Dabney S. Lancaster Community College
2015-16 Presidential Goals in Alignment with VCCS Complete 2021
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Approved by Chancellor – 11/3/15

<u>**VCCS Complete 2021**</u>

Virginia's Community Colleges will lead the Commonwealth in the education of its people by tripling the number of credentials awarded for economic vitality and individual prosperity. The Chancellor of the Virginia Community College System establishes biennial objectives for the system in order to meet the VCCS Complete 2021 goal.

<u>**DSLCC Commitment – Pathways 2021**</u>

Dabney S. Lancaster Community College is committed to achieving the Chancellor's goal of tripling the number of credentials awarded annually to citizens of the Commonwealth of Virginia.

The College will implement strategies targeting increased enrollments, improved student success, and the development of seamless, relevant, and timely pathways to industry-recognized credentials and transferable degrees. The College must be creative in its efforts to achieve the VCCS goal, targeting specific potential student populations and focusing on increasing access through expanded distance learning courses and new satellite locations. The College must work to keep students--many of whom come from diverse backgrounds and underserved populations--persisting towards completion of their educational goals, creating a supportive, engaging environment for learning to occur and providing the resources necessary to keep students on the pathway to success. College leaders are dedicated to leaving no stone unturned in order to increase resources that support current services and make innovative ideas possible. However, without a supported, competent family of faculty and staff, the goal of student success cannot be achieved. The College is committed to supporting efforts to foster a positive workplace, developing trained, compassionate individuals who work together for a common cause—the success of our students and continued prosperity of the communities we serve.

Chancellor's Objective: *Increase VCCS Annual Admissions Applications from 110,000 to 130,000 by 2017.*
DSLCC Strategic Goal 1: Expand the College's Footprint in the Service Area

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To reach the VCCS goal of tripling the number of awarded credentials, DSLCC needs to expand the number of physical sites where coursework is offered. With a service region extending over all or part of four counties, three independent cities, multiple townships, and an area of approximately 1,800 square miles, DSLCC's current and potential student body extends far beyond the areas close to the Clifton Forge Campus and Rockbridge Regional Center.

DSLCC will:

1. **Exercise regional leadership through the establishment of transformative partnerships and expansion of educational opportunities and services in the service area.**

a) Provide in-person, for-credit, non-dual enrollment courses in every defined county/city of the service region
b) Increase combined total of fall and spring unduplicated dual enrollment by at least 10% over 2014-15
c) Secure funding for a feasibility study/master plan for an expanded Rockbridge Regional Center.
d) Develop a long-term plan for expansion of services for the Rockbridge Regional Center to accommodate at least a 40% increase in headcount and a 30% increase in FTES over 2014-2015 numbers
e) Increase annualized FTES at Rockbridge Regional Center by 4% over 2014-2015 numbers
f) Establish a Career Coach presence in each of the six service region high schools by Spring 2016
g) Evaluate the feasibility of implementing a STEM Academy in the Rockbridge area

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Chancellor's Objective: *Increase overall VCCS Fall-to Spring Retention to 71% systemwide.*
Chancellor's Objective: *Increase overall VCCS Fall-to Fall Retention to 60% systemwide.*
Chancellor's Objective: *Increase the overall annual VCCS graduates in associate degrees, certificates and career studies certificates by 6,000 over FY2015.*
DSLCC Strategic Goal 2: Improve Student Success

Helping all students overcome obstacles and reach their educational goals is paramount to DSLCC's mission. By retaining more students and working to ensure they make steady progress towards graduation, DSLCC will do its part to help the VCCS reach its goal of tripling the credentials awarded by 2021. In line with VCCS performance standards, the College will work to increase student success in several key areas related to retention, completion of developmental and college-level math and English, progression, transfer, and award attainment.

DSLCC will:

1. **Maximize student success by providing services to support all learners in an environment that promotes achievement of educational and occupational goals.**
   a) Increase the percentage of college-ready students completing college-level math or English with a C or better within 3 semesters by 2%
   b) Increase the percentage of developmental math students completing college-level math with a C or better within 6 semesters of first enrollment by 4%
   c) Increase the percentage of developmental English students completing college-level English with a C or better within 3 semesters of first enrollment by 2%
   d) Increase first-time full-time student fall-to-spring retention rates by 1%
   e) Increase first-time part-time student fall-to-spring student retention rates by 1%
   f) Increase first-time full-time student fall-to-fall retention rates by 1%
   g) Increase first-time part-time student fall-to-fall student retention rates by 1%
   h) Increase by 2% the number of FTIC students who earn 12 college-level credits with a cumulative GPA of 2.0 after two semesters
   i) Increase by 2% the number of FTIC students who earn 24 college-level credits with a cumulative GPA of 2.0 after two semesters
   j) Increase by 2% the number of students transferring to a four-year institution with 16 or more credit hours, but no award.
   k) Increase the number of students transferring with an earned associate's degree by 2%.

