

OFFICE OF THE VICE PRESIDENT
ANNUAL GOALS (2018 – 2020)

VP Goals	Strategic Objective	Implementation Strategy	Unit Goals/Activities	Implementation Year
Institutional Priority 1: Student Learning and Success				
1. Promote enhanced culture for Teaching and Learning / 4. Increase Focus on institutional effectiveness	1.A Continue to develop and deliver programmes and training that are responsive to shifting workforce demands and individual interests	Work with Deans to develop and deliver programmes and training that are responsive to shifting workforce demands, <i>with the requisite rigor and academic standards.</i>	<u>Dean ASGS:</u> Develop and offer training in the form of short courses that are responsive to workforce demands. <u>Dean WF:</u> Further develop the curriculum for the construction and marine training that emerged following hurricanes Irma and Maria to offer these programs in Fall 2019. Based on interest expressed by prospective students, offer CMI training at Levels 5 and 7.	2018 – 2020 Spring 2019 Fall 2018
		Review and upgrade programmes as needed	<u>VP:</u> In addition to the ongoing programme review schedule, which is looking at Workforce in 2018 – 2019, the following areas are also to be reviewed (not programme but content relevance): Computer Studies, all concentrations Finance CA Office Assistance	Spring 2019 Fall 2019 Spring 2019

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1. Promote enhanced culture for Teaching and Learning	1.B. Collaborate with our educational, business, and community partners to ensure students are better prepared for transfer, job placement, or career advancement.	Assist the Deans and the Student Success Center with building external partnerships to ensure that students are better prepared for transfer, job placement, or career advancement. <i>(Increase focus on student internship opportunities)</i>	<u>Dean ASGS:</u> Establish industry partnerships to integrate work attachments into programs to ensure that students are better prepared for job placement and career advancement.	Summer 2019
	1.C Continue to improve the quality and effectiveness of programmes through the assessment of student learning outcomes.	<i>Foster a culture of evidence-based planning and decision making across reporting units -</i> Monitor the extent to which the assessment of student learning outcomes is used to improve the quality of programs with specific reference to curriculum and instruction.	<u>Deans:</u> Identify and address challenges associated with student outcomes assessment. Based on student learning outcomes assessment results, work to improve the curriculum of programs. Based on student learning outcomes assessment results, work to improve the quality of instruction.	Summer 2019 Ongoing Ongoing
	1.D Continue to improve the support services and systems that are designed to assist students in attaining their individual educational and career goals.	Work with the Student Success Center, in collaboration with the Deans, to improve student support services.	<u>Deans:</u> In collaboration with the Student Success center develop and deliver tutorial services to assist students in achieving their educational goals. <u>Student Success Centre:</u> Provide individual instruction, support and referral services that promote student learning success.	

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			<p>In cooperation with the Office of Communications, Public Relations and Marketing provide and maintain a virtual presence through the College’s website and other technologies that include links to a variety of student support services. Conduct outreach efforts to improve student, faculty and staff awareness concerning the services provided by the Student Success Center.</p> <p><u>VP:</u> Actively seek to identify, develop and connect students with support services that address their needs</p>	
		<p>Work with the IT Department to improve student support services using various technologies.</p>	<p><u>IT:</u> Assist the Registry with implementing online applications and payments. Assist the Student Success Center with implementing online services. Improve the delivery of instruction by upgrading equipment (new projectors, etc.)</p>	
			<p><u>VP:</u> Review and enhance support services as needed</p>	
	<p>1.E Develop and implement co-curricular activities and services that are enriching and engaging</p>	<p>Work with the Student Success Center to identify and implement various extracurricular activities</p>	<p>Work on developing a semester calendar of events</p>	

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	so that students feel a sense of belonging and personal connection to the College.	and services that are enriching and engaging for students.	Review student government to strengthen learning opportunities for students outside of the classroom	
Institutional Priority 2: Institutional Image and Community Relations				
1. Promote enhanced Culture for Teaching and Learning / 2. Advocate excellence in faculty and staff	2.C Provide comprehensive training opportunities for academic and operational units while developing a recognition process that acknowledges strong performance from units and individuals	In collaboration with the Human Resources Department and the Deans, provide training opportunities for faculty and staff to enhance their professional growth and student success.	<u>VP:</u> Continue to support faculty as they embrace innovative teaching strategies and effectively utilize educational technologies that make delivery of instruction and classroom management more effective and efficient. Faculty Development Require certifications for various areas	
		In collaboration with the Human Resources Department and Deans. Develop a system for recognizing, valuing and celebrating outstanding performance and institutional contribution of units and individuals.	<u>VP:</u> Develop Faculty Recognition Programme Review and update as needed Faculty Evaluation Policy, Faculty Development Policy and Faculty Rank and Promotion Policy	
		In collaboration with IT Department, provide training opportunities for faculty and staff to enhance their use of existing technology	<u>IT:</u> Provide training for faculty and staff on the use of various technologies	
1. Promote enhanced	2.D Develop and strengthen mutually beneficial	Develop and strengthen mutually beneficial partnerships with	<u>Dean WF:</u> Pursue activities in partnership with the business	

