Dabney S. Lancaster Community College
Presidential Goals in Alignment with VCCS Achieve 2015
July 1, 2013 - June 30, 2014
OUTCOMES

Goal 1: DSLCC will provide quality programs, instruction, and services to students.

***Objective 1*:**   Prepare students for successful transfer to four-year colleges and for the workplace, and equip them to be lifelong learners.

Achieve 2015 Goal: Access

- **Develop strategies to attract more high school students into dual enrollment.**
  GOAL FOR 2013 - 2014: Study the implications of implementing House Bill 1184 passed to provide high school students with the opportunity to earn a general education certificate by the time they graduate from high school.
  RESULTS: Our study has concluded that offering the General Education Certificate in as many of our area high schools as possible should result in an increase in enrollments in our Dual Enrollment Program and an increase in the number of certificates that we award each year at graduation. As such, we have notified SACS-COC that we wish to offer the General Education Certificate in four of our six high schools starting fall 2014. We expect this Substantive Change Request will trigger a SACS-COC Site Visit at some point during the Fall Semester 2014, and we are confident that we will ultimately receive SACS-COC approval for this important change.

- **Launch PN to RN to BSN to MSN pathways with George Washington University.**
  GOAL FOR 2013 - 2014: Increase the number of RNs who enter the pathway to assist in meeting the regional goals of "80 by 20"—the goal that 80% of nurses will be at the BSN level by 2020.
  RESULTS: Transition course completed and approved by C&I Committee. The course will be sent to Accreditation Commission for Education in Nursing (ACEN) for approval. Launch date is expected to be spring 2015.

- **Discuss options for four-year degree(s) offered through Old Dominion University, Bluefield and Bluefield State College.**
  GOAL FOR 2013 - 2014: Attempt to begin a class offered through Averett University at the DSLCC RRC for a BBA degree.
  RESULTS: Attempts were made to develop/expand partnerships with these institutions, but no progress was made to add to any agreements already in place; results are as follows: Old Dominion University wanted prospective students to use a kiosk in Student Services on the Clifton Forge campus, and while some individuals asked to meet with a live representative, ODU preferred not to implement that method. Bluefield and Bluefield State conversations did not result in any initiatives. The person who was leading Averett efforts held a position that the institution eliminated and no follow up ensued.

- **Increase number of credits taken by students each summer.**
  GOAL FOR 2013 - 2014: Continue these efforts.
  RESULTS: Instituted a Strategic Enrollment Management Committee (SEM) and developed a SEM Plan to address recruitment, retention, and instructional delivery to address student enrollment. Overall, FTE and Headcount enrollment was down for summer.

- **Add courses in solar energy to wind turbine program to capitalize on green movement.**
  GOAL FOR 2013 - 2014: Continue to develop courses in all forms of renewable energy to offer more choices and to complement the wind turbine service technology program.
  RESULTS: Developed a Renewable Energy career studies certificate.
- **Expand EMS and coordinate with nursing department.**
  GOAL FOR 2013 - 2014: After the firm establishment of intermediate level courses, begin to explore the need of expanding the paramedic level.
  RESULTS: Process to establish Paramedic level training will begin in summer 2014 with anticipated start date of fall 2015.
- **Add biology to the Jackson River Governor School (JRGS).**
  GOAL FOR 2013 - 2014: Consider other course options for JRGS students, such as geology.
  RESULTS: The participating local public school systems experienced significant funding drops in 2013-2014 and, as such, they cut their tuition funding for our Governor's School. Discussions focusing on additional course options were put on hold, and our efforts were refocused on finding new funding sources to support the existing Governor's School curriculum. When funding and enrollments return to previous levels, these discussions will begin anew.

Achieve 2015: Student Success

- **Steer QEP studies into areas that support student success.**
  GOAL FOR 2013 - 2014: QEP theme: "Write Now for the Road Ahead!" Find ways to assist faculty with developing writing skills into as many disciplines as possible.
  RESULTS: Topic for the QEP was developed and the plan was found acceptable to the SACSCOC On-Site Review Team. College is implementing an electronic portfolio for all students to showcase their developing writing skills. A new writing center was opened in February with a professional tutor to provide additional writing assistance to students (as well as faculty).
- **Coordinate all SDV sections to ensure use of best practices and dissemination of important information to all new students.**
  GOAL FOR 2013 - 2014: Continue working with SDV instructors.
  RESULTS: Continued to train new SDV instructors and encouraged the use of best practices as developed by the SDV task force. New for 2013-14 were the use of "trailing sections" which run the second 8-weeks of a semester as well as an online SDV option.

