

Dabney S. Lancaster Community College
Presidential Goals in Alignment with VCCS Achieve 2015
Dr. John J. Rainone, President
Approved by Chancellor - 07/31/14
Approved by DSLCC Local Board on 04/14/14; 09/08/14

Preamble for VCCS Achieve 2015

To contribute to the economic and civic vitality of the commonwealth and its international competitiveness, Virginia's Community Colleges commit to increasing access to affordable education and training for more individuals so they acquire the knowledge and skills to be successful in an ever-changing global economy.

To support achievement of Achieve 2015 goals, DSLCC will accomplish the following in 2014-2015 under each of the VCCS goals.

Achieve 2015: Access

Increase the number of individuals who are educated and trained by Virginia's Community Colleges by 50,000 to a total of 423,000, with emphasis on increasing the number from underserved populations by at least 85,000 individuals.

Goal 1: DSLCC will increase overall enrollments by offering educational programs and services that are relevant to the service area population, taught using innovative methods, and designed around student needs.

DSLCC will:

1. Increase annualized FTE enrollment by at least 1 percent over 2013-14.

- a) Create at least two new academic awards that respond to emerging, critical workforce and STEM-H needs.*
- b) Increase the total number of profiles created in the Virginia Education Wizard by at least 3 percent.*
- c) Evaluate the success of DSLCC's participation in the shared services distance learning model (SSDL) to determine plans for continuing in future years.*
- d) Upon final approval from the Virginia Board of Nursing, implement the PN to RN transition pathway during spring 2015.
- e) Evaluate and create a plan to expand offerings in the College's entire service area.
- f) Evaluate an improved course scheduling system for day classes that improves student enrollment and completion rates. Implement recommendations for fall 2015.
- g) Centralize college-wide class scheduling responsibilities to one person in order to streamline the course schedule and improve students' abilities to follow recommended course sequences beginning fall 2015.
- h) Make courses more accessible to working students and free up time for faculty to complete administrative work by evaluating the potential to offer two day/week courses, three-hour block courses on Fridays, and more evening and weekend courses.
- i) Complete a three-year Academic Master Plan that complements the College's mission.

* Addresses Chancellor's Goal Supporting Achieve 2015

- j) Hire at least two, full-time Career Coaches.
 - k) Train coaches to provide participants with services in each of the four key coaching elements of college and career transition: career assessment, career planning, financial aid, and college or career entry, and all colleges will see a 10% increase in the percentages of participants in each program who have completed all four services.*
- 2. Increase enrollment from underserved populations by 1 percent over 2013-14.***
 - a) Create a campus Diversity Task Force to increase diversity and diversity awareness among the DSLCC community.
 - b) Create a Diversity Plan.*
 - c) Increase scholarship opportunities for students from underrepresented populations.
 - d) Create customized programs for specific needs of targeted populations.
 - 3. Expand participation in the Jackson River Governor's School by at least 7 percent over 2013-14.**
 - a) Implement an A.S. degree to complement the Jackson River Governor's School curriculum and the expanded workforce needs of the service area.
 - b) Seek alternate funding sources for Jackson River Governor's School scholarships.
 - 4. Increase percentage of college FTES resulting from dual enrollment by 2 percent.**
 - a) Implement the first phase of the new Dual Enrollment Funding Model in all service area school divisions.
 - b) Seek alternate sources of funding for dual enrollment students.
 - c) Hire a full-time Dual Enrollment Coordinator.
 - 5. Implement an integrated marketing and communications plan.**
 - a) Working with a consultant, implement a new college website.
 - b) Work with VCCS in a statewide marketing campaign efforts.*

Achieve 2015: Student Success

Triple the number of students graduating, transferring, or completing a workforce credential to 91,173, including tripling the success of students from underserved populations to 39,393.

Goal 2: DSLCC will maximize student success by providing services to support all learners in an environment that promotes the achievement of educational and occupational goals.

DSLCC will:

- 1. Increase retention of current students by 2 percent over 2013-14.**
 - a) Implement a Distance Learning Task Force to make recommendations of best practices related to the use of distance learning formats and methods.
 - b) Pilot class size caps based on best practices to improve retention.
 - c) Implement a first semester "7-credit core cluster" by Fall 2015 to provide students the necessary gateway courses to improve student success.

- d) Develop a President's Ambassador Program to promote student engagement wherein selected students would serve in roles such as college representatives, tour guides, and mentors for new students.
- e) Implement an online tutoring service through a third-party vendor in order to expand tutoring availability to all students in all disciplines.
- f) Evaluate current services at the Rockbridge Regional Center to maximize student success.
- g) Evaluate the organizational structure of Student Services to determine effective and efficient staffing patterns.
- h) Provide comprehensive reporting on a variety of student success measures aligned with Achieve 2015 Take-Two and the VCCS Reengineering Task Force recommendations.*

2. Increase retention of targeted student cohorts, such as veterans, adult learners, and at-risk students, by 2 percent over 2013-2014.