l) Increase by 2% the number of students transferring with 16 or more credits and earning a bachelor's degree within 6 years from initial enrollment with DSLCC

m) Increase the number of students who earn one or more awards within a given academic year by 4%

n) Increase by 3% the number of students from under-served populations (USP) who earn one or more awards within a given academic year

o) Increase number of veterans, including eligible dependents and spouses, earning one or more awards within a given year by 3%

p) Increase by 3% the number of students who earn one or more academic awards by completing a program of study considered nontraditional for their gender.

q) Develop class size caps based on best practices to improve retention on all courses by spring 2016.

r) Expand the use of the new "Writing Center" with participation increasing by at least 5 percent each semester.

2. **Maximize support services, from entrance to transfer, to promote access and success for students intending to transfer.**
   a) Update all existing articulation agreements
   b) Increase by at least one the number of existing occupational/technical articulation agreements with four-year institutions
   c) Develop at least one articulation agreement with four-year colleges in the service region
   d) Evaluate the success rates of the first semester "7-credit core cluster" gateway courses by spring 2016.
   e) Evaluate the organizational structure changes of Student Services by spring 2016 to determine effectiveness and efficiency.
   f) Expand the use and scope of the Success Coaches on campus and at the RRC.
   g) Continue to enhance Veterans Services to include the Rockbridge Regional Center.
   h) Maintain "military friendly" status annually.
   i) Explore and evaluate providing food services for DSLCC students.
   j) Maximize the use of the electronic early alert system, *Student Assistance and Intervention for Learning Success (SAILS)*, by faculty and Student Services staff.

3. **Evaluate the 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 annual progress reports to the community in May.

Chancellor's Objective: *Increase Admissions Application Enrollment Yield to 60% systemwide.*
DSLCC Strategic Goal 3: Grow the Enrollment Base

To increase the number of credentials awarded, more students from across the service region and from diverse backgrounds must enter into the College's pipeline. The College should focus on initiatives aimed at creating and improving pathways that encourage and facilitate higher credit loads taken by new and returning students. Dual enrollment opportunities are expected to grow over the next five years, providing opportunities for the College to target marketing and recruitment efforts at a population already enrolled in DSLCC courses, encouraging these high school students to continue

their education at DSLCC where progress toward the completion of a pathway to a two-year degree or certificate has already been made.

DSLCC will

1. **Increase overall enrollments by offering educational programs and services that are relevant to the service area population and designed around student needs.**
   a) Increase by at least 2% annualized college headcount over 2014-2015
   b) Increase by at least 2% the headcount of 18-24 year old students over 2014-2015.
   c) Increase by at least 1% the headcount of students from underserved populations
   d) Increase headcount of veterans, including eligible dependents and spouses, by at least 3% over 2014-15
   e) Increase by 2% the headcount of students who earn one or more academic awards by completing a program of study considered nontraditional for their gender.
   f) Increase the average credits taken per student in fall and spring by one (1) over 2014-2015.
   g) Increase by at least 1% the percentage of full-time students enrolled annually.
   h) Increase by at least 2% overall FTES over 2014-2015
   i) Increase by at least 5% the number of previously dual-enrolled students who choose to attend DSLCC.
   j) Increase by at least 10% the number of applicants who enroll in non-dual enrollment courses.
   k) Increase the award rate for scholarships to 90%.
   l) Implement *Dabney Promise*, an initiative to award scholarships to all qualified applicants with unmet needs for aid (to cover tuition, fees, books, and supplies).
   m) Offer Career Coach services in all area high schools.
   n) Continue to 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.

Chancellor's Objective: *Secure resources for an outcomes based funding formula for workforce credentials.*
Chancellor's Objective: *Increase the number and percent of students for which the college obtains evidence of industry certification or license completion systemwide.*
Chancellor's Objective: *Collect college-generated baseline information on top business-demanded industry certifications and licenses offered at each college and college-generated evidence of the number of students earning the intended industry certification or license as a numeric value and as a percent of students who complete noncredit training in preparation for the industry certification or license.*
DSLCC Strategic Goal 4: Create Tomorrow's Trained Workforce

By developing opportunities for citizens of the service region to receive training in areas of need, the College will increase the number of credentials offered and awarded to students. Increasing the number of awarded credentials requires the College to identify emerging industries and develop effective training to produce qualified employees. The College must also work to develop effective and efficient pathways leading to useful credentials at various levels, each of which meet well-defined employer needs. Finally, to reach the VCCS strategic goal of tripling the number of credentials awarded, DSLCC must look for new industry credentials and devote resources to offering opportunities for members of the service region and beyond to attain these awards in cost-effective and timely ways.