Achieve 2015: Workforce

- **Promote classes in GIS lab to all related disciplines/employers.**
  GOAL FOR 2013 - 2014: Target specific employers/organizations/agencies for lab instruction in GIS applications for respective uses in their organizations.
  RESULTS: One non-credit training course was delivered to an employer.
- **Encourage on-site job interviews by employers.**
  GOAL FOR 2013 - 2014: Get more employers involved with the job search process for the programs of study that relate to their current and future workforce needs; this may include presentations to classes about job expectations, interview tips and mock interviews, and posting of openings.

RESULTS: This was completed. Additional employer partnerships with program heads were made during the year. In addition, DSLCC worked with Goodwill Industries to sponsor a job fair for women and provided targeted services to unemployed women.

- **Explore ways to host employer advisory committee meetings for maximum participation.**
  GOAL FOR 2013 - 2014: Next event set for Tuesday, October 15, 2013.
  RESULTS: Completed with over 100 attendees.

Achieve 2015: Resources

- **Seek grants for resources to establish/grow programs of study.**
  GOAL FOR 2013 - 2014: Continue to seek funds for specific needs related to program improvements and/or expansion.
  RESULTS: DSLCC received over $1.1 million in new funding for a full-time Math/Physics Faculty, Emergency Medical Services scholarships, Nursing Faculty and program expansion, and for Career Coaches and scholarships for dual enrollment students and for the Jackson River Governor's School.

Achieve 2015: Other

- **Finalize recruiting plans regarding use of print, radio, television, etc. for most effective outreach that is cost-effective.**
  GOAL FOR 2013 - 2014: Assistant to the President for Marketing will establish a plan and report on the accomplishment of each task.
  RESULTS: Completed preliminary plans with a comprehensive plan scheduled for completion in 2014-15.
- **Increase enrollments in CEWS online, third party vendor generated training.**
  GOAL FOR 2013 - 2014: In some specialty areas, consider converting non-credit to credit.
  RESULTS: No additional classes were converted in 2013-14. We will continue to explore non-credit to credit pathways, as appropriate.

Objective 2: Provide opportunities for students to enhance their understanding of issues related to culture, society and diversity.

Achieve 2015: Access

- **Explore offering a second Jackson River Governor's School in an area other than math, science, and technology, such as the performing arts.**
  GOAL FOR 2013 - 2014: Narrow down the area that would be of most interest and most feasible for this area, most likely performing arts.
  RESULTS: Our participating local public school systems experienced significant funding drops in 2013-2014 and, as such, they cut their tuition funding for our Governor's School. Discussions focusing on a second type of Governor's School (perhaps a Performing Arts Governor's School) were put on hold, and our efforts were refocused on finding new funding sources to support the existing Math/Sciences/Technology Governor's School. When funding and enrollments return to previous levels, discussions regarding a second type of Governor's School will begin anew.

<u>**Achieve 2015: Other**</u>

- **Engage students by offering new activities, services and/or facilities.**
  GOAL FOR 2013 - 2014: Will try to address needs expressed by students and any comments made on the graduate exit survey.
  RESULTS: DSLCC increased the use of intramural sport and wellness type activities such as, softball, volleyball, basketball, etc. Adjusted hours in the Fitness Center to better meet student availability. In addition, open gym hours were added.

<u>***Objective 3***</u>: Provide support services, focused on retention, to assist students in achieving academic success and employment readiness including increasing the success of students from underserved populations.

<u>**Achieve 2015: Access**</u>

- **Work on development of a system to track inquires through steps in the enrollment process.**
  GOAL FOR 2013 - 2014: Use the system more fully to contact those who make inquiries or took a limited number of steps to enroll.
  RESULTS: The system was set-up. Limited staff made it difficult to fully implement the system.

- **Enroll more private-pay students in prison classes (Augusta Correctional Center (ACC).**
  GOAL FOR 2013 - 2014: Stay in touch with the ACC director to monitor the number of students who could enroll in DSLCC classes by paying their own tuition. Develop course(s) if the number is sufficient to justify hiring instructor.
  RESULTS: Contact was made with the Principal to discuss a private pay program.