- a) Expand the use and scope of the Success Coaches on both campuses.*
- b) Enhance Veterans Services and provide a monitoring report by October 1, 2014 on the progress.*
- c) Maintain “military friendly” status annually.
- d) Expand the use of the new "Writing Center" with participation increasing by at least 5 percent each semester.
- e) Explore and evaluate providing childcare services on campus.
- f) Review student success data on developmental mathematics and English courses at the end of each semester to identify patterns and determine what measure(s) may be taken to improve outcomes.
- g) Maximize the use of the electronic early alert system, *Student Assistance and Intervention for Learning Success (SAILS)*, by faculty and Student Services staff.*
- h) Promote strategies and resources that reduce challenges related to student transportation.

3. Increase graduation and transfer rates of all students by 2 percent over 2013-2014.

- a) Explore ways to increase completion rates with data reports on students, such as those who stopped out with less than nine (9) credits to completion and/or reverse transfer
- b) Ensure availability of courses listed on student tracking sheets by evaluating the course scheduling system.
- c) Continue to monitor dual enrollment initiative and update college pathways for HB1184.*
- d) Improve methods of student registration by more fully utilizing the functions of online registration
- e) Expand the use of the *Virginia Wizard* as a tool for career exploration and career pathways.*

Achieve 2015: Workforce

Increase the number of employers provided training and services to 13,000, with particular focus on high-demand occupational fields.

Goal 3: DSLCC will support new job creation and business retention by providing workforce training, retraining, and services to meet current and emerging needs of service area business and industry.

DSLCC will:

- 1. Increase the number of employers served through continuing education by at least 5 percent over 2013-2014.***
 - a) Hold two regional job fairs with one on the main campus and one at the Rockbridge Regional Center to showcase employers, serve job seekers, and increase awareness of DSLCC's Workforce Solutions and Community Education.
 - b) Promote the value of registered apprenticeships that blend on-the-job training with classroom learning/lab experiences that lead to jobs with potential for solid career pathways in high-wage, high-demand fields.

- 2. Promote and expand open enrollment credit courses to business and industry by at least 3 percent over 2013-2014.**
 - a) Host one reception each year to acknowledge the Advisory Committees formed for each program of study to engage their members and increase their knowledge of College facilities, administrators and facilities.
 - b) Participate in all community initiatives for future economic growth and development of the region, explaining the ways in which DSLCC can support workforce training and development such as training for business start-ups, upskilling current workers, and preparing for the integration of new technologies.

- 3. Increase the number of students completing the Career Readiness Certificate (CRC) by at least 2 percent over 2013-2014.**
 - a) Continue to educate local employers of the benefits of a CRC credential.
 - b) Explore ways to integrate CRC's into curriculum plans.
 - c) Expand awareness of the CRC credential with local school divisions.
 - d) Promote the benefits of the CRC credential to individuals on the College's website.

- 4. Expand non-credit, professional development courses and workshops by at least 3 percent over 2013-2014.**
 - a) Develop an Entrepreneurial Institute offering workshops for those interested in small business start-ups.
 - b) Implement the Workforce Enterprise System (WES) System for noncredit and continuing education to manage student information, financial records and learning management integrated with PeopleSoft.*

* Addresses Chancellor's Goal Supporting Achieve 2015

Goal 4: DSLCC will participate in, and launch ideas for, economic development for the region as they pertain to educational and training needs for advancing educational attainment of all residents.

DSLCC will:

- 1. As appropriate, DSLCC will have a representative(s) at key meetings of civic, business, industrial, educational, and cultural groups that act to advance goals and strategies to improve the community.**
 - a) DSLCC will continue to play a crucial role in the *Alleghany Highlands Vision 2025* and *Rockbridge 2020* initiatives and serve on executive committees and sub-groups targeting five separate areas of improvement.
 - b) DSLCC will continue to be partners with economic developers in all four counties of its service area.
 - c) DSLCC will support efforts to raise the bar of educational attainment by working with local superintendents, principals and directors of career and technical education centers.

- 2. DSLCC will assess its resources and facilities and expand availability as appropriate and as resources allow.**
 - a) DSLCC will explore a community arboretum on the Clifton Forge campus that promotes learning, the natural environment and the arts.
 - b) College facilities will be maintained for community use when appropriate, such as walking trails, ball fields, etc. to add to the quality of life for residents and visitors.
 - c) College staff will work with community projects for fund-raising, beautification of gateways for visitors and potential new residents, etc.

- 3. DSLCC will offer special topic seminars and informational activities to enhance educational and cultural opportunities.**
 - a) Increase the enrollment in the Teacher Institute program by at least 10 percent over 2014.
 - b) Expand the Teacher Institute program to offer courses year round.

Achieve 2015: Affordability

Maintain tuition and fees at less than half of the comparable costs of attending Virginia's public four-year institutions, and increase the number of students who receive financial assistance and scholarships by 36,000.

Goal 5: DSLCC will be a viable, affordable choice for quality post-secondary education.

DSLCC will:

- 1. Participate as a pilot college in the Rural Virginia Horseshoe Initiative.***
 - a) Work with VCCS to develop and operationalize processes for the GED incentive and full-time career coaches.*
 - b) Enroll 50 GED completers based on available scholarship funds.*

- 2. Increase the number of students receiving financial awards by 5 percent over 2013-2014.***
 - a) Continue to work with the DSLCC Educational Foundation to offer new scholarships.
 - b) Offer new scholarships that will promote enrollment in new programs.

