

DANVILLE COMMUNITY COLLEGE

STRATEGIC PLAN 2014-2019

Office of Planning, Effectiveness and Research

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Vision

Danville Community College will be the College of choice in our region for exemplary educational programs and services. (Approved by College Board, June 2013)

Mission Statement

Danville Community College is committed to providing quality comprehensive higher education and workforce programs and services to promote student success and to enhance business and community development. (Approved by the College Board, June 2014)

College Goals

The seven goals of the College are:

- 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.

(Approved by College Board, June 2013)

General Education Objectives

In order to fulfill its purpose, Danville Community College seeks to enable and encourage students to: investigate career choices that are compatible with their abilities and interests; apply critical thinking and decision-making skills; demonstrate competence and achievement in their chosen fields of study; apply knowledge and skills learned in the classroom to actual situations; apply principles of personal and interpersonal skills; prepare for entry into subsequent educational programs and/or into chosen career fields; expand workforce skills; and master essential skills in reading, writing, computation, oral communications, and computer literacy.

The College recognizes that certain values need to be assimilated by students. These values include a framework of ethics, and appreciation of democratic institutions, knowledge of world cultures and international affairs, recognition of the impact of science and technology on society, and a commitment to lifelong learning. The following General Education Objectives apply to all certificate, diploma, and degree programs offered by the College.

Communication

1. Students will read critically, write in an organized manner, listen objectively, and speak effectively.

Learning Skills

2. Students will recognize the need for lifelong learning.
3. Students will demonstrate skills to locate and utilize information resources.
4. Students will draw from knowledge of appropriate disciplines, identify problems, analyze alternative solutions, and make decisions.

Critical Thinking

5. Students will develop critical thinking skills including analysis, evaluation, synthesis, and reflection.
6. Students will demonstrate the ability to function in an independent, self-directed manner.

Interpersonal Skills and Human Relations

7. Students will recognize effective interpersonal skills.
8. Students will recognize the need for value judgments and will display a concern for ethics and social responsibility.

Computational and Computer Skills

9. Students will utilize mathematical procedures for effective performance on the job and in society.

10. Students will be able to use appropriate computer technology.

Understanding Culture and Society

11. Students will recognize the value of democratic institutions.

12. Students will recognize the existence of different perspectives and cultural values.

13. Students will recognize the function and impact of major social, cultural, economic, and political institutions.

14. Students will develop a historical consciousness and a global perspective.

Understanding Science and Technology

15. Students will know and understand the major developments in science and technology, in relationship to their field of study, and will evaluate their impact on contemporary society and on the environment.

Wellness

16. Students will recognize behaviors that promote physical and emotional well-being.

The Vision to Action planning process encompasses community analysis, visioning, goal setting, strategy implementation and the evaluation of improvements. The College ensures that its planning process fosters institutional integrity, effectiveness and accountability. The chart below depicts this nine-step Vision to Action process.

The College uses Vision to Action as the foundation for all planning. Based on the College’s mission, the College goals provide the structure for the development of functional area plans and goals. Functional area plans include objectives, strategies, key personnel, methods of evaluation, necessary resources, outcomes/results and use of results for improvement.

STEP	PURPOSE	KEY QUESTION
1. Collect and Analyze Data	Understand the current situation by scanning the environment	Where are our strengths, weaknesses, opportunities, and threats?
2. Describe the Current Situation	Prioritize key issues / challenges	What strengths and opportunities should we build on? What weaknesses and threats must we overcome?
3. Create a Vision	Depict the ideal future	What should be the results of our efforts?
4. Set Goals	Define the ideal future situation	What specific outcomes do we want to achieve?
5. Develop Strategies	Determine programmatic actions that will produce the desired future	What approach will we take to reach those outcomes?
6. Analyze Stakeholders’ Influence	Determine who needs to be involved	What political/institutional factors should we consider?
7. Plan for Funding and Sustainability	Set out ideas for how to ensure long-term sustainability	How will we pay for our strategies -- short-term and long-term?
8. Plan for Action	Define implementation responsibilities	Who will do what, when?
9. Plan an Evaluation	Measures progress and approach to measurement (i.e. benchmarks and analysis of data, both qualitative and quantitative)	How will we know when we have achieved our goals?

Planning Calendar for 2014-2015

July	<p>Step 9 report published for 2013-14.</p> <p>New Functional Area goals for 2014-15 are submitted on Step 8 form to the Office of Planning, Effectiveness and Research</p>
August	The President reports on the previous' year's planning process to the faculty and staff at the opening fall session. Current year's goals are reviewed.
October	<p>The College's mission, vision and goals are distributed to the campus community for review;</p> <p>The Curriculum Committee votes on the mission, vision and goals with feedback from the annual review</p>
November-December	The College Board approves the College mission, vision and goals and approves the updated four-year plan for the next year.
January-February	<p>The Office of Planning, Effectiveness and Research requests interim Implementation and Evaluation Forms from all functional area managers.</p> <p>Forms are collected by mid-February.</p>
April	The President submits his review of the current year's planning process to the College Board and Chancellor.
May	<p>The VP for Financial and Administrative Services distributes budgets to the appropriate functional area manager.</p> <p>Functional Area Managers meet with their staffs to finalize and review the effectiveness of the current year plan, conduct a force field analysis and identify needs and priorities for the coming year.</p>
June	Functional Area Managers submit final Implementation and Evaluation Forms to the Office of Planning, Effectiveness and Research.

Achieve 2015

A Strategic Plan for Virginia's Community Colleges

PREAMBLE

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.

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ACCESS

Increase the number of individuals who are educated and trained by Virginia's Community Colleges by 50,000 to an annual total of 423,000, with emphasis on increasing the number from underserved populations by at least 25,000 individuals.

AFFORDABILITY

Maintain tuition and fees at less than half of the comparable cost of attending Virginia's public four-year institutions, and increase the annual number of students who receive financial assistance through grants and scholarships by 36,000.

STUDENT SUCCESS

Increase the number of students graduating, transferring or completing a workforce credential by 50%, including increasing the success of students from underserved populations by 75%.

WORKFORCE

Double the annual number of employers provided training and services to 10,000, with a particular focus on high-demand occupational fields.

RESOURCES

Raise at least \$550 million in cumulative gifts and grants to support the mission of Virginia's Community Colleges.

endorsed by the State Board for Community Colleges on 11.12.2009

Chancellor's Goals Supporting *Achieve 2015* July 2014 through June 2015

GOAL: ACCESS

Increase the number of individuals who are educated and trained by Virginia's Community Colleges by 50,000 to an annual total of 423,000, with emphasis on increasing the number from underserved populations by at least 85,000 individuals.

- 1 Increase Enrollment from Underserved Populations**
Increase enrollment from underserved populations by 3% over 2014-15.
- 2 Educational Programs**
Annually develop 10 new academic programs (degree, certificate, or career studies certificate) that respond to emerging, critical workforce needs, particularly in STEM-related areas (science, technology, engineering, and mathematics).
- 3 Virginia Education Wizard**
Increase the total number of profiles created in the Virginia Education Wizard by 70,000, to include 45,000 profiles created by Virginia students in grades 7 through 12 and 12,000 profiles by Virginia community college students. Increase the total number of Career and Course Planners in the Wizard by 3,000. Increase the total number of Wizard Mobile users by 3,000.
- 4 Establish and Implement Core Elements across all VCCS Coaching Services**
Coaching participants will receive 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 with who have completed all four services.
- 5 Expand Shared Distance Learning Model**
Expand participation in shared distance learning model to all remaining colleges. Explore the feasibility of adding more course-originating colleges to the model.