DSLCC will:

1. **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.**
   a) Develop at least one new academic program designed to satisfy workforce demands in the service region and state.
   b) Create at least two stackable certificates by restructuring existing career studies certificates and certificates to align completely with degree program coursework.
   c) Strive toward tripling the number of industry credentials awarded over 2014-2015 by 2020-2021.
   d) Increase at least 2% the number of industry credentials earned by veterans, including their dependents and spouses.
   e) Increase by 5% the number of training opportunities provided to local businesses and industries.
   f) Increase by 5% the number of third party vendors providing non-credit instruction.
   g) 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.
   h) 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.
   i) 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.
   j) Fully implement the Workforce Enterprise System (WES) System for noncredit and continuing education to manage student information.

Chancellor's Objective: *Increase the number and percent of students for which the college obtains evidence of industry certification or license completion systemwide.*
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Strategic Goal 5: Strengthen the Distance Learning Experience

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As a small college in a large, mostly rural service region, enrollment expansion cannot be limited to in-person educational opportunities. To remain accessible to its community members, the College must continue to increase and enhance opportunities for students to earn college credit through distance learning methods. To achieve success in this area, the College must work to improve the infrastructure, training, and support for both students and faculty to ensure that educational success is achieved at the highest level possible. By unlocking the College's potential to reach more of its service region and support these non-traditional learners, DSLCC will increase its reach and improve the success of its students.

DSLCC will:

1. **Offer educational programs and courses that are relevant to the service area population and taught using innovative methods.**
   a) Increase completion rates for online course offerings by 5% over 2014-15.
   b) Increase enrollment in online course offerings by at least 10% over 2014-15.
   c) Increase by 5% the number of online course offerings through Northern Virginia Community College's Shared Services Distance Learning in disciplines not available to DSLCC students via in-class instruction over 2014-15.
   d) Increase by 5% the number of online course offerings taught by DSLCC faculty over 2014-15.
   e) Implement training requirements and professional development opportunities for faculty teaching distance education courses by spring 2016.
   f) Implement online resources and orientation opportunities for all students enrolled in online courses for the first time by spring 2016.

Chancellor's Objective: *Identify and implement efficiencies in college and system office operations.*
DSLCC Strategic Goal 6: Promote a Positive Workplace Environment

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Without a strong foundation of employees, DSLCC cannot hope to achieve its mission. Faculty and staff set the tone for the College's success. A positive workplace environment, driven by a dedicated and ample core of full-time faculty, paves the way for student success. Recent retirements have reduced the College's number of full-time faculty, and prolonged declining enrollments have limited resources available for hiring new full-time faculty. Thus, over the past few years, a greater number of student credit hours have been taught by adjunct instructors, particularly among general education courses. While adjunct instructors are vital to the success of the College, and there will always be a reliance on their abilities and gifts, it is always the intent of the College to provide as much instruction as possible by full-time faculty. However, adjunct instructors must be brought further into the fold of the College, and their insights must be better utilized to create an integrated communication process between all faculty and administration. Because of the reliance on their instruction, development opportunities to improve pedagogical approaches by adjunct instructors must be developed and incentives offered to increase participation in events and trainings to improve the quality of learning in all classes.

DSLCC will:

1. **Promote lifelong learning for its employees that improves their effectiveness in serving students and the community.**
   a) Increase by 10% participation of adjunct faculty (including dual enrollment faculty) in on-campus professional development and in-service orientation.
   b) Increase by 1% over 2014-2015 the percentage of non-dual enrollment student credit hours taught by full-time faculty.
   c) Increase training and development opportunities for all faculty and staff by 10%.
   d) Increase by 5% the number of applications for open faculty and staff positions from candidates from underrepresented populations.
   e) Provide 100% of faculty and staff with annual professional development on diversity, equity, and civil rights (Title IX).

f) Support DSLCC faculty, teaching-related staff, and emerging leaders to participate in VCCS professional development activities.
g) Incorporate recommendations from the Diversity Plan by December 2015 and evaluate the plan's effectiveness by spring 2016.
h) Expand professional development opportunities for all faculty and staff on campus.
i) Work with VCCS to develop a structure to encourage internal mobility as well as external advancement.
j) Continue to expand employee participation on community boards, committees, and activities/events

2. **Support faculty and staff by creating a work environment that promotes open communications.**
   a) Continue President's methods of communication such as faculty, staff lunches and/or coffees, monthly blog, and the use of social media.
   b) Implement a 360° evaluation process.
   c) Participate in the "Great Colleges to Work For" annual survey from the Chronicle of Higher Education in February 2016.
   d) Evaluate the new employee orientation program by fall 2015.
   e) Implement an adjunct faculty orientation program that can be available both in person and online by fall 2015.

