

**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**  
**RESULTS as of June 30, 2015**

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.\*

DSLCC created a pathway course for LPNs who seek to become RNs; first cohort began in Spring of 2015. In addition, DSLCC implemented an Electrical & Instrumentation associate degree in response to business and industry needs as well as two Career Studies Certificates in Sustainable Agriculture and HVACR.

- b) Increase the total number of profiles created in the Virginia Education Wizard by at least 3 percent.\*

Increase of 87% - (FY14 - 141 profiles; FY15 - 264 profiles)

- c) Evaluate the success of DSLCC's participation in the shared services distance learning model (SSDL) to determine plans for continuing in future years.\*

The *Future of Distance Learning Committee* discussed the success and benefits of our agreement with Northern Virginia Community College and recommended continued participation in the program.

The use of the program has been wonderful to meet the needs of students who could not otherwise have taken a course that they need/desire. Even one student's needs could be met on an individual basis.

- d) Upon final approval from the Virginia Board of Nursing, implement the PN to RN transition pathway during spring 2015.  
Completed and approved.
- e) Evaluate and create a plan to expand offerings in the College's entire service area.  
Partially completed – The marketing assistant held several events in Bath County and the team held an event in Botetourt County—both of which were new for the College. Plans for future outreach will be based on response to those efforts and notes from the president's Community Forums that listed needs expressed by the citizens of various communities throughout the service region.
- f) Evaluate an improved course scheduling system for day classes that improves student enrollment and completion rates. Implement recommendations for fall 2015.  
Completed – A team overhauled the academic program tracking sheets to reflect an improved schedule between arts/sciences and occupational/technical areas. This was a first step in improving retention.
- 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.  
Completed - Meetings among administrators and academic advisors resulted in the updating of course pre-and co-requisites for ease of student use in monitoring requirements that they need to complete for their program.
- 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.  
Employees continue to discuss options with community members to assess needs and interests and will attempt some new formats.
- i) Complete a three-year Academic Master Plan that complements the College's mission.  
Partially completed - The idea for a master plan will be generated using (1) local workforce needs (2) programs in place that need to be expanded into pathways with distinct steps linked to academic awards/industry credentials and (3) programs will be aligned with Virginia Department of Education career clusters to assist with public school students exploring options for their College and Career Plans for middle and high school years.
- j) Hire at least two, full-time Career Coaches.  
Completed - Two full time Career Coaches are in place now. They serve the Jackson River Technical Center, Alleghany High School, Bath County High School, and Covington High School.
- 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.\*  
Not able to assess at this time. Coaches have participated in training but assessing year to year is not yet possible at this point in time. Will be conducted in the future

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.  
Completed
  - b) Create a Diversity Plan.\*  
Completed and approved by the Chancellor.
  - c) Increase scholarship opportunities for students from underrepresented populations.  
A new scholarship was created with the DSLCC Educational Foundation specifically for an African-American student.
  - d) Create customized programs for specific needs of targeted populations.  
Due to success enjoyed in other geographic areas, the new Sustainable Agriculture program could be promoted as an option for recently released incarcerated individuals and those students leaving public schools with documented special needs.
  
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.  
Completed - Revised the Associate Degree in Science to allow JRGS students to move seamlessly into a degree pathway.
  - b) Seek alternate funding sources for Jackson River Governor's School scholarships.  
Completed – Securing funding for two-years of scholarships for Alleghany, Covington, and Bath school divisions to enroll a total of nine (9) additional students.
  
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.  
Completed - An increase of 36.56% was noted.
  - b) Seek alternate sources of funding for dual enrollment students.  
Completed – Secured funding for two-years of scholarships for Alleghany, Covington, and Bath school divisions to enroll additional DE students
  - c) Hire a full-time Dual Enrollment Coordinator.  
Completed
  
5. **Implement an integrated marketing and communications plan.**
  - a) Working with a consultant, implement a new college website.  
Ongoing – Hired The Ivy Group from Charlottesville to design a new website, tag line, and a new presentation folder. Additional marketing and communications will continue in FY16.
  - b) Work with VCCS in a statewide marketing campaign efforts.\*  
DSLCC will participate when opportunities arise.

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.  
**Completed**
- b) Pilot class size caps based on best practices to improve retention.  
**Completed – Piloted class caps for ENG111 – English Composition. Results will be evaluated and presented.**
- c) Implement a first semester "7-credit core cluster" by Fall 2015 to provide students the necessary gateway courses to improve student success.  
**Completed – All associate degree and certificate programs have new tracking sheets reflecting the "7-credit core cluster."**
- 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.  
**Moved to FY16.**
- e) Implement an online tutoring service through a third-party vendor in order to expand tutoring availability to all students in all disciplines.  
**Completed – Secured "Smarthinking" on a 3-year grant funded contract. Results have been sporadic. DSLCC will increase marketing efforts to promote this service.**
- f) Evaluate current services at the Rockbridge Regional Center to maximize student success.  
**Partial – Moved one Success Coach to the RRC full-time and upgraded a vacant position to a part-time Academic Advisor. In addition, added coffee services and security cameras. Additional review will take place in 2015-16.**
- g) Evaluate the organizational structure of Student Services to determine effective and efficient staffing patterns.  
**Completed – grant funded positions as well as vacancies allowed for a reorganization structure. The new focus clearly outlines retention and recruitment responsibilities.**
- h) Provide comprehensive reporting on a variety of student success measures aligned with Achieve 2015 Take-Two and the VCCS Reengineering Task Force recommendations.\*  
**Completed – as requested from VCCS**

