculty Members**  
Ruth Greene, Rappahannock CC  
Jeff Levy, New River CC

**VCCS Shared Services Center**  
Kathy Metts, Director of Shared Services

**Public Information Officer**  
Bridget Baylor, Blue Ridge CC

**Student Committee Staff**  
Joseph Lehyre, John Tyler CC

**Cat Finnegan, VCCS**  
**Jeffrey Kraus, VCCS**  
**Caroline Lane, VCCS**  
**Van Wilson, VCCS**

**TIMELINE**

The Task Force should submit to the chancellor their preliminary findings and recommendations before the February 2018 meeting of the Advisory Council of Presidents (ACOP). The final report is due before the May 2018 meeting of the State Board.