

**Dabney S. Lancaster Community College**  
**2020-21 Institutional Priorities - Draft**  
**Dr. John J. Rainone, President**  
**Approved by Chancellor – July 21, 2020**  
**Approved by DSLCC Local Board –**

**1. Enrollment Stabilization**

- a. What are your college's plans for stabilizing enrollments in light of the uncertainties created by COVID-19?
- In early June, DSLCC announced that with some exceptions, classes this fall will be offered in an online setting. This applies to most classes that do not have hands-on components/competency requirements. Students will enroll in courses that are "Zoom Online" to keep students connected to instructors and classmates and engaged in real-time discussion and learning.
  - Classes that require face-to-face, hands-on experiences like welding, forestry, culinary, clinicals, etc. as well as classes offered through Workforce Solutions & Community Education, will be offered in a hybrid setting with required social distancing practices and appropriate protocols. This will be achieved by offering multiple sections of classes with lowered capacity or by offering classes as hybrids with some instruction delivered online in order to reduce the number of students on campus.
  - With the success of a 25% increase in enrollment in Summer 2020, the College plans to follow a similar format for enrollment:
    - i. Identify and task specific Student Services staff to utilize email, text messaging through EAB, and phone calls to encourage students eligible to return to enroll in fall classes.
    - ii. Identify and task specific Student Services staff to utilize email, text messaging through EAB, and phone calls to maintain contact with incoming freshman and prospective students in the admissions funnel to register for fall classes.
    - iii. Utilize purchased lists (e.g., College Board Search) to promote DSLCC and fall classes to various market segments.
- b. What are your college's plans for retaining students in light of the uncertainties created by COVID-19?
- Identify and task specific Student Services staff to utilize email, text messaging through EAB, and phone calls to encourage students eligible to return to enroll in fall classes.
  - Utilize College Success Coaches to maintain contact with students over the summer on their caseload; refer to services as needed.
  - Coaches and advisors will continue to contact enrolled students every two-weeks by phone as a check-in to address possible academic and non-academic barriers to success.

- c. How will these plans support enrollment of students from underserved populations?
  - Utilize the Career Coaches and the College's Achievement Center (TRiO SSS) to target enrolling, retaining, and graduating students from underserved populations.

## 2. Responding to Workforce Needs

- a. What are your college's plans for identifying changes in your community's workforce needs as a result of COVID-19?
  - Increase discussions with business and industry contacts/partners in the college service region to access their workforce needs and determine any changes because of COVID-19.
  - Continue to work closely with the Shenandoah Valley Workforce Development Board and Virginia Career Works – Blue Ridge to access current workforce needs in the region.
  - Use the results of the research campaign being conducted for the VCCS among FastForward completers and essential employers to determine workforce hiring needs amid COVID-19.
- b. What are your college's plans for increasing completion of workforce credentials and short-term certificates to help people get back into the workforce?
  - Restructure assignments in the Workforce Solutions division to increase FastForward Career Coach involvement in the completion of workforce credentials and incentive instructors to offer certification workshops focusing on credential testing.
  - Continue to develop All Learning Counts (ALC) pathways for individuals completing FastForward programs to get credit for selected courses in Career Studies Certificate programs.
- c. How will these plans support credential attainment for students from underserved populations?
  - Utilizing the FastForward and College Career Coaches as well as the College's Achievement Center (TRiO SSS), plans will focus on credential attainment for all students, including students from underserved populations.

## 3. Ensuring Transfer Success

- a. What steps will your college take to ensure that transfer students enroll in courses that count toward completing a bachelor's degree?
  - DSLCC academic advisors will work to ensure all transfer students are 1) in GAA-eligible AA&S programs and 2) enroll students in classes listed on the published guided pathways.

#### 4. Budget Stabilization

- a. What efforts will your college undertake to enhance its financial sustainability in light of the budget uncertainties created by COVID-19?
  - The FY21 budget includes an anticipated five-percent reduction and with a significant savings in FY20 expenses since March, the College will have a carry-forward allowing us to prepay leases and heating fuel for FY21.
  - At this point, the college will not be filling two positions for the fall semester (one, full-time and one, part-time), but may fill the positions for the spring semester.

#### 5. Operational Safety and Security

- a. Please provide a link to your institutional reopening plan.
  - <https://www.dslcc.edu/sites/default/files/assets/files/PDFs/DSLCC%20REOPENING%20PLAN%202-FINAL%20SIGNED.pdf>

#### 6. Diversity

- a. What are your long-term plans for diversifying faculty, staff, and administrative leadership at your college?
  - DSLCC has been proud of the efforts over the past seven years around diversity and inclusion. Our students of color have increased to 13.9% from 8.7% in 2012. We have focused efforts on programming and student clubs addressing diversity and equity.
  - However, the diversification of faculty, staff, and administrative leadership has been a longer challenge. In 2019, the President committed to incorporating the “Search Advocate” to ALL full-time position searches.
  - Our long-term plans include: monitoring the hiring process for possible barriers to diversity; regular monitoring to search committee membership; explore ways to create applicant pools that reflect the diversity of the community.
  - In addition, DSLCC will continue to provide training and education to supervisors on diversity, equity, and inclusion. DSLCC Fall In-Service will include sessions directed at diversity and inclusion including training for faculty about talking about race in the classroom.
  - The College is planning to conduct a campus climate survey on diversity and inclusion.
  - The Academic Program Heads have been directed to identify opportunities in their curriculum to address matters of diversity and inclusivity in the classroom.
  - The Academic Affairs Division will sponsor a year-long book series for full-time faculty around topics of social justice.

## 7. Wholistic Student Services

- a. Which recommendations from the *Power of the Possible Report* does your college plan to implement this year?
- In the Fall 2019, DSLCC participated in *The Hope Center Study of Community Colleges* to survey our students. The results found the following:
    - i. 28% of respondents experienced food insecurity in the prior 30 days
    - ii. 40% of respondents experienced housing insecurity in the previous year
    - iii. 10% of respondents experienced homelessness in the previous year
    - iv. 45% of students at Dabney S. Lancaster Community College experienced at least one of these forms of basic needs insecurity in the past year.
    - v. 24% of food insecure students utilize SNAP benefits and 13% of homeless students utilize housing benefits.
  - In November 2017, DSLCC opened a food bank (Cubby Closet) to address some of the food insecurity issues facing students and staff. This has been highly successful.
  - In January 2019, the President engaged in discussions with local officials and developers around public/private partnerships for community/student housing. A survey was completed of current students, and 55% responded “yes” to the question, “If DSLCC had housing options today, would you have selected on-campus housing?” Due to COVID19, further discussions have not taken place with developers.
  - Our partnerships and agreements with three Community Service Boards allow us to refer students, as necessary, to counseling services for mental health needs.
- b. How will the COVID emergency influence those plans?
- DSLCC will work the local Food Banks to allow students access to these services while the college remains close. We will expand this effort in the Fall since classes will remain predominately online and facilities access will be limited.

## 8. Other

- a. Are there other institutional goals you plan to pursue during the upcoming academic year?
- DSLCC will begin the planning process for a new strategic plan for July 1, 2021.
  - DSLCC and its Real Estate Foundation have been working to secure a building in downtown Buena Vista to expand our workforce and FastForward programming to the citizens of the Rockbridge region. The building will be acquired and renovated from private donors, state and Federal grants. Opening plans have tentatively been set for December 2021.
  - The College chose to postpone College Athletics for FY21 due to the pandemic. The Educational Foundation will develop a plan to fundraise for FY22 and beyond to grow the Athletic program by adding one additional sport (two teams) in Fall 2021.