**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.\*  
**Completed – moved one Success Coach to the Rockbridge Regional Center full-time.**

- b) Enhance Veterans Services and provide a monitoring report by October 1, 2014 on the progress.\*  
Completed – opened a Veterans Center on the Clifton Forge campus. Center is a joint venture of DSLCC and the Veterans Administration and the Virginia Army National Guard. Space and furniture were donated. The College hosted a ribbon cutting event to formally open the Center.
- c) Maintain “military friendly” status annually.  
Completed and noted this status has been achieved by DSLCC for six consecutive years.
- d) Expand the use of the new "Writing Center" with participation increasing by at least 5 percent each semester.  
Completed – hired an additional part-time writing tutor and incorporated visits to the Writing Center into campus tours and promoted as service that is unique to area.
- e) Explore and evaluate providing childcare services on campus.  
Graduate exit surveys continue to indicate that this is not a top issue for the area nor one that seems to prevent adults from enrolling or completing their studies.
- 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.  
Partial – shared data with all six (6) service area school divisions and began to discuss ways to partner for improvement.
- g) Maximize the use of the electronic early alert system, *Student Assistance and Intervention for Learning Success (SAILS)*, by faculty and Student Services staff.\*  
Training was held for staff and faculty including advisors, directors, success coaches, Achievement center staff, and foundation office.
- h) Promote strategies and resources that reduce challenges related to student transportation.  
Student Services staff consistently points out local bus services and posts carpooling information around campus. The RRC makes students aware of RATS system in the Rockbridge area.

**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  
Moved to FY16 when a full-time Retention Coordinator will be hired
- b) Ensure availability of courses listed on student tracking sheets by evaluating the course scheduling system.  
Completed – A team reviewed and updated all tracking sheets.
- c) Continue to monitor dual enrollment initiative and update college pathways for HB1184.\*  
Dual Enrollment Coordinator consistently discussed college pathways with school division personnel and with students.
- d) Improve methods of student registration by more fully utilizing the functions of online registration  
Moved to FY16 – With the work of tracking sheets completed, the SIS will now be updated allowing students to more effectively register online.
- e) Expand the use of the *Virginia Wizard* as a tool for career exploration and career pathways.\*  
Virginia Wizard is promoted by those enrolling traditional students, adults in On Ramp and by coaches in the public schools.

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.

Completed – The two fairs attracted a total of 98 employers and 182 participants.

- 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.

Completed and on-going

**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.

Completed – October 2014 for approximately 80 attendees

- 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.

Completed and on-going

**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.

Completed and on-going

- b) Explore ways to integrate CRC's into curriculum plans.

On-going discussions especially with the trades-related programs

- c) Expand awareness of the CRC credential with local school divisions.

On-going discussions

- d) Promote the benefits of the CRC credential to individuals on the College's website.

Web site design underway and in final stages; content will be updated and this information will be added.

**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.

Not completed, however, DSLCC is involved with the Fast Forward committee of the Alleghany Highlands Economic Development Corp. which is discussing workshop training and seminars for entrepreneurs.

- 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.\*

Full implementation scheduled for Fall 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.

Continuous – President serves on the Coordinating Team for *Alleghany Highlands Vision 2025* plan and assistant attends one or more sub-group meetings. Assistant to the President serves on Rockbridge area economic development committee of the Chamber of Commerce. She also serves on the Bath County economic development steering committee for a new vision for the region. She attended a session on the state of farming in Botetourt County as that region formulates a vision.

- b) DSLCC will continue to be partners with economic developers in all four counties of its service area.

Completed and on-going - More staff participated in *Business After Hours* events in all four counties in the College Service areas, which has led to more leads related to workforce development opportunities.

- 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.

President participated in out-of-state trip to visit outstanding student learning academy and explore options for replicating similar model in local areas. Staff involved with a new Gear Up project for underachieving school in one city of service area; college and career visits are planned for eligible students. Hospitality Career Day expanded to include additional high schools that have students seeking post-secondary training and career development in the area in that industry. DSLCC hosted Farm Day for grade five students who spent the day exploring careers related to forestry and agriculture. Superintendents meet with administration to discuss ways to expand student learning and reduce costs such as possible sharing of

facilities, equipment and staff. DSLCC was a key partner in expansion of welding training at Botetourt area technical center.

**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.

Facilities Master Plan was updated to include an arboretum; the plan was approved by the State Board.

- 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.