- **Explore the use of early intervention software to increase retention.**
  GOAL FOR 2013 - 2014: Continue monitoring the use of Starfish as a tool that may be fully implemented at DSLCC.
  RESULTS: Implemented with a new system, called SAILS.

- **Hire an experiential learning and/or adult career coach through available grants.**
  GOAL FOR 2013 - 2014: Assist the coaches with outreach to serve more clients.
  RESULTS: This was completed with increased marketing efforts to potential clients.

- **Schedule two *Super Thursdays* instead of dealing with weekend conflicts experienced with *Super Saturdays.***
  GOAL FOR 2013 - 2014: Continue with these events on weekday evenings.
  RESULTS: This was completed.

- **Encourage use of *Virginia Wizard* as a tool for career exploration and career pathway development.**
  GOAL FOR 2013 - 2014: Continue to encourage the use of the Virginia *Wizard*. Include information about the *Wizard* in advising appointments, working with middle and high school students and their families, new faculty/adjuncts, and new student orientation sessions; include this tool in information packets and on online tools.
  RESULTS: DSLCC students continue to use the Virginia Wizard through the SDV 100 classes. Prospective students are encouraged to complete a profile. With the addition of Career Coaches in 2014-15, it is expected that the use of the Wizard will increase.

- **Continue efforts to reach out to veterans and their families.**
  GOAL FOR 2013 - 2014: Director of Student Services applies for "military-friendly" status awarded each June; work with VWCC and PHCC on promoting the Rapid Response

Employment Services grant to eligible veterans and their families; participate in *Consolidated Application for Financial Aid* (CONAPP).
RESULTS: Completed. A plan was completed and presented and approved to and by the Chancellor in October 2013.

Achieve 2015: Student Success

- **Expand awareness of adult career coach.**
  GOAL FOR 2013 - 2014: Continue outreach to make eligible residents aware of the services of this program.
  RESULTS: This was completed with increased marketing efforts to potential clients.
- **Continue to explore ways to reach and serve the underrepresented populations (URPs).**
  GOAL FOR 2013 - 2014: Work with those who operate GED programs, veterans' affairs, and subsidized housing units and offer information sessions; identify other venues at which members of special populations may congregate; search for appropriate grants to serve URPs.
  RESULTS: Numerous visits were made to every GED class in the service area. Additional outreach was made to subsidized housing facilities, safe homes, as well as veteran services.
- **Expand more activities at the Rockbridge Regional Center.**
  GOAL FOR 2013 - 2014: Find more ways in which to attract students and work with business, industry and governmental entities in the region.
  RESULTS: Additional activities took place at the RRC during the year including a job fair, Pizza with the President for students, barbecue, and an adjunct faculty open house. In 2014-15, a Business after Hours with the local Chamber is planned as well as locating a College Success Coach and Goodwill staff is planned.
- **Improve/finalize electronic advising system to be an effective tool.**
  GOAL FOR 2013 - 2014: Continue to use technology to assist faculty and staff and keep students informed about their progress and the status of achieving their goal to complete a specific program of study.
  RESULTS: SAILS was implemented with great success.
- **More closely monitor Student Support Services.**
  GOAL FOR 2013 - 2014: Continue to monitor program implementation and numbers related to criteria needed for performance reports; continue to promote the programs and services that are available for eligible students.
  GOAL FOR 2013 - 2014: Develop online tool for new instructors/adjuncts that is an orientation to the College, provides information about resources available to them and outlines the support systems in place for DSLCC students.
  RESULTS: Progress was made during the past year including a streamlined referral process between the two tutoring programs. Online tools were provided by Human Resources to adjunct faculty.

Achieve 2015: Other

- **Explore the need for and the opportunities to offer, child care.**
  GOAL FOR 2013 - 2014: Child care issues will be included on student surveys to determine whether or not there are real problems with child care as a barrier to attending classes; action plan will be developed if such problems are documented.

RESULTS: A question of childcare was included in the 2013 Graduate Exit Survey a high majority (110/154 or 71%) saying they would <u>not</u> have used a childcare center if available on campus. Only 21% (32/154) said yes, they would use the center. Discussions with the local YMCA have begun to develop a possible partnership to help DSLCC students with any childcare needs.

