

Strategic Priority I: Student Success and Academic Support Services

GOAL 1: Develop a comprehensive retention plan (Ezell/Arnold)

- 1a Intrusive advising for developmental students to ensure that credit courses are completed the following semester (College Goal 3)
- 1b Student Engagement (scholarships, internships) (CG3)
- 1c Tutoring, service learning, counseling, targeted support services, struggling academically (CG3)
- 1d Apply technology (CG4)
- 1e Better use of resources for retention (CG3)

Benchmark	Metric	Timeline
Retention rates, SAILS rates	IPEDS, CSSE, SCHEV, VCCS	Fall 2014—draft plan with Retention Subcommittee and college representatives Spring 2015—Final draft approved May 10 Implement Fall 2015 through 2019

GOAL 2: Streamline student success and admissions process (one-stop) (Ezell)

- 2a Simplifying processes (CG3)
- 2b Coordination of services (CG3)
- 2c Embrace technology (CG4)
- 2d Advising processes (effectiveness advising—unified vision) (CG3)

Benchmark	Metric	Timeline
Program placement rates; Retention rates	QEP data; responses from students and faculty	Spring 2015—draft plan by May 10 coordinated with QEP Implement Fall 2015 through 2019

GOAL 3: Share best practices (Ezell)

- 3a Sharing information to maximize efficiencies (CG2)
- 3b How do we measure (control groups, quality, dual enrollment, HB 1184—make data informed decision (CG2)

Benchmark	Metric	Timeline
Previous meeting agendas and minutes	Identify best practice information shared at future meetings, intranet, college committees and advisory committee minutes	Fall 2014 through Spring 2019 Evaluate each semester through Vice President’s Council

GOAL 4: Identity alternative funding/fundraising (Ezell/Hair)

- 4a Coordinated roles of faculty, staff, and students, et.al. (CG7)
- 4b Cross-discipline class projects with value-added results while gaining real-world experience (CG7)

Benchmark	Metric	Timeline
Current grant and donor funding	Annual Foundation report	Develop draft plan by Spring 2015 (May 10) with Educational Foundation sources and college community participation Pilot 2015-2016, full implement 2016-2019

GOAL 5: Instill an environment of respect and civility and value of education (All)

- 5a Starts with student orientation—ongoing, such as in syllabus (CG3)
- 5b Strongly incorporate into new-hire orientation for College employees and ongoing for all College employees (CG2)
- 5c Role-modeling positive interactions, including training for faculty and staff; support for adjuncts (CG2)
- 5d Operationalize respect and civility (CG2)
- 5e Maintain healthy, professional relationships at all times (CG2)

Benchmark	Metric	Timeline
Previous Freshman Orientation, previous <i>Student Handbook</i>	Agenda for future Freshman Orientations; Content of new employee orientation; IE survey data on civility	2014-2015: Identify best practices in VCCS and nationally 2015-2016: Drafting of plan May 2016: Plan approved 2016-2017: Pilot 2017-2019: Full implementation

Strategic Priority II: Enrollment Growth

GOAL 1: Identify student populations relative to demographics (Ezell/S. Huffman)

- 1a Why do students attend DCC and why they do not (CG6)
- 1b Identify potential market shares (military, prisons, veterans, etc.) (CG6)

Benchmark	Metric	Timeline
VCCS colleges and enrollment growth	VCCS reports, IE surveys, community profiles	Spring and Fall 2015: Identify research questions and quantitative data needed, design needed surveys Fall 2016: Implement Ongoing

GOAL 2: Increase Economic Development Workforce Training (Arnold/Ezell)

- 2a More short-term degree/training programs/certifications (CG1)
- 2b Primary provider for workforce training (CG6)
- 2c Best technical programs (CG1)
- 2d Dual enrollment program specific pathways, starting eighth grade (CG5 and CG7)

Benchmark	Metric	Timeline
Current programs, awards, and credentials	VCCS reports WFS reports, new program submissions and curriculum changes	Fall 2015-Spring 2016: Review WFS offerings and programs, identify and submit new programs and program revisions, develop additional marketing materials for service region and dual enrollment pathways--ongoing