GOAL: AFFORDABILITY

Maintain tuition and fees at less than half of the comparable cost of attending Virginia's public four-year institutions, and increase the annual number of students who receive financial assistance and scholarships by 36,000.

- 6 Increase Financial Aid Recipients**
Increase the number of students receiving financial aid by 5% over 2013-14 with special focus on middle class students.
- 7 Implement Rural Virginia Horseshoe Initiative at Pilot Colleges and Establish Four-Year Success Benchmarks**
Working with the pilot colleges, develop and operationalize processes for the GED incentive and full-time high school coaching program and track success toward enrolling 50 GED completers at each college and achieving agreed upon coaching progress measures and outcomes, using year one data to set a baseline and subsequently to project years two through four annual goals for measures and outcomes.
- 8 Reduce Textbooks Cost**
Reduce the cost of required textbooks and related course materials in 10% of all course sections offered in 2014-15. Colleges will provide a list of the course sections in which the cost of textbooks and related course materials were reduced, the method of reducing the cost, and the estimated cost savings for enrolled student in each course by May 15, 2015.

GOAL: 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.

- 9 Enhance Veterans Services**
Continue to monitor progress on plans submitted to Chancellor on veteran friendly services. Monitoring reports will be submitted to the Chancellor by October 1, 2014.
- 10 Implement Student Services Initiatives**
Continue implementation of the automated early alert system (SAILS) to strengthen persistence.
- 11 Explore Emerging Learning Technologies**
Develop new and evolving learning technologies and promote those that offer the greatest promise for effective teaching and learning and improved student success.
- 12 Improve College and Career Transition for Students in Training and Coaching Programs**
Meet individual college targets established for retention, credentials, and/or transition to employment for participants in Perkins, On Ramp, Middle College, Great Expectations, and high school, college success, and adult coaching by developing standardized processes at the state and college levels for data collection, reporting, tracking, and validation of credential and employment outcomes of students in these programs.
- 13 Student Success Reporting**
Provide comprehensive reporting on a variety of student success measures aligned with *Achieve 2015-Take Two* and the Reengineering Task Force recommendations.
- 14 Update the VDOE/VCCS Dual Enrollment Plan**
Work with ASAC, Dual Enrollment Coordinators and VDOE to review and revise current dual enrollment plan.
- 15 Increase Professional Development Opportunities to Enhance Faculty and Student Success**
Increase regional faculty development opportunities by 5%, reconstitute 10% of inactive Peer Groups, and increase visibility of adjunct faculty development opportunities in all OPD-sponsored events in direct support of faculty professional development and evaluation goals and objectives.

GOAL: WORKFORCE

Increase the number of employers provided training and services to 13,000, with a particular focus on high-demand occupational fields.

- 16 Serve Employers Through College Courses, Programs, And Outreach**
Increase the number of employers served through college credit and noncredit courses, customized training, layoff aversion, and other outreach efforts and report annually all their employer activities.
- 17 Implement Workforce Enterprise System**
Monitor and report on the multi-year implementation of a workforce enterprise system.
- 18 Increase the Number of Students Completing and Businesses Recognizing Career Readiness Certificates**
Meet individual college targets established for number of individuals receiving and businesses recognizing the CRC

GOAL: RESOURCES

Raise at least \$550 million in cumulative gifts and grants to support the mission of Virginia's Community Colleges.

- 19 Leverage Support From The Virginia Workforce System**
Leverage funding and in-kind contributions from workforce partners and workforce funding streams.

- 20 Leverage VCCS Purchasing Volume**
Implement structure needed to support Level II delegated authority for procurement for the system. Obtain authority by June 30, 2015.
- 21 Explore Planned Giving Opportunities**
Work with VCCS Institutional Advancement staff to develop or expand planned giving programs at colleges.
- 22 Increase Online Donations**
Increase the number of online donations to the VFCCE by 20% over 2013-14.
- 23 Research VCCS Alumni Services**
Explore opportunities to work with a consultant to conduct research for the development of alumni services for the VCCS.
- 24 Increase Revenues Generated By Workforce Development Services**
Meet individual college targets established for revenues generated in excess of covering the direct costs in delivering workforce development services.
- 25 Develop Fundraising Goals**
Establish annual fundraising goal for VFCCE by September 30, 2014. Begin evaluation of long-term planning process to assist in the development of fundraising goals to support the VCCS.

MANAGEMENT GOALS

In order to accomplish the goals set forth in *Achieve 2015- Take Two* and these Chancellor's Goals, various management goals are necessary.

- 26 Develop Strategic Plan for 2021**
Develop and have approved the VCCS 2021 Strategic Plan.
- 27 Meet Management Standards**
Meet specified academic, administrative, and financial Performance Standards required to receive incentives provided for in the Higher Education Restructuring Act.
- 28 Performance Funding Initiation**
Initiate performance funding model. All presidents will develop plans to strengthen student success during presidential evaluations in July. Plans will be submitted to the Chancellor by September 1, 2014. Outcomes of first year efforts will be submitted by June 30, 2015.
- 29 Develop Measures for Strategic Performance Model**
Develop comprehensive measures and metrics for distributing funding according to performance standards.
- 30 Improve Efficiencies In Administrative Services**
Initiate plan to implement best opportunities to improve efficiencies in administrative services across the system based on the Benchmarking Study / Opportunity Assessment Project.
- 31 Develop VCCS Leadership**
Develop structure to encourage internal mobility as well as external advancement.
- 32 Consolidate Equipment Purchasing**
Complete research and develop a program to consolidate computer equipment so that all colleges can participate during the remainder of the fiscal year.
- 33 Move Data Center**
Complete the move of the VCCS enterprise data into a co-location facility, and work with the colleges to identify potential resource-saving measures related to the data center.
- 34 Migrate to Cloud Email**
Develop plans to migrate all VCCS email to cloud-based solutions within the next two years.
- 35 Complete Internal Audit Plan**
Complete the FY 2015 Internal Audit Plan.

36 Complete High Risk Program Inventory

Develop and collect inventory of best practices for high risk instructional programs. Implement policies and reporting structures. Include training in all peer group meetings.

37 Implement Diversity Plans

Implement appropriate recommendations from the diversity taskforce.

38 Develop Statewide Marketing Campaign

Develop a marketing campaign promoting community college education statewide.

President's Goals 2014-15

GOAL: ACCESS

Increase the number of individuals who are educated and trained by Virginia's Community Colleges by 50,000 to an annual total of 423,000, with emphasis on increasing the number from underserved populations by at least 85,000 individuals.

- 1 Increase Enrollment from Underserved Populations (All areas)**
Increase enrollment from underserved populations by 3% over 2014-15.
- 2 Educational Programs (Chris)**
Annually develop 10 new academic programs (degree, certificate, or career studies certificate) that respond to emerging, critical workforce needs, particularly in STEM-related areas (science, technology, engineering, and mathematics).
- 3 Virginia Education Wizard (Chris)**
Increase the total number of profiles created in the Virginia Education Wizard by 70,000, to include 45,000 profiles created by Virginia students in grades 7 through 12 and 12,000 profiles by Virginia community college students. Increase the total number of Career and Course Planners in the Wizard by 3,000. Increase the total number of Wizard Mobile users by 3,000.
- 4 Establish and Implement Core Elements across all VCCS Coaching Services (Chris)**
Coaching participants will receive 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 with who have completed all four services.
- 5 Expand Shared Distance Learning Model (Chris)**
Expand participation in shared distance learning model to all remaining colleges. Explore the feasibility of adding more course-originating colleges to the model.

