

Dabney S. Lancaster Community College

2018-19 Presidential Goals in Alignment with VCCS Complete 2021

Dr. John J. Rainone, President

Results as of June 14, 2019

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

Objective	Met	Partial	Not	Explanation
Utilize the career coach program to continue to meet the needs of all area high schools.	■			Career coaches were in all six high schools and met all the requirements.
Increase dual enrollment opportunities and Early College Programs.		■		Limited expansion of EC programs in additional schools. A larger number of high school graduated from Dabney.
Finalize a plan for growth of our presence in the Rockbridge Region.		■		Significant discussions with County and City Officials. Building off Feasibility Study.
Increase fall admissions application enrollment yield for credit programs by 5% (FY18=43.8%).			■	37.6%; decreased enrollment at a number of schools; increased number of bogus applications
Collaborate with economic development partners to promote entrepreneurial opportunities and job growth within the region.	■			Significant progress with the partnership with the Advancement Foundation. Faculty and staff participated in the Gauntlet competition.

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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

Objective	Met	Partial	Not	Explanation
Increase first-time full-time student fall-to-spring retention rates to 93% (Baseline=90.2%)				Final report shows 82.4%
Increase first-time part-time student fall-to-spring student retention rates to 65% (Baseline=42.9%).				Progress made - Final report shows 59.3%
Increase first-time full-time student fall-to-fall retention rates to 65% (Baseline=63.9%).				Final report shows 55.2% rate.
Increase first-time part-time student fall-to-fall student retention rates to 50% (Baseline=31%)				Final report shows 25.9%
Evaluate the revised Advising Program.				Expanded advising meetings and a new SharePoint training site was developed.
Improve accessibility and eliminate barriers to student success.				Streamline tutoring services; increased presence and marketing of disability services
Increase the number of credit student graduates by 10% (Baseline=146).				Total credit students = 265 earned a certificate or associate degree as of June 14.
Establish a community services page on the college website of local resources available to students.				A community services page was added in March 2019.
Evaluate the success of the Cubby Closet (Food Pantry) for students and staff on the Clifton Forge campus. Explore options to provide services at the RRC.				Progress made and limited services are available at RRC. Additional plans for RRC are being explored.

Approved by Chancellor – May 29, 2018
 Approved by DSLCC Local Board – June 18, 2018

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Evaluate and modify a First-Year Experience program.						Progress made. New Student Orientation were delivered in new format.
Develop a plan to implement an athletics programs in Fall 2019.						Determination was made to begin Men's and Women's Basketball teams in Fall 2019. Private funds being raised to support programs.

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

Objective	Met	Partial	Not	Explanation
Increase annualized headcount by 1% (FY18=1,665)				Final annualized headcount = 1,387
Increase the annualized FTE’s by 1% (FY18=650).				Final report for FTE = 602
Increase fall, full-time students by 2% (FY18=428).				Final report is 311.
Increase the number of previously dual-enrolled students who choose to attend DSLCC by 5% (FY18=104).				Number is 106.
Expand the <i>Dabney Promise</i> scholarship program by 10% (FY18=70 students).				The number of students supported by the Dabney Promise program increased to 72 (2.8% increase). Continued and expanded funding will be required.
Explore an alternative funding model with the localities to expand the <i>Dabney Promise</i> scholarship program.				The President had limited conversations with city and county officials. With the establishment of G3 and the potential of a Virginia Promise program, additional conversations were limited.
Increase student recruitment efforts, emphasizing traditionally underserved students as well as non-traditional populations who can benefit from a DSLCC education.				Increased collaboration between admissions and marketing, development of Summer Bridge program; use of EAB Campus/Navigate; initial phone call to new students completing application within 24 hours with automated email; strategic communication with high school students during college selection process (October to June)

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Pending final SACSCOC approval, promote online/hybrid programs.					Progress made with approval from SACSCOC. Additional courses were developed. The Cybersecurity and Nonprofit CSC's are completely online.
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.					New DE offerings at three high schools; developing two new EC programs with local high schools; partnership with Rivermont Schools; decline in overall dual enrollment due tuition cost and anticipated statewide tuition costs.

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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 who complete noncredit training for the industry certification or license.*

DSLCC Strategic Goal 4: Create Tomorrow’s Trained Workforce

DSLCC Strategic Goal 5: Strengthen the Distance Learning Experience

Objective	Met	Partial	Not	Explanation
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.				DSLCC implemented new programs in Nonprofit Management, Cybersecurity, and Pipe Welding. New Workforce programs through FastForward were also added such as HVAC and Machining.
Continue to expand stackable certificates in existing certificate and degree programs.				DSLCC implemented new/updated stackable credentials in Cybersecurity certificate; Business, Unmanned Aerial Systems, and Renewable Energy.
Increase the number of industry credentials awarded by 10% (FY18=629).				Total credentials earned in both credit and non-credit was 600 as of June 14.
Increase the enrollment in the Workforce Credentials Grant by 15% (FY18=112).				Total credentials earned from Fast Forward programs increased by 27.7% (FY18=143)

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Complete the comprehensive Distance Learning standards (credit and workforce courses) and methods to increase enrollment opportunities to remote communities in the service area.						DSLCC now has adopted expectations for online students and for faculty. We have adopted a common template for online classes. The Director of Library Services completed a Master's in instructional design and leading a distance learning workgroup comprised of faculty.
Deliver workforce services training opportunities in all four regions of the service area.						All areas were served except for Bath County.
Evaluate classroom labs and equipment to determine the need for upgrade and/or replacement.						Ongoing. Welding lab is scheduled for renovations and new equipment in labs and kitchens have been replaced.
Establish a Career Services Office with services for current students and alumni.						Completed in September 2018. Overall usage was low. Will evaluate additional plans.