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<p>Culture for Teaching and Learning</p>	<p>partnerships with alumni, businesses, schools, professional organizations, as well as community and government agencies.</p>	<p>businesses, schools, professional organizations, and government agencies</p>	<p>community aimed at developing, sharing, and providing opportunities for discussions concerning issues related to business development within the Virgin Islands and the Caribbean region (CPCDE)</p>	
			<p><u>Dean ASGS:</u> Develop and organize outreach activities to build and strengthen beneficial partnerships with schools and businesses</p>	
<p>4. Increase focus on institutional effectiveness</p>	<p>2.A Develop and implement institution-wide strategies to strengthen the connections across the institution, communicate information, and improve workplace culture</p>	<p>Review and revise as needed, academic, business and communication practices to improve service and efficiency</p>	<p><u>IT:</u> Improve communication across the College by utilizing existing technology (Office 365). Improve data sharing and storage across the College by utilizing existing technology.</p>	<p>Ongoing</p>
	<p>2.B Continue to evolve HLSCC’s governance model to improve participation in decision making.</p>	<p>Review and revise the governance mechanisms associated with academic programmes and services, and student support services to improve their effectiveness.</p>	<p><u>VP:</u> Review of Governance model re: SDC and CRC – membership, charge, etc. Set specific goals for the respective committees</p>	
	<p>2.E Understand and improve the nature and quality of College documents as well as data and analyses that are</p>	<p>Improve the nature and quality of College documents such as the Catalogue and various other handbooks and manuals.</p>	<p><u>Deans:</u> In collaboration with the Office of Communications, Marketing and Public Relations, review and improve the nature and quality of the College Catalogue.</p>	

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	needed to support institution branding and image building.		<p><u>VP:</u> Work with relevant units to develop/update the following documents:</p> <ul style="list-style-type: none"> College Catalogue Student Handbook Advising Handbooks Adjunct Handbook Emergency Plan and associated documents Curriculum Handbook Various plans – Academic, Technology, Enrolment Management <p>Simplify or eliminate academic and student support policies and regulations that potentially waste effort and resources</p>	<p>Spring 2019</p> <p>Fall 2019</p>
			<p><u>Registrar:</u> Strengthen the availability, quality and consistency of information provided to all stakeholders</p>	
			<p><u>VP:</u> In collaboration with PIR, implement a comprehensive system for analyzing workforce trends to ensure programmes are meeting the community’s needs.</p>	<p>June 2019</p>
		<p>Work with PIR to provide academic and support units with timely, reliable, and understandable data that is used to drive decision making</p>		

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3. Enhance institutional / reporting units' role in Enrollment Management	2.F Strengthen marketing efforts and leverage a wide range of channels to share the story of the College and stories of student success	Provide guidance in the selection of students' success stories for use in marketing efforts	<u>Deans/Student Success:</u> In collaboration with the Director of Communications, Public Relations and Marketing review and improve the channels for showcasing students' accomplishments.	June 2019
Institutional Priority 3: Accountability, Sustainability and Stewardship				
4. Increase focus on institutional effectiveness	3.A Continue to improve the planning, budgeting, and resource allocation systems using data from the periodic assessment of these systems	Foster a culture of evidence-based planning and decision making across reporting units to facilitate better resource management.	<u>VP:</u> Academic Planning documents to help identify direction and needed resources Working with units to align goals and identified resources needed to accomplish them Working with units to develop budgets according to the new budgeting process Following up with reporting units on a monthly basis on goals, and assessments	
	3.B Develop, implement, and continually review cost containment strategies to address the fiscal sustainability of the institution.	Review and revise as needed, academic, business and communication practices to improve service and efficiency	IT: Utilize technology to reduce costs and improve productivity (e.g. email service using external provider). VP: Reactivate the Cost Containment Committee to solicit institutional input on cost cutting strategies	