GOAL 3: Expand alternative program delivery (weekend, evenings, accelerated, study abroad) (Arnold/Ezell)

- 3a Review other transfer agreements for similar 3 plus 1 opportunities (example: 3 plus 1 Franklin University baccalaureate program (CG4)
- 3b MOOCs, develop or identify short instructional modules, utilize open educational resources (OER) (CG4)
- 3c Offer open entry and exit courses on line (CG4)
- 3d Identify and remove enrollment barriers for distance education students (CG4)
- 3e Weekend college options (CG4)
- 3f NOVA's distance learning program (CG4)
- 3g Explore niche areas for distance learning expansion (CG4)

Benchmark	Metric	Timeline
Current programs, awards, and credentials	VCCS reports, WFS reports, MOUs with other colleges and universities, best practices nationally	Fall 2015-Spring 2016: Review program delivery and instruction methods, identify and submit new programs and program revisions, develop additional marketing materials for service region and distance learning—ongoing

GOAL 4: Expand enrollment capacities in high demand programs; e.g., nursing, precision machining, etc. (Ezell/Arnold)

- 4a Provide career program alternatives (Plan B approach for limited enrollment programs) (CG4)
- 4b Examine alternative scheduling, such as nights and weekends for additional cohorts (CG4)
- 4c Evaluate articulation agreements with four-year schools that our students are transferring to for continuation (CG6)

Benchmark	Metric	Timeline
Current programs, awards, and credentials	VCCS reports, WFS reports, Campus Master Plan	Fall 2016-Spring 2019: Implement building refurbishment, College Master Plan and budget decisions, market program expansions

GOAL 5: Share best practices (Burney/Ezell)

- 5a Programs share best recruitment practices (CG2)
- 5b Disseminate information on campus (division/office level, faculty/staff meetings, electronic newsletter, email, intranet ...)(CG2)
- 5c Share what is learned from conferences where relevant and appropriate (CG2)
- 5d Identify the appropriate deliverer of the messages (i.e., President, Vice President, etc.) (CG4)

Benchmark	Metric	Timeline
Previous meeting agendas	Information share at future meetings, intranet, college wide meeting agendas and minutes	Fall 2014-Spring 2019: Evaluate each semester through Vice President's Council

GOAL 6: Alternative funding/fundraising (Hair)

- 6a Best use of resources for retention (CG7)
- 6b Program responsibilities for fundraising (coordinated through Educational Foundation) (CG7)

Benchmark	Metric	Timeline
Current grant and donor funding	Annual Foundation report	Spring 2015

GOAL 7: Offer Quality of Life Programming (Arnold/Ezell)

- 7a Develop credit and non-credit topics of personal interest and self-improvement
- 7b Complement and build on existing programs/events in the service region
- 7c Cultural awareness programs

Benchmark	Metric	Timeline
Current offerings	Future offerings, community surveys, media reports	Spring 2015: Measure community support and demand Fall 2015: Develop schedule for noncredit offerings Spring 2016: Market within and outside service region for noncredit offerings

Strategic Priority III: SACSCOC/QEP—Program Certifications

GOAL 1: Found in full compliance (Arnold/Barnes/Ezell/S. Huffman)

Benchmark	Metric	Timeline
No findings	Committee feedback	Spring 2015

Strategic Priority IV: Review of College and Organizational Structure and Personnel

GOAL 1: Develop orientation plans for new faculty and staff (Ezell/Barnes)

- 1a Implement a year-long orientation schedule for faculty/staff (CG2)
- 1b Schedule faculty orientation to begin in advance of the contract (with compensation) (CG2)

Benchmark	Metric	Timeline
Previous plan content	New plan content	August 2014 for Fall 2014: Schedule four meetings for 2014-2015 Ongoing 2015-2019

GOAL 2: Review program feasibility (Arnold/Barnes/Ezell)