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

Objective	Met	Partial	Not	Explanation
Increase professional development opportunities for faculty, staff and adjunct faculty.				DSLCC held its second annual Professional Development Day in February 2019. Additional VCCS conferences were made available and a number of employees continued their education through tuition assistance.
Continue to find innovative ways to hire additional full-time faculty.				Due to lack of funding and a lower than expected enrollment, the college was unable 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.				DSLCC began the year with a reduction in workforce as a result of reviewing the organizational structure. Additional evaluations are reviewed on a continuous basis.
Continue improving communications across the campus.				Staff and faculty lunches with the President continued along with topic specific sessions were conducted including the college budget. Employee Rounding was initiated to have 1:1 meetings between executive staff and all employees.

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Utilize technology that best serves the College’s mission and the needs of students, employees and the com-munity.			Yellow			DSLCC rolled-out of Zoom web conferencing that will reduce costs for the classroom and allow students and employees to participate in meetings and courses from anywhere. Significant progress was made throughout the year.
Expand employee recognition programs for excellence and outstanding service.		Green				A program was developed and approved in April 2019 and will begin in AY19-20.
Strive to become a “Great Colleges to Work For” from the Chronicle of Higher Education annual survey.			Yellow			DSLCC did participate in the Survey with slight improvements were made from the previous year (67% from 65%).
Develop a supervisor’s training program that enhances the workplace environment.			Yellow			In progress - Various supervisor training topics were offered throughout the year.

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Strategic Goal 7: Strengthen the Student Experience

Objective	Met	Partial	Not	Explanation
Improve student engagement and increase participation in campus activities and clubs.				Additional student roundtable discussions took place for student clubs and the general student body. Overall, low student involvement in activities.
Develop an Emergency Management Plan to address staffing and carious safety and security measures.				Safety continues to be discussed through various venues. All drills were completed as well as a Table Top exercise with key personnel. Funding for safety personnel still lacks.
Update and replace all college signage on the main campus.				A plan was developed for new signage. Once sign was replaced, but cost prohibited all signs to be replaced. Additional plans for FY20.
Provide facilities that are safe, welcoming, sustainable, and flexible to support the college’s mission.				The college holds all required safety and security trainings, drills, and tabletop exercises.

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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

Objective	Met	Partial	Not	Explanation
Develop a contingency funding plan to address the volatility of state funding and enrollment expectations.				Partial. Discussions on various strategies discussed during the year including program mix, shared services strategies, and additional partnerships with community organizations. Further discussions in FY20.
Expand scholarships for dual enrollment students from all six serving high schools to address the increase in statewide dual enrollment tuition rates.				Discussion with Educational Foundation in fall 2018 to add to existing DE endowment. Further discussions with localities regarding financial commitments. Statewide plan for tuition was delayed one-year. Further discussions in FY20.
Increase donors to the College/Educational Foundation (FY18=).				Number unavailable as of June 2019.
Increase annual fund dollars to the College/Educational Foundation.				Number unavailable as of June 2019.
Explore ways to have grant writing services available.				Discussed with other nonprofits a joint grant writing service. President discussed with regional and national grant writing service organizations the possibility of a contract.

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Increase members to <i>Lancaster Legacy Society</i> (FY18=12).						Two additional members were added to the Society for a total of 14.
Meet or exceed the VCCS performance funding initiative.						DSLCC continues to do well on performance funding items of developmental education, part-time retention, progress, overall awards, and transfer. More work is needed with full-time retention, and transfer.
Meet the fundraising goals to support and benefit from the Rural Virginia Horseshoe Initiative.						Funding goals were met and the college had career coaches in all six high schools.
Advance alumni relations efforts.						The Alumni Outreach increased online and on campus which resulted in an increased in registrants to the Alumni Association by 75 individuals.

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

Objective	Met	Partial	Not	Explanation
Participate at key meetings of civic, business, industrial, educational, and cultural groups that act to advance goals and strategies to improve the community.				DSLCC participates in community initiatives for future economic growth and development of the region, explaining the ways in which DSLCC can support workforce training and development.
Support efforts to raise the bar of educational attainment by working with local superintendents, principals and directors of career and technical education centers.				DSLCC continues to work with each school district on dual enrollment, career coaches, and new initiatives such as Early College Program and <u>program pathways</u> .
Explore funding sources for a walking trail and community arboretum on the Clifton Forge campus.				Meetings took place during the academic year with Forestry program faculty and local interested parties.
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.				DSLCC representatives participated in a number of grant opportunities with partner organizations for the betterment of the region. Additional opportunities will emerge from these community initiatives. In addition, DSLCC has had a representative on a committee to develop a regional health plan that supports the statewide "Virginia Plan for Well-Bring."

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Develop a plan for a "Day of Caring" approach for DSLCC employees to volunteer in the community.						Plans were developed in June 2019 to initiative efforts for FY20.
Begin preparations to submit a successful 5-year SACSCOC Fifth Year Report.						Ongoing - significant progress made with submission scheduled for August 2019 and a SACSCOC team visit for October 2019.