- **Target specific cohorts of prospective students/selected programs of study for actions to take (or repeat) based on outcomes generated by integrated IR system.**

    GOAL FOR 2013 - 2014: Continue this effective way to reach prospects.

    RESULTS: The use of data was increased during the past year to reach past students and prospects. Increased communication from the Business Office and phone calling to "loss" students occurred each semester.

> ***Goal 2:*** **DSLCC will incorporate appropriate technology in the teaching-learning process, student services, and management systems.**

Objective 1: The College will integrate technology and information literacy in its classes and programs and continue to improve student learning through the goals and objectives established by the 2004 QEP.

Objective 2: Technology will be used at DSLCC to enhance the convenience and quality of services to students.

<u>**Achieve 2015: Access**</u>

- **Expand the use of social media.**

    GOAL FOR 2013 - 2014: Continue this.

    RESULTS: The use of social media was expanded significantly with a commitment from the new DSLCC President. The use of Facebook, Twitter, YouTube, Flickr and the college's website were all expanded during the year. The President is a power-user of social media. In addition, a new college website is planned for 2014-15.

Objective 3: Effective and efficient technology will be implemented at DSLCC to improve college administration functions.

<u>**Achieve 2015: Access**</u>

- **Expand part-time IE/IR position to full-time for generation of more data and interpretations that will positively impact decisions regarding enrollment and allotment of resources.**

    GOAL FOR 2013 - 2014: Use the work generated by the IE/IR office to make more data-driven decisions.

    RESULTS: Data-driven decision making is now the norm at DSLCC. We first used data extensively and systematically throughout 2013 while preparing for our very successful SACS-COC Reaffirmation Study and Quality Enhancement Plan. Since then, the office of Institutional Effectiveness has been producing frequent and wide-ranging data reports that have shaped our understanding of the various segments of our student population and how

we can better serve each segment. He has worked with our program heads to measure and improve student learning outcomes, and his data have assisted our department heads in their budget preparations. As we stressed to the SACS-COC Visiting Team in November 2013, we rely extensively on hard data for critical decision making and resource allocation.

Achieve 2015: Other

- **Use electronic scanning for inventory control system.**
  GOAL FOR 2013 - 2014: May consider implementation of such a system if it is feasible and funds become available to do so.
  RESULTS: This was not feasible due to funding. A review of current systems being used from regional colleges (BRCC, DCC, PHCC, VWCC, and WCC) was completed and none of these colleges have implemented this type of system at this time.
- **Develop an intranet for employee use.**
  GOAL FOR 2013 - 2014: Technical services staff will develop this tool as they are able to do so.
  RESULTS: A new Intranet was tested in May with one office. The remainder of the campus is scheduled to be trained in August 2014 with a full roll-out in September 2014.

> *Goal 3:* **DSLCC will provide workforce training, retraining, and services to meet current and future needs of service area business and industry and will support new job creation and business retention.**

Objective 1: The College will utilize the Center for Continuing Education and Workforce Services, the Rockbridge Regional Center, and other off-campus facilities including on-site at business/ industry and distance learning, to provide workforce training programs that are pertinent to local business/industries.

Achieve 2015: Access

- **Continue efforts to work with The Greenbrier in establishing a massage academy similar to The Homestead for massage therapy training courses.**
  GOAL FOR 2013 - 2014: Expand work with The Homestead on training and hiring needs.
  RESULTS: Leadership of salon services and some positions in human resources changed. The Homestead's take-over by Omni resulted in a hold on any new programs and services for a period of time. Efforts will be made to reestablish regular meetings.
- **Grow number of community partners such as *Boxerwood* to maximize area resources.**
  GOAL FOR 2013 - 2014: Offer class at *Boxerwood* and work with employers and other partners to offer more classes at more locations.
  RESULTS: Two DSLCC representatives visited Boxerwood and one Boxerwood employee offered a summer teacher course. Doug Jones of Workforce Solutions is now a member of the Boxerwood board of directors. The director of educational programming at Boxerwood will be on the advisory committee for DSLCC sustainable agriculture courses/future programs.