GOAL: AFFORDABILITY

Maintain tuition and fees at less than half of the comparable cost of attending Virginia's public four-year institutions, and increase the annual number of students who receive financial assistance and scholarships by 36,000.

- 6 Increase Financial Aid Recipients (Chris)**
Increase the number of students receiving financial aid by 5% over 2013-14 with special focus on middle class students.
- 7 Implement Rural Virginia Horseshoe Initiative at Pilot Colleges and Establish Four-Year Success Benchmarks (Chris and Shannon)**
Working with the pilot colleges, develop and operationalize processes for the GED incentive and full-time high school coaching program and track success toward enrolling 50 GED completers at each college and achieving agreed upon coaching progress measures and outcomes, using year one data to set a baseline and subsequently to project years two through four annual goals for measures and outcomes.
- 8 Reduce Textbooks Cost (Chris)**
Reduce the cost of required textbooks and related course materials in 10% of all course sections offered in 2014-15. Colleges will provide a list of the course sections in which the cost of textbooks and related course materials were reduced, the method of reducing the cost, and the estimated cost savings for enrolled student in each course by May 15, 2015.

GOAL: 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.

- 9 Enhance Veterans Services (Chris)**
Continue to monitor progress on plans submitted to Chancellor on veteran friendly services. Monitoring reports will be submitted to the Chancellor by October 1, 2014.
- 10 Implement Student Services Initiatives (Chris)**
Continue implementation of the automated early alert system (SAILS) to strengthen persistence.
- 11 Explore Emerging Learning Technologies (Chris and Scott)**
Develop new and evolving learning technologies and promote those that offer the greatest promise for effective teaching and learning and improved student success.
- 12 Improve College and Career Transition for Students in Training and Coaching Programs (Chris and Jeff)**
Meet individual college targets established for retention, credentials, and/or transition to employment for participants in Perkins, On Ramp, Middle College, Great Expectations, and high school, college success, and adult coaching by developing standardized processes at the state and college levels for data collection, reporting, tracking, and validation of credential and employment outcomes of students in these programs.
- 13 Student Success Reporting (Sherri)**
Provide comprehensive reporting on a variety of student success measures aligned with *Achieve 2015-Take Two* and the Reengineering Task Force recommendations.
- 14 Update the VDOE/VCCS Dual Enrollment Plan (Chris)**
Work with ASAC, Dual Enrollment Coordinators and VDOE to review and revise current dual enrollment plan.
- 15 Increase Professional Development Opportunities to Enhance Faculty and Student Success (Chris)**
Increase regional faculty development opportunities by 5%, reconstitute 10% of inactive Peer Groups, and increase visibility of adjunct faculty development opportunities in all OPD-sponsored events in direct support of faculty professional development and evaluation goals and objectives.

GOAL: WORKFORCE

Increase the number of employers provided training and services to 13,000, with a particular focus on high-demand occupational fields.

- 16 Serve Employers Through College Courses, Programs, And Outreach (Jeff)**
Increase the number of employers served through college credit and noncredit courses, customized training, layoff aversion, and other outreach efforts and report annually all their employer activities.
- 17 Implement Workforce Enterprise System (Jeff and Sherri)**
Monitor and report on the multi-year implementation of a workforce enterprise system.
- 18 Increase the Number of Students Completing and Businesses Recognizing Career Readiness Certificates (Jeff)**
Meet individual college targets established for number of individuals receiving and businesses recognizing the CRC

GOAL: RESOURCES

Raise at least \$550 million in cumulative gifts and grants to support the mission of Virginia's Community Colleges.

- 19 Leverage Support From The Virginia Workforce System (Jeff and Shannon)**
Leverage funding and in-kind contributions from workforce partners and workforce funding streams.

- 20 Leverage VCCS Purchasing Volume (Scott)**
Implement structure needed to support Level II delegated authority for procurement for the system. Obtain authority by June 30, 2015.
- 21 Explore Planned Giving Opportunities (Shannon)**
Work with VCCS Institutional Advancement staff to develop or expand planned giving programs at colleges.
- 22 Increase Online Donations (Shannon)**
Increase the number of online donations to the VFCCE by 20% over 2013-14.
- 23 Research VCCS Alumni Services (Shannon)**
Explore opportunities to work with a consultant to conduct research for the development of alumni services for the VCCS.
- 24 Increase Revenues Generated By Workforce Development Services (Jeff)**
Meet individual college targets established for revenues generated in excess of covering the direct costs in delivering workforce development services.
- 25 Develop Fundraising Goals (Shannon)**
Establish annual fundraising goal for VFCCE by September 30, 2014. Begin evaluation of long-term planning process to assist in the development of fundraising goals to support the VCCS.

MANAGEMENT GOALS

In order to accomplish the goals set forth in *Achieve 2015- Take Two* and these Chancellor's Goals, various management goals are necessary.

- 26 Develop Strategic Plan for 2021**
Develop and have approved the VCCS 2021 Strategic Plan.
- 27 Meet Management Standards (Chris and Scott)**
Meet specified academic, administrative, and financial Performance Standards required to receive incentives provided for in the Higher Education Restructuring Act.
- 28 Performance Funding Initiation (Bruce)**
Initiate performance funding model. All presidents will develop plans to strengthen student success during presidential evaluations in July. Plans will be submitted to the Chancellor by September 1, 2014. Outcomes of first year efforts will be submitted by June 30, 2015.
- 29 Develop Measures for Strategic Performance Model (Bruce and Chris)**
Develop comprehensive measures and metrics for distributing funding according to performance standards.
- 30 Improve Efficiencies In Administrative Services (Scott)**
Initiate plan to implement best opportunities to improve efficiencies in administrative services across the system based on the Benchmarking Study / Opportunity Assessment Project.
- 31 Develop VCCS Leadership**
Develop structure to encourage internal mobility as well as external advancement.
- 32 Consolidate Equipment Purchasing (Scott)**
Complete research and develop a program to consolidate computer equipment so that all colleges can participate during the remainder of the fiscal year.
- 33 Move Data Center**
Complete the move of the VCCS enterprise data into a co-location facility, and work with the colleges to identify potential resource-saving measures related to the data center.
- 34 Migrate to Cloud Email**
Develop plans to migrate all VCCS email to cloud-based solutions within the next two years.
- 35 Complete Internal Audit Plan**
Complete the FY 2015 Internal Audit Plan.

- 36 Complete High Risk Program Inventory (Chris)**
Develop and collect inventory of best practices for high risk instructional programs. Implement policies and reporting structures. Include training in all peer group meetings.
- 37 Implement Diversity Plans (Andrea)**
Implement appropriate recommendations from the diversity taskforce.
- 38 Develop Statewide Marketing Campaign**
Develop a marketing campaign promoting community college education statewide.