Chancellor's Objective: *Increase overall VCCS Fall-to Spring Retention to 71% systemwide.*
Chancellor's Objective: *Increase overall VCCS Fall-to Fall Retention to 60% systemwide.*
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Strategic Goal 7: Strengthen the Student Experience

Students who are satisfied with their education and engage in activities that enhance their academic and social experience are more likely to persist in meeting their educational goals. Thus, to facilitate more students finishing their programs of study, it becomes imperative to improve student engagement and satisfaction. Graduates who have a stronger connection with DSLCC are also more likely to contribute their time and resources to the college after graduating.

DSLCC will:

1. **Provide access to high quality educational opportunities to its students in an environment that encourages success.**
   a) Improve student engagement according to benchmark scores on the Community College Survey of Student Engagement. Students will score at or above the benchmark of peer colleges on all five areas measured by the survey.
   b) Increase by at least 1% student satisfaction with their experience at DSLCC over 2014-15.
   c) Increase the number of graduates with contact information in the Alumni Association database to at least 50 individuals annually.
   d) Work with the DSLCC Student Senate to improve the look and feel of the Moomaw/Student Center.
   e) Provide 100% of students with training on civil rights laws (Title IX) within their first semester enrolled.

f) Increase funding spent on safety and security measures by 5% over 2014-15.
g) Strive for at least 90% of graduating students indicate they feel informed of DSLCC emergency protocols and competent in their ability to act accordingly during an emergency.
h) 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.

Chancellor's Objective: *Secure funding for philanthropic and other investments for Year 2 of the Rural Virginia Horseshoe Initiative (RVHI).*
Chancellor's Objective: *Increase the number and percent of students for which the college obtains evidence of industry certification or license completion systemwide.*
Strategic Goal 8: Improve the Financial Stability of the College

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For the College to fulfill its mission, it must be in a healthy financial state. With enrollments decreasing over the past five years, it is imperative to find alternative sources of funding to ensure College leaders make fiscally sound decisions. Certainly, increasing enrollments will be the major factor in improving financial stability, but strengthening the donor base, increasing giving, and generating additional revenue in the form of grants will provide the additional funding necessary to develop long-term financial health.

DSLCC will:

1. **Provide adequate funding for quality programs, services and facilities by using its resources in cost-effective ways.**
   a) Increase by 4% the number of donors giving to the college/Educational Foundation over 2014-2015 numbers
   b) Work with the DSLCC Educational Foundation to formally kick-off the Major Gifts Campaign.
   c) Increase by 2% the amount of new unrestricted dollars given to the college/Educational Foundation over 2014-2015 amounts
   d) Increase three-year average annual revenue from external grants by $100,000
   e) Strive to maintain a budget contingency fund of 5% annually
   f) Formalize the *Lancaster Legacy Society.*

2. **Workforce Solutions will meet or exceed revenue targets by at least 5 percent.**
   a) Align current WDS needs with potential funding opportunities

3. **Meet or exceed the VCCS performance funding initiative.**
   a) Meet or exceed the goals outlined in the new VCCS performance funding model plan.

4) **Continue our participation as a pilot college in the Rural Virginia Horseshoe Initiative.**
   a) Raise funds for career coaches and GED scholarships to access matching funds from VCCS.
   b) Enroll at least 25 GED completers based on available scholarship funds.

Chancellor's Objective: *Increase the number and percent of students for which the college obtains evidence of industry certification or license completion systemwide.*
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Strategic Goal 9: Strengthen Our Presence as a Leader in the Community

As a primary employer, services provider, and higher education institution in the service region, the College must continue to strengthen its ties to the greater community. Serving as a community leader means partnering with local businesses to provide educational and service opportunities for local citizens, having members of the college community increase their presence at community events, and improving access to meeting rooms, event spaces, and facilities for community organizations and events. The relationship between the College and the community is symbiotic; it is difficult for one to exist without the other. The College is committed to fostering this relationship through a variety of means, ultimately improving its presence as a leader within the surrounding communities and serving as a primary resource for many community members, organizations, and leaders.

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.
   d) DSLCC will continue to explore funding for a walking trail and community arboretum on the Clifton Forge campus that promote learning, the natural environment and the arts.
   e) College facilities will be maintained for community use when appropriate, such as walking trails, athletic fields, etc. to add to the quality of life for residents and visitors.
   f) College staff will work with community projects for fund-raising, beautification of gateways for visitors and potential new residents, etc.
   g) 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.