- **Coordinate course offerings with local YMCAs.**

  GOAL FOR 2013 - 2014: Continue to explore more options to offer through the local YMCAs.

  RESULTS: While we continued to expand our offerings at our YMCAs in 2013-2014 to include swimming, aerobics, and yoga, our YMCAs have also had to increase the additional fees that they charge our students. These additional facilities and equipment fees on top of the tuition fee that our students pay to DSLCC have resulted in fewer enrollments in courses offered at our YMCAs. When possible, students have chosen to enrollment in similar courses offered on our campus where there are no additional fees for facilities or equipment. Our focus now is on studying how to help students pay the additional YMCA fees for swimming classes because we do not have a pool on campus.

Achieve 2015: Workforce

- **Use wind/solar in greenhouse as a living lab.**

  GOAL FOR 2013 - 2014: Seek funding for activities related to solar energy and wind turbine courses; grow herbs and vegetables for use in culinary arts classes.

  RESULTS: Funding was not available. Herbs and vegetables were used in the Culinary Arts courses on a limited basis. For 2014-15, funding was secured and will be completed by August 2014.

- **Emphasize external credentials appropriate for respective programs of study.**

  GOAL FOR 2013 - 2014: DSLCC will continue to seek any regional, state-wide or national credential that can be aligned with its curricula.

  RESULTS: This is continuing to be pursued and currently evaluating several manufacturing credentials to be aligned with the Advanced Manufacturing and non-credit workforce development programs.

- **Hold regional job fair in Rockbridge area at the RRC in 2013.**

  GOAL FOR 2013 - 2014: Continue to offer the RRC as a site for the Fair.

  RESULTS: This was completed

- **Maintain efforts to serve Bath County employees with workforce training and development needs.**

  GOAL FOR 2013 - 2014: Efforts will continue with the newly hired Chamber of Commerce director and the Director of Tourism who was recently assigned economic development efforts; will continue efforts with The Homestead and Bath Community Hospital.

  RESULTS: Talks are continuing to provide an increased presence in the Bath County area.

- **Hold employer breakfast in Alleghany area similar to one held in Rockbridge.**

  GOAL FOR 2013 - 2014: Hold an Alleghany area employer event.

  RESULTS: This was accomplished through the NCCER Advisory Committee as an extension to their regular meeting.

Achieve 2015: New Goals for 2013-2014

- **Research HVAC program for Rockbridge area.**

  RESULTS: Talks have begun to begin HVAC classes at the Floyd S. Kay Technical Center (Rockbridge) in the fall 2014 semester.

- **Research microbrewery certificate.**

  RESULTS: This was not completed. DSLCC is exploring the feasibility in 2014-15 along with sustainable agriculture program.

- **Implement new Workforce Enterprise System (WES) system that was developed by the VCCS.**
  RESULTS: DSLCC was not one of the pilot colleges and is scheduled to begin the process in November 2014 with completion in July 2015.
- **Develop distance learning courses for DSLCC's unique programs of study, such as Wind Turbine Service Technology and Forest Management Technology.**
  RESULTS: This was not completed.

Objective 2: The College will support regional economic development strategies to attract and retain businesses.

Achieve 2015: Workforce

- **Encourage entrepreneurship.**
  GOAL FOR 2013 - 2014: Continue to develop option for those seeking to establish and grow small businesses.
  RESULTS: DSLCC President served on the Executive Committee of the AHEDC. Work with the Small Business Specialist continues to be in progress. DSLCC will provide assistance to small businesses in the new *Business Incubator/Co-Working Center* in Clifton Forge.
- **Meet with more employers.**
  GOAL FOR 2013 - 2014: Assign more outreach to get DSLCC's programs and services out into the community.
  RESULTS: This was accomplished with increased visits made by the VP of Continuing Education and will be further increased in 2014-15 with a reorganization and a more focus on business and industry outreach.

Goal 4: DSLCC will use its resources in cost-effective ways and will provide adequate funding for quality programs, services, and facilities.

Objective 1: The College will maximize efficiency in all college operations and will embrace the VCCS reengineering process.

Achieve 2015: Affordability New for 2013-2014

- **Attempt to keep fees low (those fees set by DSLCC).**
  RESULTS: College fees were not increased during the past year.