**Step 8 Goals from the
President's Cabinet 2014-15**

DANVILLE COMMUNITY COLLEGE
Step 8: Plan of Action

Chancellor's Goal(s): 1 Access	Functional Area: Vice President Academic and Student Services
President's Goal(s): 1 Access	Goal: Access
College's Goal(s): 1,2,5	Area Goal: Increase the number of individuals who are educated and trained by Virginia's Community Colleges by 50,000 to an annual total of 423,000, with emphasis on increasing the number from underserved populations by at least 85,000 individuals.
VP/Dean/ Director's Goal(s): 1	

Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G1.1 Maintain enrollments from underserved populations (currently 79.2%) and increase underserved student enrollments where appropriate (approximately 3%).	Ezell Division Deans Workforce VP	3/15/15	General Fund Scholarships	
1	G1.2 Support Middle College and Great Expectations programs in line with WFSN. Work with Terry on development of WFSN grant benchmarks.	Ezell, Terry, McAdams, Division Deans Workforce VP	3/15/15	General Fund VCCS grants Outside Grants	
1	G1.3 Support development of additional online courses and shared distance learning model. Initiate additional originating from DCC.	Ezell Division Deans Dey, LRC Staff IT Staff	3/15/15	General Fund Tech Fees ETF	
1	G1.4 Implement plan to complete the Precision Machining Program expansion and complete plan to move programs to RCATT.	Ezell Barnes Arnold	3/15/14	General Funds Tech Fees ETF Grants	
1	G1.5 Develop three new academic programs (certificates, degrees, and diplomas) for 2014-2015 with special focus on STEM related areas.	Ezell Division Deans	3/15/15	General Fund	

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Step 8: Plan of Action

1	G1.6 DCC Counselors and Career Coaches will use Virginia Education Wizard for career assessments, career planning, financial aid, and college/career entry in service region high schools including use of Mobile Wizard. Attention will be given to middle school students by the College, and Wizard use will increase by 10% based on VCCS data.	Ezell Division Deans Student Services	3/15/15	General Fund VCCS Funds	
1	G1.7 1. Full-time Career Coaches program will begin in two service region school divisions through the Rural Horseshoe Initiative funded by institutional general funds and grant support.	Ezell Terry McAdams Student Services	3/15/14	General Fund Perkins Grant VCCS Funds	

DANVILLE COMMUNITY COLLEGE

Step 8: Plan of Action

Chancellor's Goal(s): 2 Affordability		Functional Area: Vice President Academic and Student Services			
President's Goal(s): 2 Affordability		Goal: Affordability			
College's Goal(s): 3,7		Area Goal: Maintain tuition and fees at less than half of the comparable cost of attending Virginia's public four-year institutions, and increase the annual number of students who receive financial assistance and scholarships by 36,000.			
VP/Dean/ Director's Goal(s): 2					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G2.1 Support Student Services, Financial Aid, and the Educational Foundation in providing additional financial assistance and scholarships to students	Ezell Student Services Financial Aid Barnes Hair	3/15/15	General Fund TIC funds Foundation funds	
1	G2.2 Working with the pilot colleges, develop and operationalize processes for the GED incentive and full-time high school coaching program and track success toward enrolling 50 GED completers at each college and achieving agreed upon coaching progress measures and outcomes	Ezell Barnes	3/15/15	General Fund	
1	G2.3 1. Financial aid and scholarship recipients will increase by 5% for 2014-2015 compared to 2013-2014.	Ezell Student Services Educational Foundation	3/15/15	General Fund	
1	G2.4 1. DCC will support VCCS initiatives to reduce textbook costs by 10% for 2014-2015. Provide data on courses achieving cost	Ezell Scism	5/15/15	General Fund VCCS Funds	

DANVILLE COMMUNITY COLLEGE

Step 8: Plan of Action

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Chancellor's Goal(s): 3 Student Success	Functional Area: Vice President Academic and Student Services
President's Goal(s): 3 Student Success	Goal: Student Success
College's Goal(s): 1,2, 3, 4	Area Goal: 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.
VP/Dean/ Director's Goal(s): 3	

Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1 <small>1=Highest 2=Important 3=Desirable</small>	G3.1 3. DCC will submit a report to the VCCS Chancellor by October 1, 2014 that enhances veterans' services. Danville Community College will continue as a member of the Servicemen's Opportunity College Network and will increase veterans' enrollments by 3%.	Ezell Student Services Veterans' Coordinator	10/1/14	General Fund	
1	G3.2 DCC will continue implementation of the automated early alert system (SAILS) to strengthen persistence. Results will continue to be analyzed	Ezell, Terry Student Services Deans	3/15/15	General Fund	
1	G3.3 Develop new and evolving learning technologies and promote those that offer the greatest promise for effective teaching and learning and improved student success (e.g., Supplemental Instruction).	Ezell, Barnes Division Deans Faculty	3/15/15	General Fund	

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1	G3.4 Meet individual college targets established for retention, credentials, and/or transition to employment for participants in Perkins, On Ramp, Middle College, Great Expectations, and high school, college success, and adult coaching by developing standardized processes at the state and college levels for data collection, reporting, tracking, and validation of credential and employment outcomes of students in these programs.	Ezell Arnold, Deans, Student Services	3/15/15	General Fund	
1	G3.5 1. Academic and Student Services will work with ASAC, Dual Enrollment Coordinators and VDOE to review and revise current dual enrollment plan. Dual Enrollment Finance Model will be in place by August 2014.	Ezell, Pulliam Division Deans Student Services	3/15/15	General Fund	
1	G3.6 Increase regional faculty development opportunities by 5%, reconstitute 10% of inactive Peer Groups, and increase visibility of adjunct faculty development opportunities in all OPD-sponsored events in direct support of faculty professional development and evaluation goals and objectives.	Ezell Division Deans Student Services	3/15/15	General Fund	

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Chancellor's Goal(s): 4 Workforce		Functional Area: Vice President Academic and Student Services			
President's Goal(s): 4 Workforce		Goal: Workforce			
College's Goal(s): 1, 2, 3, 4, 5, 6,		Area Goal: Increase the number of employers provided training and services to 13,000,			
VP/Dean/ Director's Goal(s): 4		with a particular focus on high-demand occupational fields.			
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G4.1 Provide support for increased Workforce Services programs and training activities.	Ezell Arnold	3/15/15	General Fund TIC funds	
1	G4.2 Complete expansion of the Industrial Maintenance Program to dual enrollment in service region school divisions.	Arnold Ezell	3/15/15	General Fund Tech Fees	

DANVILLE COMMUNITY COLLEGE
Step 8: Plan of Action

Chancellor's Goal(s): 5 Resources		Functional Area: Vice President Academic and Student Services			
President's Goal(s): 5 Resources		Goal: Resources			
College's Goal(s): 7		Area Goal: Raise at least \$550 million in cumulative gifts and grants to support the mission of Virginia's Community Colleges.			
VP/Dean/ Director's Goal(s): 5					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G5.1 Assist Director of Development and the DCC Educational Foundation in fundraising, grant applications, and program implementation.	Ezell Hair Tensen	3/15/14	Local Funds DCC Educational Foundation Funds	
1	G5.2 DCC will seek to expand the College's grant awards especially for expanding workforce and career pathways.	Ezell Tensen Simpson Barnes VP Council	3/15/14	General Fund TIC	