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	3.C Seek and cultivate alternate resources to supplement and/or increase existing revenue streams and funding sources	Work with Units to identify avenues for supplementing and/or increasing existing revenue streams.	Registrar: Work with the Bursar and other relevant officers to review the various student fees to determine the status regarding increasing, maintaining, or eliminating.	
		Oversee the development of an academic plan for the period 20— to 20--.		
4. Increase focus on institutional effectiveness	3.D Establish and implement mechanisms and systems to guide, manage, and assess the adequacy and efficient use of the educational, human, technological, physical and financial resources to enable the College to support its operations and achieve its mission and goals.	Engage the Facilities Department in conversations and planning for maintenance systems to improve the working and learning environment.	<u>Dean ASGS:</u> In collaboration with the Facilities Department, develop and implement maintenance systems to improve the working and learning environment for faculty and students.	
		Work with the Human Resources Department to improve the system for recruiting, developing, evaluating, promoting, and retaining high-quality faculty and staff.	<u>VP:</u> Guidelines for Hiring of Adjuncts / Amend the process for hiring adjuncts Redevelop professional development activities for faculty and staff Upgrade the faculty evaluation instrument/process Develop a policy on Faculty Rank and Promotion	
		Assist with the building of e-learning initiatives		

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		Use the administrative unit review process to assist units in revising, as needed, their academic, business and communication practices to improve service and efficiency	Registrar: Student Success Director: Virgin Gorda Centre: Dean WF: Dean ASGS: IT: Conduct a review of the unit to assess its effectiveness and identify areas for improvement	2018 – 2019 2018 – 2019 2018 - 2019
		Work with the IT Department to develop a Technology Plan	IT: Assist academic and student support units in identifying and acquiring technological resources to support their operations and achieve their goals.	
Institutional Priority 4: Enrollment and Retention				
3. Enhance institutional / reporting units' role in Enrollment Management	4.A Develop and implement outreach and recruitment strategies to expand student enrollment	Work with the Registry to develop and implement intentional outreach and recruitment strategies to expand student enrollment (especially underserved groups).	Registrar: Provide regular and consistent communication with the community and prospective students to keep them informed of application and registration dates as well as enrollment opportunities. Identify prospective students and provide targeted marketing campaigns to inform them of educational opportunities tailored to their needs.	

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			Develop intentional outreach and recruitment strategies to prospective students from underserved groups.	
		Work with Deans to use the program review process to redesign programs to align with labor market needs, as well as current and emerging skill expectations from employers to increase enrollment.	Dean WF: Use the program review process to evaluate and redesign current workforce programs to increase enrollment and completion.	
<p>3. Enhance institutional / reporting units' role in Enrollment Management</p>	<p>4.B Evaluate and redesign academic programmes, support services and College processes to reduce barriers to enrollment and completion</p>	<p>Work with Deans, Student Success Center, and Registry to identify barriers to enrollment and completion; develop or redesign programs, support services, and processes to alleviate these obstacles.</p>	<p>Student Success Centre: In cooperation with the Registrar's Office and the Deans' Offices develop, support and implement initiatives related to student retention. Using the technology support available improve access for the Virgin Gorda students to information and services designed to improve retention and success.</p>	
			<p>Dean WF: Improve access to CPDCE offerings through the development and implementation of an enrollment management system for the unit.</p>	
			<p>Registrar: Upgrade student online information system to facilitate easy</p>	<p>2019-2020</p>

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			access to data used for tracking student performance.	
			VP: Respond to the challenges identified by non-traditional learners (prior-learning assessment competency-based programs) to facilitate their enrollment and completion.	2019 - 2020
	4.C Improve programme and course delivery systems to maximise access to College offerings	Work with Deans and other support services to promote and provide multiple instructional delivery systems that meet the needs of both traditional and non-traditional students to maximize student access to college offerings.	VP: Conduct an environmental scan on the viability of a Weekend Institute for delivering accelerated programs. Continue to develop and deliver online and hybrid course and program offerings to provide students with the option to complete degrees and certificates fully or partially online.	
3. Enhance institutional / reporting units' role in Enrollment Management	4.D Increase campus-wide awareness of and involvement in enrollment management activities	Work with the Registry to update and implement the enrollment management plan.	Registrar: ▪ Complete the update of the enrollment management plan. Develop and implement strategies to increase campus-wide awareness of an involvement in enrollment management. VP: Complete review of previous enrolment management plan with recommendations and challenges	Spring 2019

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