Achieve 2015: Other

- **Make "data-driven decisions" whenever possible.**
  GOAL FOR 2013 - 2014: Continue to make more action plans based on actual data.
  RESULTS: Assessment plan reports reflect an improved use of data to make improvements to programs and services. New reports, using QUINN and SIS, have been developed to share enrollment, retention, and course completion data with college

leaders. Budget initiatives continue to be tied to institutional goals with a renewed emphasis on providing data to justify new expenses.

Achieve 2015: New Goals for 2013-2014

- **Align VCCS goals (ACHIEVE 2015) with those of the DSLCC Institutional Master Plan.**
    RESULTS: This document reflects the alignment of the VCCS goals with those of the DSLCC Institutional Master (Strategic) Plan.
- **Further refine the format for DSLCC goals that aligns VCCS goals with those that are institution-specific; include the division, department, and/or individuals responsible for implementation of each goal and the measures by which successful achievement may be determined.**
    RESULTS: A new template was created. New templates were also created for divisions, departments, and educational programs to illustrate clear use of assessment results to determine the accomplishment of goals. The college now has an improved assessment reporting structure and subsequently, a more refined institutional effectiveness process.

Objective 2: DSLCC will seek to increase funding from alternative sources.

Achieve 2015: Affordability

- **Continue to increase holdings of the DSLCC Educational Foundation.**
    GOAL FOR 2013 - 2014: Continue to develop ways in which to raise funds. Maintain support for academic programs and services for students in face of fluctuations in state support and to keep tuition at affordable levels.
    GOAL FOR 2013-2014: Explore plans for the College's next major gifts campaign to add substantial funds to the Educational Foundation's holdings; the last campaign ended over eight years ago.
    RESULTS: Over $165,000 was raised by the Educational Foundation – a 24% increase over the previous year. Assets also increased by 12% to over $5.7 million. The College and Educational Foundation completed a Feasibility Study in June 2014 to explore the beginning of a major gifts campaign. Further action will begin in August 2014.
- **Promote deferred giving options for donors to the Educational Foundation.**
    GOAL FOR 2013 - 2014: Continue special mailings and other forms of outreach to current and prospective donors.
    RESULTS: With the transition in the Educational Foundation staff, this was not completed during the past year.
- **Explore new scholarships for targeted majors (example: George Washington University program)**
    GOAL FOR 2013 - 2014: Continue to pursue scholarship funds for students enrolled in new and established programs of study.
    RESULTS: A new scholarship was secured for minority students attending DSLCC. Further targeted scholarships are planned for the 2014-15 year.
- **Hold *Bubbles, Bands and Brunch* for fund-raising.**
    GOAL FOR 2013 - 2014: The next event will be held on September 29, 2013.
    RESULTS: This was completed with the largest success in the event's history raising in excess of $34,000. The next event is scheduled for September 2015.

Achieve 2015: Workforce

- **Secure donations for program materials, equipment, etc.**
  GOAL FOR 2013 - 2014: Continue to seek grants and donations such as materials and equipment for selected programs of study.
  RESULTS: This was completed for the library as well as other programs.

Achieve 2015: Other

- **Install solar panels on campus near wind turbine to begin concept of a "renewable energy park"**
  GOAL FOR 2013 - 2014: Do not continue until funding is available.
  RESULT: This was not completed due to lack of funding.
- **Seek approval for new roof for Backels and Scott Hall.**
  GOAL FOR 2013 - 2014: Monitor the request for responses; include a new canopy over the main center entrance to Backels Hall so that the item will be more attractive and blend with the other improved building features on campus.
  RESULTS: A new roof for Backels Hall and Scott Hall was included in the 2014-16 Maintenance Reserve Request completed in February 2013. DSLCC was notified in March 2014 that Scott Hall was on the approved list to be completed in 2014.
  RESULTS: DSLCC received funding for a new canopy on Backels Hall and the project was completed in February 2014.
- **Explore more resources for security cameras and door locks.**
  GOAL FOR 2013 - 2014: Search for sources of funding that will enable the College to enhance security features and systems.
  RESULT: Now that all classroom door locks have been installed, there is a need for office doors to have door locks as well. VCCS agreed to fund the door locks to offices in Warren Hall and in rooms included in the new construction in Scott Hall. These locks have been installed. The office locks in essential areas in Backels, McCarthy, Scott, and the Armory will be installed this FY. As funding becomes available, the remaining office locks will be installed.
  RESULT: A quote for security cameras on the main campus and at the RRC has been obtained. However, funding is not available to purchase the cameras at this time. A couple of grants (VCCS and Private Corp.) have been requested to fund the cameras. However, neither grant has been approved.