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Chancellor's Goal(s): 6 Management		Functional Area: Vice President Academic and Student Services			
President's Goal(s): 6 Management		Goal: Management			
College's Goal(s): 1, 2, 3, 4, 7		Area Goal: In order to accomplish the goals set forth in Achieve 2015- Take Two and these Chancellor's			
VP/Dean/ Director's Goal(s): 6		Goals, various management goals are necessary.			
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G6.1 1. Successfully submit to the SACS Commission on Colleges the Compliance Document and complete the QEP for accreditation reaffirmation in 2016.	Ezell Huffman Faculty and Staff	3/09/15	General Fund	
1	G6.2 Meet specified academic, administrative, and financial Performance Standards required to receive incentives provided for in the Higher Education Restructuring Act.	Ezell Barnes VP Council	3/15/15	General Fund	
1	G6. Develop comprehensive measures and metrics for distributing funding according to performance standards.	Scism, Ezell VP Council	3/15/15	General Fund	
1	G6.4 Examine the College functional area budgets with a full range cost analysis including programs in the College Divisions and Workforce Services.	Ezell VP Council Barnes	3/15/15	General Fund	

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1	G6.7 1. Resubmit a faculty evaluation plan to the VCCS for approval and implementation during the Fall 2014 semester.	Ezell VP Council Evaluation Plan Committee and Faculty	3/15/15	General Funds	
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Chancellor's Goal(s): 1 Access	Functional Area: VP Financial and Administrative Services
President's Goal(s): 1 Access	Goal: Achieve 2015: Access Area Goal: Support DCC's efforts to increase the number of individuals educated and trained.
College's Goal(s): 1,2,5	
VP/Dean/ Director's Goal(s): 1	

Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1=Highest 2=Important 3=Desirable					
1	G1.1 Work with VP Council to identify, obtain, install, and maintain sufficient technical infrastructure to facilitate current enrollment and projected enrollment. 1) Technology Plan 2) ETF, MOE, Tech Fee Equip. 3) Network security plans and upgrades	Barnes IT staff B&G staff Business office staff	3/15/15	General Fund Tech Fees ETF	
1	G1.2 Support Middle College and Great Expectations programs. Work with Terry/Pippin on expenses and grant applications.	Barnes IT staff Business office staff	3/15/15	General Fund VCCS grants Outside Grants	
1	G1.3 Support development of additional online courses and shared distance learning model.	Barnes Ezell IT staff Student support staff	3/15/15	General Fund Tech Fees ETF	

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1	G1.4 Support collaboration with IALR on Capstone project.	Barnes Ezell	3/15/15	General Funds Tech Fees ETF Grants	
Chancellor's Goal(s): 2 Affordability		Functional Area: VP Financial and Administrative Services			
President's Goal(s): 2 Affordability		Goal:			
College's Goal(s): 3,7		Achieve 2015: Affordability			
VP/Dean/ Director's Goal(s): 2		Area Goal: Maintain tuition and fees at less than half of the four-year institutions and increase the number of students receiving financial assistance and scholarships.			
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G2.1 Support Student Services, Financial Aid, and the Educational Foundation in providing additional financial assistance and scholarships to students.	Barnes Ezell Hair	3/15/15	General Fund TIC funds Foundation funds	
1	G2.2 Work with VP of Academics And Student Services to implement Rural Horseshoe Initiative.	Barnes Ezell Hair	3/15/15	General Fund DRF Grant VCCS funding	
1	G2.3 Work with VP of Academics And Student Services to reduce textbook costs in 10% of courses.	Barnes Ezell Jordan	3/15/15	General Fund	

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1	G2.4 Develop budget to support Student Success initiatives (use \$2.38/credit of FY15 tuition increase).	Barnes Ezell	3/15/15	General Fund	
1	G2.5 Develop budget plan for carry forward funds to support strategic initiatives.	Barnes Ezell	3/15/15	General Fund	

Chancellor's Goal(s): 3 Student Success	Functional Area: VP Financial and Administrative Services Goal: Achieve 2015: Student Success Area Goal: Increase the number of students graduating, transferring or completing a workforce credential by 50% and increase success of underserved populations by 75%.
President's Goal(s): 3 Student Success	
College's Goal(s): 1,2, 3, 4	
VP/Dean/ Director's Goal(s): 3	

Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1=Highest 2=Important 3=Desirable					
1	G3.1 Support the college's veterans initiative through resources and facilities.	Barnes Ezell IT staff	3/15/15	General Fund Tech Fees	
1	G3.2 Support the implementation of Emerging Learning Technologies.	Barnes Ezell	3/15/15	General Fund	

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1	G3.3 Identify funding sources for professional development opportunities and work with VP of Academics and Student Services to increase participation (faculty and staff).	Barnes Ezell Hair	3/15/15	General Fund Foundation funds	

Chancellor's Goal(s): 4 Workforce	Functional Area: VP Financial and Administrative Services
President's Goal(s): 4 Workforce	Goal:
College's Goal(s): 1, 2, 3, 4, 5, 6,	Achieve 2015: Workforce
VP/Dean/ Director's Goal(s): 4	Area Goal: Double the number of employers provided training..

Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G4.1 Provide support for increased Workforce Services programs and training activities.	Barnes Arnold	3/15/15	General Fund TIC funds Grants	
1	G4.2 Provide support for implementation of an automated enterprise system, developed by the VCCS, for Workforce Services.	Barnes Ezell Arnold	3/15/15	General Fund Tech Fees	

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1	G4.3 Support proposals to expand the Maintenance Program to dual enrollment in local schools.	Barnes Ezell Arnold	3/15/15	General Fund TIC funds Grant funds	

Chancellor's Goal(s): 5 Resources		Functional Area: VP Financial and Administrative Services			
President's Goal(s): 5 Resources		Goal:			
College's Goal(s): 7		Achieve 2015: Resources			
VP/Dean/ Director's Goal(s): 5		Area Goal: Raise funds to support the mission of the College and the VCCS.			
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G5.1 Assist Director of Development and the DCC Educational Foundation in fundraising, grant applications, and program implementation.	Barnes Hair	3/15/15	Local Funds DCC Educational Foundation Funds	

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1	G5.2 Work with VCCS committee on purchasing to define and implement new processes for volume purchases.	Barnes Whitt	3/15/15	General Fund	
1	G5.3 Work with Workforce Services to enable them to monitor expenses and revenue generation on AIS.	Barnes Arnold	3/15/15	General Fund	

Chancellor's Goal(s): 6 Management	Functional Area: VP Financial and Administrative Services
President's Goal(s): 6 Management	Goal:
College's Goal(s): 1, 2, 3, 4, 7	Achieve 2015: Management
VP/Dean/ Director's Goal(s): 6	Area Goal: To provide administrative and planning support for the college and VCCS.

Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G6.1 Work with the President to develop and monitor funding requirements for the college to support the strategic plan. 1) Develop annual budget 2) Develop budgets for new programs and initiatives 3) Prepare budget reports	Barnes Johnson-Knight	3/15/15	General Fund	

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1	G6.2 Provide fiscal and facilities information and updates to College faculty, staff and administration and Board	Barnes Johnson-Knight	3/15/15	General Fund	
1	G6.3 Assist in meeting performance standards required by Higher Education Restructuring Act and achieve benefits from Level 2 status.	Barnes Business Office Staff IT Staff	3/15/15	General Fund	
1	G6.4 Ensure that the fiscal system is in compliance with Federal, State and VCCS standards 1) Provide reports required by these standards 2) Participate in the audits of the fiscal system 3) Establish processes to address audit findings, new requirements and new systems	Barnes Johnson-Knight Business Office Staff	3/15/15	General Fund	
Chancellor's Goal(s): 6 Management		Functional Area: VP Financial and Administrative Services			
President's Goal(s): 6 Management		Goal: Management			
College's Goal(s): 1, 2, 3, 4, 7		Achieve 2015: Management			
VP/Dean/ Director's Goal(s): 6		Area Goal: To provide administrative and planning support for the college and VCCS.			
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G6.5 Ensure that procurement, accounts payable and human resource functions are in compliance with Federal, State and VCCS standards 1) Provide reports required by these standards 2) Participate in the audits of the	Barnes Johnson-Knight Business office staff	3/15/15	General Fund	

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	fiscal system 3) Establish processes to address audit findings, new requirements and new systems				
1	G6.6 Oversee the College's auxiliary services operations 1) Review the Bookstore records with staff 2) Monitor the Food Service and Child Care contracts and services to ensure they are meeting college needs	Barnes Johnson-Knight Jordan Business Office	3/15/15	General Fund	
1	G6.7 Ensure IT systems and policies are in compliance with State and VCCS standards. Plan for and implement standards and guidelines relative to Level 2, including Project Management and development of new ISO Security Standard.	Barnes Canupp IT staff	3/15/15	General Funds ETF Funds Tech Funds	
Chancellor's Goal(s): 6 Management		Functional Area: VP Financial and Administrative Services			
President's Goal(s): 6 Management		Goal: Management			
College's Goal(s): 1, 2, 3, 4, 7		Achieve 2015: Management			
VP/Dean/ Director's Goal(s): 6		Area Goal: To provide administrative and planning support for the college and VCCS			
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements

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1	G6.8 Continue development and implementation of COOP and the Emergency Operations Plan (EOP). Work with the City of Danville to sponsor an exercise on campus.	Barnes Business Office Staff IT staff	3/15/15	General Fund Tech Fees	
1	G6.9 Complete door/window/lock upgrade plan and identify potential funding sources	Barnes	3/15/15	General Fund	
1	G6.10 Provide off-campus virtual access to critical functions based on continuity requirements	Barnes Canupp	3/15/15	General Fund	
1	G6.11 Work with VCCS to implement consolidated computer equipment purchasing.	Barnes Whitt Canupp	3/15/15	General Fund	
1	G6.12 Work with Chris Ezell to develop an new employee orientation program	Barnes Ezell	9/15/14	Capital funds	
1	G6.13 Develop and maintain a mandated training list for employees.	Barnes	3/15/15	General Funds	
1	G6.14 Work with Andrea Burney to implement Title IX processes and reports.	Barnes Burney	3/15/15	General Fund	

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1	G6.15 Implement recommendations of the Technology Task Force to improve efficiencies in Administrative Services.	Barnes Johnson-Knight	3/15/15	General Fund	
1	G6.16 Work with VCCS to implement consolidated computer equipment purchasing.	Barnes Whitt Canupp	3/15/15	General Fund	
1	G6.17 Complete Welding Building Design and put out for bids	Barnes	3/15/15	Capital funds	
1	G6.18 Complete Facilities Master Plan and obtain State Board approval	Barnes	3/15/15	General Fund	
1	G6.19 Support technical program expansions and relocations	Barnes Arnold	3/15/15	General Fund Grant funds	
1	G16.20 Develop and submit materials required for SACSCOC accreditation.	Barnes President's Staff VP Council	3/15/15	General Funds	

Chancellor's Goal(s): ACCESS 1-5	Functional Area: Workforce Services
President's Goal(s): ACCESS	Goal: ACCESS
College's Goal(s):	Increase the number of individuals who are educated and trained by Virginia's Community Colleges by 50,000 to an annual total of 423,000, with emphasis on increasing the number from underserved populations by at least 85,000 individuals.
VP/Dean/	
Director's Goal(s):	

DANVILLE COMMUNITY COLLEGE
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Priority 1=Highest 2=Important 3=Desirable	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
	1.1 WFS will assist DCC with increasing enrollment from underserved populations by 3%	Arnold, Franklin, Sexton, Pannell, Conner, Pippin, Green, Seamster	June 2014	General Funds, Grants	

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Chancellor's Goal(s): Student Success		Functional Area: Workforce Services			
President's Goal(s): Student Success 9-15		Goal: STUDENT SUCCESS - Increase 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.			
College's Goal(s):					
VP/Dean/ Director's Goal(s):					
Priority <small>1=Highest 2=Important 3=Desirable</small>	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements <small>Status: Accomplished, In Progress, Not Accomplished</small> Specific Outcomes and Improvements
	3.9 WFS will provide prior learning credit for veterans and support the schools efforts.	Arnold & WFS staff	June 2014	General Funds, Grants	
	3.13.1 WFS will explore emerging learning technologies via the HFCC DoI TAA Grant	Arnold & WFS staff	June 2014	General Funds, Grants	
	3.13.2 WFS will work to increase job placement rates for On Ramp participants by 5%	Arnold, Franklin, Sexton, Green, Seamster	June 2014	General Funds, Grants	
	3.13.3 WS will work to increase the number of credit and non-credit credentials attained by dislocated and MC participants	Arnold, Franklin, Sexton, Green, Seamster	June 2014	General Funds, Grants	
	3.14 WFS will work to increase Dual Enrollment by 10%	Arnold & WFS staff	June 2014	General Funds, Grants	

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Chancellor's Goal(s): Workforce		Functional Area: Workforce Services			
President's Goal(s): Workforce 16-18		Goal: WORKFORCE - Double the annual number of employers provided training and services to 13,000, with a particular focus on high-demand occupational fields.			
College's Goal(s):					
VP/Dean/ Director's Goal(s):					
Priority <small>1=Highest 2=Important 3=Desirable</small>	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
	4.16 WFS will increase the number of employers served through college credit and noncredit courses, customized training, and other outreach efforts by 5%.	Arnold & WFS staff	June 2014	General Funds	
	4.17 WFS will work to implement the Workforce Enterprise System as scheduled	Arnold & WFS staff	June 2014	General Funds	
	4.18 WFS will work to achieve the successful implementation of the Career Readiness Certificate and the National Career Readiness Certificate	Arnold, Franklin, Sexton, Pannell, Harris, Pippin, Green, Seamster, Bradford	June 2014	General Funds, Grants	

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Chancellor's Goal(s): Resources		Functional Area:			
President's Goal(s): Resources 19-25		Goal: RESOURCES - Raise at least \$550 million in cumulative gifts and grants to support the mission of Virginia's Community Colleges.			
College's Goal(s):					
VP/Dean/ Director's Goal(s):					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1=Highest 2=Important 3=Desirable					
	5.19 WFS will leverage support for funding & in-kind contributions from workforce partners & workforce funding streams	Arnold & WFS staff	June 2014	General Funds, Grants	
	5.27 WFS wil continue to insure that revenues exceed direct costs for WFS programs	Arnold & WFS staff	June 2014	General Funds	
	5 (Supplemental) WFS will seek to find funds to expand and equip the Regional Center for Advanced Technology and Training to maintain program integrity and support economic development	Arnold & WFS staff	June 2014	General Funds, Grants	

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1	President Goal # 21: Resources - Explore Planned Giving Opportunities	Hair	6/30/2015	DCC Educational Foundation	Projected outcome: Work with the VCCS Institutional Advancement Staff to develop or expand planned giving programs at colleges.
1	President Goal #22: Resources - Increase Online Giving	Hair	6/30/2015	DCC Educational Foundation	Projected outcome: Increase the number of online donations to the VFCCE by 20% over 2013-2014.
1	President Goal #23: Resources - Research Alumni Services	Hair	6/30/2015	DCC Educational Foundation	Projected Outcome: Explore opportunities to work with a consultant to conduct research for the development of alumni services for the VCCS.
1	President Goal #25: Resources - Develop Fundraising Goals Strategic Plan – College Organizational Structure and Personnel #4 – Utilization of College Resources	Hair	9/30/2014	DCC Educational Foundation	Projected Outcome: Establish annual fundraising goal for VFCCE by September 30, 2014. Begin evaluation of long-term planning process to assist in the development of fundraising goals to support the VCCS. Projected Outcome: Hire Full-Time Grant Writer and to create the Grants Council on campus to identify and manage all grants. Also, hire Part-Time Accountant, which would streamline all accounting for the Foundation and Grants for the college.