- 2a Evaluate programs/courses, community needs, student success (add, expand, discontinue, redesign) (CG1)
- 2b Evaluate program costs and impact of dual enrollment and grants (CG7)
- 2c Align resources and facilities to maximize program and functional area productivity (CG7)
- 2d Review programs and functional areas for appropriate staffing and skill needs (ongoing) (CG2)

Benchmark	Metric	Timeline
Current enrollment, space requirements, and costs	Projected enrollment, space requirements, and costs aligned with job demands and economic development	2014-2019: Annual program reviews including program and FTE assessment; also review of student/faculty ratios, tuition revenue and program costs

GOAL 3: Review organizational structure of the College (Scism)

- 3a Coordinate services (CG2)
- 3b Streamline committee structure (CG2)
- 3c Review acquisition and timely implementation of technology (CG4)
- 3d Review departmental functions/tasks to ensure alignment with department mission (CG2)
- 3e Include cross-training in Continuity Plan to ensure critical functions are executed (CG2)

Benchmark	Metric	Timeline
Current organizational chart	New organizational chart	Fall 2014 with annual reviews

GOAL 4: Identify and address grants, activities, relationships, and other College commitments to ensure appropriate and efficient utilization of institutional resources (Scism/Hair) (CG7)

Benchmark	Metric	Timeline
Current grant and donor funding	Annual Foundation report will identify and address previous/current grants, donor	Spring/Summer 2015

relationships/stories, activities associated with the Foundation

GOAL 5: Conduct thorough and comprehensive review of salary scale (budget) (CG7)

Benchmark	Metric	Timeline
Current VCCS salaries	Future DCC salaries	FY15: Collect data; FY16: Implement

GOAL 6: Monitor and adapt to external cultural shifts (All) (CG6)

Benchmark	Metric	Timeline
Current SWOT	Annual SWOT	Spring 2015

GOAL 7: Cultivate College culture built on collaboration, collegiality, respect, accountability, customer service (students, faculty, and staff) (Barnes, Ezell, S. Huffman) (CG2)

Benchmark	Metric	Timeline
Previous student orientations, previous Student Handbook, employee orientation	Agenda for future student orientations, new employee orientation, IE Survey data	2014-2015: Identify best practices in VCCS and nationally 2015-2016 Draft plan; approved by May 2016 2016-2017: Pilot 2017-2019: Full implementation

GOAL 8: Share information and procedures among faculty/staff to maximize efficiencies and employee productivity (All) (CG2)

Benchmark	Metric	Timeline
Previous meeting agendas	Information shared at future meetings, intranet, revised Policy Manual, VCCS Council meeting minutes	Fall 2014: Share revisions in DCC Policy Manual, share information from ASAC, CODD, Administrative Services, and ACOP

Strategic Priority V: Marketing

GOAL 1: Comprehensive Marketing, Communication and Branding Plan (Burney)

- 1a Showcase programs, students’ and alumni successes (CG6)
- 1b Message about quality of instruction (CG2)
- 1c Sharing of best practices (CG2)
- 1d Quality of Life opportunities (CG2)
- 1e Effective External/Internal Communication Plans (CG2)
- 1f Develop an effective external communication structure/strategies (CG 6)
- 1g Establish and maintain proactive relationships (CG6)
- 1h Coordination of conversations (CG6)

Benchmark	Metric	Timeline
Current enrollment with respect to demographics; review of current analytics	Future enrollment and review of analytics at various points during and after the media campaign	Fall 2015

September 8, 2014

College Goals Referenced Above:

- 1. Educational Programs:** The College will provide quality credit and non-credit educational programs and instruction.
- 2. Faculty and Staff:** The College will have an excellent faculty and staff.
- 3. Academic and Student Services:** The College will provide quality services to assist students in achieving their academic and personal goals.
- 4. Educational Environment:** The College will have facilities, equipment and technology that enhance an effective learning environment.
- 5. Outreach Programs:** The College will have a comprehensive outreach program.
- 6. Community Relations:** The College will foster effective partnerships.
- 7. Resources:** The College will obtain and use resources to achieve its mission and goals