Achieve 2015: New Goals for 2013-2014

- **Explore the need for, and the feasibility of, adding new space to the RRC.**
  RESULT: Delegate Ben Cline added a budget amendment to the 2014-15 State Budget, but the item and other amendments were moved to the 2015-16 budget year discussion. DSLCC is exploring additional sources of funding to secure the $150,000 to complete the feasibility study.

> **Goal 5:** **DSLCC will enhance the life of the community with functional and well-maintained facilities, appropriate services, and meaningful programs.**

Objective 1: The College will support club activities as an important part of educational programming.

Objective 2: DSLCC facilities will be available for community educational, cultural and recreational events.

Objective 3: Faculty, staff and students will be encouraged to participate in community and service organizations.

- **Encourage more community involvement by faculty and staff in the community.**
  GOAL FOR 2013 - 2014: More press releases can be sent out to show the contributions of faculty and staff in the community; this shows the importance of the institution to the community and the development of the region.
  RESULTS: Based on the activities summaries that faculty provided during their 2013 Performance Evaluations, faculty have had frequent and varied community involvements in 2013-2014, from church work to helping the disabled to civic organization work to Scouting work (Boys and Girls) to helping feed the poor, to Habitat for Humanity work and to environmental cleanup work, as well as a wide range of other commitments. A focus on different faculty or staff member's involvements each month in the next year and submit press releases on a monthly basis was recommended. The larger community would be amazed at the amount of community assistance that our faculty and staff routinely provide.

Objective 4: DSLCC will strive to provide a safe, supportive, and secure campus environment

Achieve 2015: Student Success

- **MM Threat assessment team will intervene when alert to referrals to work on positive outcomes.**
  GOAL FOR 2013 - 2014: Continue to have the Threat Assessment Team in place and participate in any related training, remaining ready for any referrals; maintain the MOUs in place with the Alleghany/Covington area and Rockbridge/Lexington area community services boards; expand to establish an MOU with Blue Ridge Behavioral Health agency to accept referrals on students who reside in the northern Botetourt County area.
  RESULTS: The MOU's have been maintained with the various community service boards. The TAT is in place and meets when there are submitted issues from faculty, staff, or students. We met numerous times last FY.

Achieve 2015: Other

- **Get new data center fully operational.**
  GOAL FOR 2013 - 2014: Will have a focus on disaster recovery support to plan for any emergencies.

RESULTS: The Data Center is fully operational. We continue to strengthen the disaster recovery support as funds allow. This year, we purchased a new server and increased bandwidth to Rockbridge to work towards better off-site back-up of critical data.

- **Film campus emergency video to show and discuss with all students.**
  GOAL FOR 2013 - 2014: Update the introductory portion of the video with the new President.
  RESULTS: The introductory portion of the video with new President was completed. However, the video still needs some additional revisions to ensure a consistent message and understanding.

- **Fully implement new phone system that allows alarms and sharing of simultaneous emergency messages.**
  GOAL FOR 2013 - 2014: Some minor improvements need to be made, such as speakers mounted in the hallways to allow all individuals to hear emergency instructions.
  RESULTS: Additional hallway speakers have been ordered. Also, a couple of outside speakers have been ordered to ensure parking lot coverage. The speakers will be installed in the fiscal year.

- **Contact departments of local and regional law enforcement to coordinate emergency preparedness plans and procedures and discuss a mock disaster for staging on campus.**
  GOAL FOR 2013 - 2014: Discuss plans for a mock disaster for a more accurate and realistic portrayal of responses, personnel, procedures, equipment, etc. that would be involved in the event of real emergencies.
  RESULTS: An emergency plan was created for the 13th Annual Mid-Atlantic Woodsmen's Meet. This was an excellent opportunity for administrators, faculty, staff, and CCERT to work together as a team to prepare and test our emergency procedures and equipment. Numerous local responders were involved including local police and state police. All police departments were provided a copy of the event emergency plan and an electronic copy of each building's floor plan.