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Chancellor's Goal(s): Student Success		Functional Area: Office of Planning, Effectiveness and Research			
President's Goal(s): Student Success		Goal: Achieve 2015: Student Success			
College's Goal(s): Student Success		Area Goal			
VP/Dean/ Director's Goal(s):					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1=Highest 2=Important 3=Desirable					
1	In collaboration with marketing leaders from Virginia's Community Colleges, develop and execute a strategic communications and marketing plan to convince more URP Virginians to attend college.	Huffman and staff	Spring 2014	General	
1	Provide comprehensive reporting on a variety of student success measures aligned with <i>Achieve 2015</i> and the Reengineering Task Force recommendations.	Huffman and staff	Spring 2014	General	
	Monitor continuing implementation and wrap up of <i>Achieve 2015</i> .	Huffman and staff	Spring 2014	General	

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Chancellor's Goal(s):		Functional Area: Office of Planning, Effectiveness and Research			
President's Goal(s):		Goal: Supplemental			
College's Goal(s):					
VP/Dean/ Director's Goal(s):					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1=Highest 2=Important 3=Desirable					
1	Continue to provide resources for data-informed decision making and institutional effectiveness. Enrollment Growth and demographic data as per DCC Strategic Plan	Huffman and IR staff	Spring 2014	General	
	Continue to meet reporting deadlines for IPEDS and SCHEV as well as for the VCCS. Coordinate reports for workforce services and nursing.	Huffman and IR staff	Spring 2014	General	
	Coordinate the testing process for core competency testing.	Counselors, Huffman and IR staff	Fall and Spring	General	

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Chancellor's Goal(s):		Functional Area: Office of Planning, Effectiveness and Research			
President's Goal(s):		Goal: Supplemental			
College's Goal(s):					
VP/Dean/ Director's Goal(s): Supplemental					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1=Highest 2=Important 3=Desirable					
1	Continue to serve on the Reengineering Task Force II and chair the Metrics Committee	Huffman	Ongoing	General	
1	Work with deans and faculty to establish program and course student learning outcomes	Huffman	Spring 2014	General	
1	Provide current data for campus use on the Share Point drive.	Huffman and staff	Ongoing	General	

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1	Work with administrators, student services and support services to establish measureable learning outcomes.	Huffman	Ongoing	General	
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Chancellor's Goal(s): Achieve: Access, Affordability, Student Success, Workforce, Resources		Functional Area: Public Relations and Minority Concerns – 2014-2015			
President's Goal(s): 1, 38		Goals: Access, Affordability, Student Success, Workforce, Resources			
College's Goal(s): 1, 5, 6		Area Goal 1: Develop a Public Relations/Marketing Plan emphasizing community college education, including a focus on access, under-represented populations, programs of study and services, Workforce Services and Resources, thereby contributing to overall goal of increasing enrollment.			
Director's Goal(s): 1					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1=Highest 2=Important 3=Desirable					
1	G1.1: Raise the local, state, national, and international image of DCC by publicizing on a monthly basis success stories about the college, students and employees.	Andrea Burney Miranda Baines Styphenia Reliford	On going	N/A	
1	G1.2: Develop and implement comprehensive marketing and communications plans that will complement the VCCS marketing plan.	Andrea Burney Miranda Baines Styphenia Reliford	On going Plans developed by November 1, 2014	N/A	
2	G1.3: Identify and produce video presentations to promote student success and college initiatives.	Andrea Burney Miranda Baines Styphenia Reliford	Annual plan for videos completed by October 15, 2014	General Funds	

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Chancellor's Goal(s): Achieve: Access, Affordability, Student Success, Workforce, Resources		Functional Area: Public Relations and Minority Concerns – 2014-2015			
President's Goal(s): 1, 38		Goals: Access, Affordability, Student Success, Workforce, Resources			
College's Goal(s): 1, 5, 6		Area Goal 1: Develop a Public Relations/Marketing Plan emphasizing community college education, including a focus on access, under-represented populations, programs of study and services, Workforce Services and Resources, thereby contributing to overall goal of increasing enrollment.			
Director's Goal(s): 1					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G1.4: Implement an annual plan for the timely production of College publications, and other print needs to include a system for prioritizing and review.	Andrea Burney Miranda Baines Styphenia Reliford	Annual plan developed by October 2014 and On going	General Funds	
1	G1.6: Provide publicity support for College's initiatives that focus on Middle College, Great Expectations, Career Coaches, enrollment of underserved populations and the Rural Horseshoe initiative.	Andrea Burney Miranda Baines Styphenia Reliford	On going	General Funds for publications and advertising	
2	G1.7: Expand and keep current DCC's online presence and social media marketing efforts.	Andrea Burney Miranda Baines Styphenia Reliford	On going	N/A	

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Chancellor's Goal(s): Achieve: Access, Affordability, Student Success, Workforce, Resources		Functional Area: Public Relations and Minority Concerns – 2014-2015			
President's Goal(s): 1, 38		Goals: Access, Affordability, Student Success, Workforce, Resources			
College's Goal(s): 1, 5, 6		Area Goal 1: Develop a Public Relations/Marketing Plan emphasizing community college education, including a focus on access, under-represented populations, programs of study and services, Workforce Services and Resources, thereby contributing to overall goal of increasing enrollment.			
Director's Goal(s): 1					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements
1=Highest 2=Important 3=Desirable					Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
2	G1.8: Support College efforts in marketing workforce services and short-term programs.	Andrea Burney Miranda Baines Styphenia Reliford	On going	General Funds for publications and advertising	

