

Dabney S. Lancaster Community College
2018-19 Presidential Goals in Alignment with VCCS Complete 2021

Dr. John J. Rainone, President
Approved by Chancellor – May 29, 2018
Approved by DSLCC Local Board – June 18, 2018
Measures Presented as of June 30, 2018

VCCS Complete 2021

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.

DSLCC Commitment – Pathways 2021

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.

Note: The Underline items are new or revised from the previous goals.

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

DSLCC will:

- Utilize the career coach program to continue to meet the needs of the area high schools.

- Increase dual enrollment opportunities and Early College Programs.
- Finalize a plan for growth of our presence in the Rockbridge Region.
- Increase fall admissions application enrollment yield for credit programs by 5% (FY17=47.7%; FY18=43.86%).
- Collaborate with economic development partners to promote entrepreneurial opportunities and job growth within the region.

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

DSLCC will:

- Increase first-time full-time student fall-to-spring retention rates to 93% (FY17=92%; FY18=91%)
- Increase first-time part-time student fall-to-spring student retention rates to 71% (FY17=60%; FY18=70%).
- Increase first-time full-time student fall-to-fall retention rates to 65% (FY17=64%; FY18=65%).
- Increase first-time part-time student fall-to-fall student retention rates to 50% (FY17=44%; FY18=25%)
- Evaluate the revised Advising Program.
- Improve accessibility and eliminate barriers to student success.
- Increase the number of credit student graduates by 10% (FY17=229; FY18=).
- Establish a community services page on the college website of local resources available to students.
- Evaluate the success of the Cubby Closet (Food Bank) for students and staff on the Clifton Forge campus. Explore options to provide services at the Rockbridge Regional Center.
- Evaluate and modify a First-Year Experience program.
- Develop a plan to implement an athletics program in Fall 2019.

Chancellor's Objective: *Increase Admissions Application Enrollment Yield to 60% systemwide.*

DSLCC Strategic Goal 3: Grow the Enrollment Base

DSLCC will:

- Increase annualized headcount by 1% (FY17=1,878; FY18=1,665)
- Increase the annualized FTE's by 1% (FY17=748; FY18=680).
- Increase fall, full-time students by 2% (FY17=474).

- Increase the number of previously dual-enrolled students who choose to attend DSLCC by 5% (FY17=111; FY=).
- Expand the *Dabney Promise* scholarship program by 5% (FY17=53 students; FY18=70 students).
- Explore an alternative funding model with the localities to expand the *Dabney Promise* scholarship program.
- Increase student recruitment efforts, emphasizing traditionally underserved students as well as non-traditional populations who can benefit from a DSLCC education.
- Pending final SACSCOC approval, promote online/hybrid programs.
- Continue to build greater bridges to the K-12 sector and the larger community through the expansion of the Dual Enrollment, Early College Programs and the Jackson River Governor's School.

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

DSLCC Strategic Goal 5: Strengthen the Distance Learning Experience

DSLCC will:

- Renew academic programs and develop new credit and non-credit programs and classes to meet career and workforce needs, the demands of the new economy, and changing demographics.
- Continue to expand stackable certificates in existing certificate and degree programs.
- Increase the number of industry credentials awarded by 10% (FY17=572; FY18=).
- Increase the enrollment in the Workforce Credentials Grant by 15% (FY17=71; FY18=).
- Complete the comprehensive Distance Learning standards (credit and workforce courses) and methods to increase enrollment opportunities to remote communities in the service area.
- Deliver workforce services training opportunities in all four regions of the service area.
- Evaluate classroom labs and equipment to determine the need for upgrade and/or replacement.
- Establish a career services office with services for current students and alumni.

Chancellor's Objective: *Identify and implement efficiencies in college and system office operations.*

DSLCC Strategic Goal 6: Promote a Positive Workplace Environment

DSLCC will:

- Increase professional development opportunities for faculty, staff and adjunct faculty.
- Continue to find innovative ways to hire additional full-time faculty.
- Review and evaluate the organizational structure on a regular basis, making changes necessary to maximize institutional efficiency, integration, and effectiveness.
- Continue improving communications across the campus.
- Utilize technology that best serves the College's mission and the needs of students, employees and the community.
- Develop a college-wide rewards and recognition program.
- Strive to become a "Great Colleges to Work For" from the Chronicle of Higher Education annual survey.
- Develop a supervisor's training program that enhances the workplace environment.

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.*

Strategic Goal 7: Strengthen the Student Experience

DSLCC will:

- Improve student engagement and increase participation in campus activities and clubs.
- Develop an Emergency Management Plan to address staffing and various safety and security measures.
- Provide facilities that are safe, welcoming, sustainable, and flexible to support the college's mission.
- Update and replace all college signage on the main campus.

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

DSLCC will:

- Develop a contingency funding plan to address the volatility of state funding and enrollment expectations.
- Expand scholarships for dual enrollment students from all six serving high schools to address the increase in statewide dual enrollment tuition rates.
- Increase donors to the College/Educational Foundation (FY17=253; FY18=).
- Increase annual fund dollars to the College/Educational Foundation.
- Explore ways to have grant writing services available.
- Increase members to *Lancaster Legacy Society* (FY17=10; FY18=).
- Meet or exceed the VCCS performance funding initiative.
- Meet the fundraising goals to support and benefit from the Rural Virginia Horseshoe Initiative.
- Advance alumni relations efforts.

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: *Increase the overall annual VCCS graduates in associate degrees, certificates and career studies certificates by 6,000 over FY2015.*

Strategic Goal 9: Strengthen Our Presence as a Leader in the Community

DSLCC will:

- Participate at key meetings of civic, business, industrial, educational, and cultural groups that act to advance goals and strategies to improve the community.
- Support efforts to raise the bar of educational attainment by working with local superintendents, principals and directors of career and technical education centers.
- Explore funding sources and develop a maintenance plan for a walking trail on the Clifton Forge campus.
- Participate in community initiatives, projects, grants, etc. that focus on community improvements and enhancements of quality of life for residents, such as a proposed health center.
- Implement a "Day of Caring" approach for DSLCC employees to volunteer in the community.
- Prepare and submit a successful 5-year SACSCOC Fifth Year Report.