* Addresses Chancellor's Goal Supporting Achieve 2015

3. **Meet or exceed any System-wide performance benchmarks for financial aid services.**
 - a) Evaluate the Financial Aid Shared Services Model year-to-year to determine turnaround time for student awards.*
4. **Reduce Textbooks Cost***
 - a) Reduce the cost of required textbooks and related course materials in 10% of all course sections offered in 2014-15. DSLCC will provide a report to the VCCS by May 15, 2015 of the course sections reduced and the estimated cost savings for enrolled students.

Achieve 2015: Resources

Raise at least \$550 million in cumulative gifts and grants to support the mission of Virginia's Community Colleges.

Goal 6: DSLCC provide adequate funding for quality programs, services, and facilities by using its resources in cost-effective ways

DSLCC will:

1. **Workforce Solutions will meet or exceed revenue targets by at least 5 percent.**
 - a) Align current WDS needs with potential funding opportunities
2. **Increase the number of donor prospects by at least 5 percent over 2013-2014.**
 - a) Formalize the *Lancaster Legacy Society*.*
 - b) Develop strategies to reestablish and grow alumni contacts.*
3. **Increase the number of donors by at least 2 percent over 2013-2014.**
 - a) Work with the DSLCC Educational Foundation to complete a Feasibility Study on a major gifts campaign.
4. **Secure funding for a feasibility study to assess program and service needs for the Rockbridge Regional Center.**
 - a) Work with VCCS, legislative contacts and the community to secure funding.
5. **Increase by 5% over 2013-2014 the amount of grants and/or unrestricted private donations to fund college initiatives.**
 - a) Initiate a major gifts campaign based on the findings of the Feasibility Study.
 - b) Secure funding to expand security services/equipment on both campuses.
 - c) Secure funding for at least one new full-time faculty position in disciplines of greatest need.
 - d) Research new grant opportunities.

* Addresses Chancellor's Goal Supporting Achieve 2015

Achieve 2015: Management Goals

In order to accomplish the goals set forth in Achieve 2015-Take Two and the Presidential Goals, various management goals are necessary

Goal 7: DSLCC will manage its administrative and fiscal affairs through a systematic institutional effectiveness process that complements the goals of ACHIEVE 2015 and respects the recommendations of the Reengineering Task Force.

DSLCC will:

- 1. Create a 2016-2021 Strategic Planning Committee to begin efforts of revising the College's current strategic plan.**
 - a) Identify committee members by October 2014.
 - b) DSLCC will participate in the VCCS 2021 Strategic Plan.*
- 2. DSLCC will begin to implement a new Strategic Enrollment Management Plan that was developed by an executive team, a coordinating committee and three task forces working to identify challenges and recommend improvements to be done in a comprehensive, systematic approach.**
 - a) Provide progress reports to the community in August and May.
- 3. DSLCC will evaluate all programs, services, and use of facilities with the intent of maximizing community accessibility and their effects on education attainment and training success.**
- 4. DSLCC will meet or exceed the VCCS performance funding initiative.**
 - a) Develop a performance funding model plan to be submitted to the Chancellor by September 1, 2014. Outcomes of the plan will be submitted by June 30, 2015.

Goal 8: DSLCC will fulfill its mission by providing employees with appropriate services, training, support, means of communication, and positive engagement with customers—internally throughout the college and externally with interaction throughout the community.

DSLCC will:

- 1. Support DSLCC faculty and staff with appropriate support and services and create a work environment that promotes professional growth and open communications.**
 - a) Participate in the "Great Colleges to Work For" annual survey from the Chronicle of Higher Education in February 2015.
 - b) Implement an improved new employee orientation program by fall 2014.
 - c) Support DSLCC faculty, teaching-related staff, and emerging leaders to participate in VCCS professional development activities.
 - d) Implement an adjunct faculty orientation program that can be available both in person and online by spring 2015.
 - e) Expand professional development opportunities for all faculty and staff on campus.
 - f) Implement an employee Intranet by fall 2014.

* Addresses Chancellor's Goal Supporting Achieve 2015

- f) Work with VCCS to develop a structure to encourage internal mobility as well as external advancement.*
 - g) Expand employee participation on community boards, committees, and activities/events.
2. **Work with the DSLCC President's Council to explore ways to implement the recommendations in the AACC's *Report of the 21st Century Commission on the Future of Community Colleges*.**
 3. **Continue to identify best opportunities to improve efficiencies in administrative services across the College.**
 - a) Initiate plan to implement best opportunities to improve efficiencies in administrative services across the campus based on the Benchmarking Study project.*
 4. **Implement a "one college" organizational structure model focused on improved communication and the needs and success of students.**
 5. **Continue President's methods of communication such as faculty, staff, and student lunches, monthly blog, and the use of social media.**
 6. **Review annually the Emergency Plan and COOP and make adjustments as necessary.**
 - a) Conduct at least one mock disaster exercise to evaluate its Continuity of Operations Plan.