- **Keep leadership team/appropriate employees updated in all National Incident Management System (NIMS) related training.**
  GOAL FOR 2013 - 2014: Keep abreast of NIMS or other training systems mandated for key personnel.
  RESULTS: New employees have completed NIMS training as necessary - CCERT members are also required to complete NIMS training. A new CCERT training class was completed in June 2014.

- **Encourage employees to get CPR certification.**
  GOAL FOR 2013 - 2014: DSLCC will continue to offer this training and increase Community Emergency Response Teams (CERT) training options to get more certified employees at DSLCC.
  RESULTS: A recertification class was held to ensure those who have taken the class in the past maintained their certification. Several NCR CPR classes have been available for staff to take.

- **Strengthen the College's network security measures.**
  GOAL FOR 2013 – 2014: Evaluate network security and implement any additional measures to enhance those currently in place as resources allow.
  RESULTS: This activity is always ongoing. Encrypted USB drives were issued for appropriate users and user awareness training alerts were sent on a regular basis alerting users to possible threats. E-mail filter was upgraded, Exinda appliance at the RRC was upgraded to more effectively prioritize and manage traffic. The firewall operation system

was upgraded. A security review was completed and the Business Impact Analysis and Risk Assessment were completed.

- **Move the DSLCC website to an off-site host.**
  GOAL FOR 2013 – 2014: Evaluate options for hosting website off campus and make recommendations to leadership team.
  RESULTS: Completed. The website is now hosted off-site.

Achieve 2015: New Goals for 2013-14:

Goal 6: The new DSLCC will President will engage the college community during his first year and create a vision for the future.

RESULTS:
- DSLCC received full reaffirmation from SACSCOC with no recommendations.
- DSLCC was recognized by the Aspen Institute as one of best 150-community colleges in the US.
- DSLCC created and approved three new career studies certificates in Baking & Pastry, Renewable Energy, and Instrumentation.
- DSLCC completed a Strategic Enrollment Management plan involving over 65 faculty, staff and students.
- DSLCC received formal notification from the Accreditation Commission for Education in Nursing (ACEN) that our associate degree program has received full re-accreditation.
- DSLCC became a pilot of Rural Virginia Horseshoe Initiative.
- DSLCC hosted the Mid-Atlantic Stihl Timbersports Woodman's Meet.
- The President held twelve (12) community forums in the service area to have the opportunity to share input about College programs and services.
- DSLCC participated in Holiday parades and other community activities for the first time in over 20 years.
- The President held two Community Advisory committee meetings to address the needs and concerns of the diverse community.
- DSLCC signed on as a member college of the Shared Services Distance Learning (SSDL) model with Northern Virginia Community College.
- The President is member of the following boards and/or organizations:
  o Executive Committee, DSLCC Educational Foundation
  o Covington-Hot Springs Rotary Club; Club President in 2014-15
  o Executive Member, Alleghany Highlands Economic Development Corporation
  o Member, Alleghany Highlands Vision 2025 Steering Committee
  o Member, Western Virginia Workforce Development Board
  o Member, Roanoke Regional Partnership
  o Member, Roanoke Valley-Alleghany Regional Commission
  o Member, Workforce Strategies Committee, Shenandoah Valley Workforce Investment Board, Inc.
- The President was elected to American Association of Community College's Commission on Marketing & Communications, 3-year appointment.

- The Emergency Medical Services – Intermediate Level received approval
- The President re-organized the DSLCC Educational Foundation with the goal of having more integration with the college.
- The President maintained the Certified Fundraising Professional (CFRE) designation.
- DSLCC held two adjunct faculty open houses as a vehicle to attract new faculty for both credit and non-credit courses.
- The President established a blog, twitter account, Lunch with Faculty and Staff, and Pizza with the President for students as methods to increase and improve communication on campus.
- The President met with over 150 individuals from local and state officials, business and industry representatives, and school division principals and superintendents on college and community activities.
- The President has spoken to 125 members of local Chambers of Commerce, Rotary Clubs, Women's Club, and Town/City Councils about DSLCC and the impact the college has in the community.
- DSLCC received "Military Friendly" campus status.
- The President presented at the national conferences of the Rural Community College Alliance and Council for Resource Development. In addition, presented at the VCCS HireEd conference.