

VERMONT TECH

Priorities & Strategies

Based on a summary of the focus group and survey research, what we think we are good at and what students think we are good at are:

- *Providing caring support*
- *Small, personal classroom experience*
- *Hands-on experiences*
- *Career /workplace / job preparation*
- *Placement*
- *Immediate skills*
- *Technical (career/professional education)*
- *Value*

The most mentioned opportunities include:

- *Shorter mission statement*
- *Public mission statement*
- *Facilities*
- *Financial stability*
- *More recruitment*
- *More marketing*
- *Adult learners*
- *Increased access around the state*
- *Employer relations*
- *High school connections*
- *Alumni connections*
- *More electives*

What are or should be our success measures?

- *100% recommend VTC to others (all stakeholders)*
- *100% meet your needs (all students)*
- *Balanced budget*

Observations/Views

- *We have drifted from student (customer) focus to survival/financial focus*
- *Value is of lesser importance to the already convinced*
- *There are varied views on facility improvement priorities (lab, classroom, dorms...)*
- *Financial performance is the result of customer satisfaction and superior competitive performance... not an end unto itself*

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Conclusions/Recommendations

1. Revise Mission Statement as follows:

We provide career-focused, technical, and specialized education in a caring community which prepares students for immediate workplace success and continued learning.

This is short enough to appear everywhere.

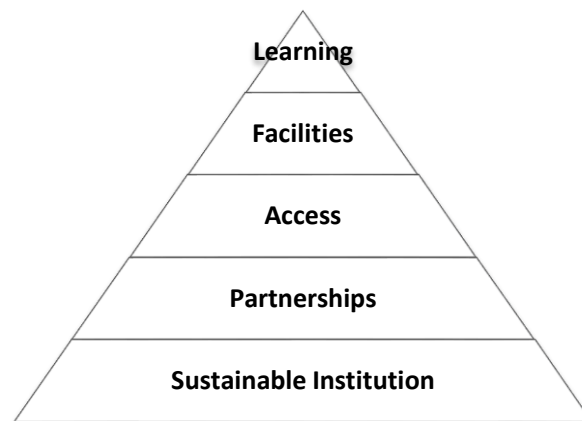
2. We adopt these goals as the annual measures / benchmarks of strategic success

- 100% recommend VTC to others (all stakeholders)
- 100% meet your needs (all students)
- 100% placement rate (all students)
- 100% balanced budget

Our success as an institution will be measured by our progress toward these goals.

3. We adopt these as the strategic priorities for institutional sustainability:

- Improve facilities*** based on student/customer priorities resulting in higher recommendations to others and meeting students' needs (=fixing a weakness)
- Increase partnerships*** with other institutions, alums, industry, and high schools resulting in increased enrollments, balanced budget and higher placement rates (=opportunity)
- Increase access*** to adult and non-traditional learners resulting in increased enrollments and greater statewide presence (=opportunity)
- Improve learning*** to sustain and expand hands-on, experiential learning resulting in higher recommendations to others and meeting students' needs (=building on a strength)
- Create an inclusive, equitable community*** to build on and increase student and employee satisfaction.



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4. *Operationalizing* these strategies in **meaningful ways** likely results in

- Strategic investments in faculty development
- Investments in dorms
- Administrative assignments focusing on partnerships
- Continued investment in telepresence or similar technologies
- Sharing, trading, and accepting coursework internally and with other institutions
- Additional marketing investments
- Changing of courses and teaching strategies
- Review of programs to ensure mission alignment
- Increased outreach and quantifying customer/stakeholder view on a periodic basis
- More and/or different academic support
- More and/or different recruitment strategies
- Leadership ownership of change and improvement process
- Hiring practices for caring
- Formation of gender equity working group
- Awareness campaigns and training to create a more inclusive community
- Data-driven decision-making
- Routine communication
- Universal goals in evaluations
- Unintended consequences