Facilities Master Plan was updated to include a walking trail; the plan was approved by the State Board. Local schools, Little League, and Boy Scouts use the DSLCC grounds and fields.

- c) College staff will work with community projects for fund-raising, beautification of gateways for visitors and potential new residents, etc.

Volunteers have worked on community projects, such as painting, children's playground, trash collection, and lawn care for low income residents and vacant properties.

**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.

Completed - Total enrollment for 2014 was 164. Final enrollment for 2015 was 178; up 8.5%.

- b) Expand the Teacher Institute program to offer courses year round.

Moved to FY16

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.\*

Completed

- b) Enroll 50 GED completers based on available scholarship funds.\*

Not completed – Private funds were not secured for Year 1. Funds for Year 2 have already been raised.

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.  
Ongoing – new scholarship opportunities were created during the year.
  - b) Offer new scholarships that will promote enrollment in new programs.  
Ongoing – new scholarship opportunities will be explored for Sustainable Agriculture and Electrical & Instrumentation new programs.
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.\*  
Ongoing – there were improved services during the year with the Tidewater Community College partnership
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.  
Ongoing – final numbers are still being evaluated. In addition, IncludEd project from Follett Bookstores will begin in Spring 2016.

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  
Ongoing
2. **Increase the number of donor prospects by at least 5 percent over 2013-2014.**
  - a) Formalize the *Lancaster Legacy Society*.\*  
Moved to FY16
  - b) Develop strategies to reestablish and grow alumni contacts.\*  
Ongoing - A focus has begun to grow alumni contacts with the *Pave the Way* campaign for alumni as well as having a presence at graduation and other events to sign up new 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.  
Completed

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.  
Capital Outlay request was submitted to VCCS and placed on the top 25 list that was submitted to the General Assembly. However, only a few from the list were approved.
  
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.  
Completed – Campaign began October 1, 2014
  - b) Secure funding to expand security services/equipment on both campuses.  
Partially completed – Funds were secured to provide cameras at the RRC.
  - c) Secure funding for at least one new full-time faculty position in disciplines of greatest need.  
Completed – funds for a faculty member in Sustainable Agriculture, Information System Technology, and Engineering have been secured. Partial funding has been secured to hire an additional welding faculty member.
  - d) Research new grant opportunities.  
On-going – DSLCC re-submitted Trio SSS grant in Fall 2014. Additional grant opportunities such as USDA as sources for grants for Rockbridge area facility research and for sustainable agriculture program needs are being explored.

#### 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.  
Completed
  - b) DSLCC will participate in the VCCS 2021 Strategic Plan.\*  
Completed
  
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.  
Completed

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.**

Ongoing - College has re-established itself has a major asset in the community and members of the community look to DSLCC for leadership and involvement in many areas.

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.

Completed – DSLCC had an employee as a member of the Task Force.

*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.

Completed

b) Implement an improved new employee orientation program by fall 2014.

Moved to FY16

c) Support DSLCC faculty, teaching-related staff, and emerging leaders to participate in VCCS professional development activities.

Ongoing – faculty have been involved with VCCS sponsored activities including the New Horizons conference and area-specific committees.

d) Implement an adjunct faculty orientation program that can be available both in person and online by spring 2015.

Moved to FY16

e) Expand professional development opportunities for all faculty and staff on campus.

Ongoing – staff and faculty were exposed to a number of activities on campus including a presentation from Smarthinking, the online tutoring tool for students; diversity training; a film on violence, and speakers for Black History and Native American months.

f) Implement an employee Intranet by fall 2014.

Ongoing

f) Work with VCCS to develop a structure to encourage internal mobility as well as external advancement.\*

Ongoing

g) Expand employee participation on community boards, committees, and activities/events.

Ongoing – encouraged faculty and staff to use the community service hours each full-time employee is provided.

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*.**

Completed and Ongoing – President continues to lead discussions at Council meetings on these recommendations as well as others.

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.\***

Ongoing - The WorkSmart Collaborative was created to analyze the Benchmarking Study and to implement recommendations as appropriate. Angie Graham, VP for Financial & Administrative Services serves on the group. Final recommendations are forthcoming.

4. **Implement a "one college" organizational structure model focused on improved communication and the needs and success of students.**

Ongoing – In FY15, all academic programs with the exception of two, were moved to a “one college” structure under the Vice President of Academic Affairs office. This move has generated improved communication as well as steps to improve the academic course schedule and tracking sheets for students. Additional plans are scheduled for FY16.

5. **Continue President's methods of communication such as faculty, staff, and student lunches, blog, and the use of social media.**

Ongoing – The President continued to hold lunches with faculty and staff in the fall 2014 and coffees in spring 2015. In addition, the President continued lunches with students on the main campus and at the RRC. All these were well attended and provided good comments and input. Social media continued to grow with an increase in “Likes” on the DSLCC Facebook page as well as the President’s twitter account. The President’s blog was published six times during the year.

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.**

Ongoing - Plans have been reviewed and a functional exercise is scheduled for August 14<sup>th</sup>.