DANVILLE COMMUNITY COLLEGE
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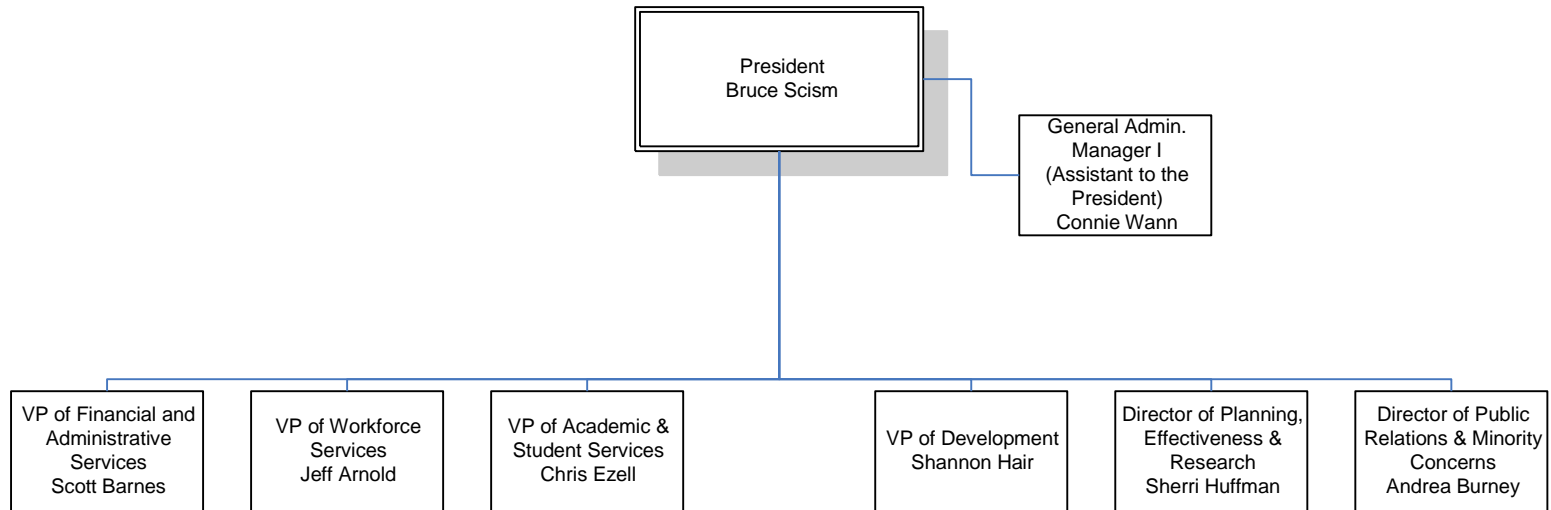
Chancellor's Goal(s): Management		Functional Area: Public Relations & Minority Concerns – 2014-2015			
President's Goal(s): 37		GOAL: Management - Diversity			
College's Goal(s): 2		Area Goal 2: Support the College's goals to enhance cultural diversity in its student body, faculty, staff and administration.			
Director's Goal(s): 2					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G2.1: Provide cultural sensitivity or unintentional bias training to search committees for full-and part-time positions.	Andrea Burney	Ongoing	N/A	
1	G2.2: Regularly review employment notices and the hiring process to ensure that position announcements conform to DCC's policies as mandated by the State Council for Higher Education for Virginia, Virginia Community College System, and the Department of Human Resource Management.	Andrea Burney	On going	N/A	
1	G2.3: Serve as the liaison to the President's Advisory Panel on Black Concerns and coordinate the implementation of the Panel's goals and objectives.	Andrea Burney Styphenia Reliford	On going	N/A	
1	G2.4: Investigate complaints of discrimination and/or sexual harassment in a timely manner with a goal of ensuring a fair and timely resolution of all cases.	Andrea Burney	On going	N/A	
1	G2.5: Coordinate Title IX education, training, complaints and investigations.	Andrea Burney	On-going	N/A	

DANVILLE COMMUNITY COLLEGE
Step 8: Plan of Action

Chancellor's Goal(s): Achieve 15: Management		Functional Area: Public Relations and Minority Concerns – 2014-2015			
President's Goal(s):		GOAL: Management – Emergency Preparedness			
College's Goal(s): 2, 6		Area Goal 3: Support the Chancellor's and College goals of Emergency Preparedness			
Director's Goal(s): 3					
Priority	Objectives and Strategies	Responsible Persons	Timeline	Costs, Resources, Sources of Funding	Effectiveness: Measurable Improvements Status: Accomplished, In Progress, Not Accomplished Specific Outcomes and Improvements
1	G3.1 Serve as a member of the College Threat Assessment Team and receive annual training	Andrea Burney	Ongoing	N/A	
1	G3.2: Review annually the Crisis Communications Plan.	Andrea Burney	Ongoing; Review completed by November 1, 2014	N/A	

DANVILLE COMMUNITY COLLEGE
Step 8: Plan of Action

Danville Community College Organizational Chart:
President's Cabinet



DCC Strategic Plan Supplemental

Strategic Plan 2014-2019

1. Student Success and Academic Support Services

1) Comprehensive retention plan (*Ezell/Arnold*)

- 1a Intrusive advising for developmental students to ensure that credit courses are completed the following semester (*Deans*) (College Goal 3)
- 1b Student engagement (scholarships, internships) (*Ezell, Arnold, Hair*) (College Goal 3)
- 1c Tutoring, service learning, counseling, targeted support services, struggling academically (*Ezell, Arnold*) (College Goal 3)
- 1d Embrace technology (*Ezell, Arnold, Barnes*) (College Goal 4)
- 1e Better use of resources for retention (*Ezell, Arnold, Barnes*) (College Goal 3)

2) Streamlining student success and admissions process (one-stop) (*Ezell*)

- 2a Simplifying processes (*Ezell*) (College Goal 3)
- 2b Coordination of services (*Ezell, Barnes, Arnold*) (College Goal 3)
- 2c Embrace technology (*Ezell, Barnes, Arnold*) (College Goal 4)
 - 2.c.1. Identify relevancy of material/information to help tailor communications (use of key words) (*Scism, Ezell, Barnes, Arnold, Burney*) (College Goal 4)
- 2d Advising processes (effectiveness advising—unified vision) (*Ezell, Arnold*) (College Goal 3)
 - 2.d.1. Definition of expectations for effective advising including pre-developmental and developmental (*Ezell, Arnold*) (College Goal 3)
 - 2.d.2. Effective management of caseload (faculty) (*Ezell, Arnold*) (College Goal 3)
 - 2.d.3. Program area will include developmental advising (*Ezell, Arnold*) (College Goal 3)

3) Sharing of best practices (*Ezell*)

- 3a Sharing information to maximize efficiencies
 - 3.a.1. Faculty/Staff meetings—faculty/student showcases, relevant topics of interest (*Ezell*) (College Goal 2)
 - 3.a.2. Start-up meetings and planning and preparation days opportunities (*Ezell, Arnold*) (College Goal 2)
 - 3.a.3. Regular meetings of online faculty – once per semester initially (*Ezell*) (College Goal 2)
 - 3.a.4. Identify the framework for delivery to ensure greatest relevance (*Ezell*) (College Goal 2)
 - 3.a.5. Examine adding mid-semester planning and prep day (*Ezell*) (College Goal 2)
 - 3.a.6. Effective inclusion of adjuncts (*Ezell, Arnold*) (College Goal 2)
- 3b How do we measure (control groups, quality, dual enrollment, HB 1184—make data informed decision) (*Ezell, Arnold, Huffman*) (College Goal 2)

- 4) Alternative funding/fundraising (*Ezell/Hair*)
 - 4a Coordinated roles of faculty, staff and students, et. al. (*Ezell, Arnold, Burney*) (College Goal 7)
 - 4b Cross-discipline class projects with value-added results while gaining real-world experience (*Ezell, Arnold*) (College Goal 7)

- 5) Instill an environment of respect and civility and value of education (*all*)
 - 5a Starts with student orientation (Freshman Preview)--ongoing, such as in syllabus (*all*) (College Goal 3)
 - 5b Strongly incorporate into new-hire orientation for College employees and ongoing for all College employees (*Ezell, Arnold, Barnes*) (College Goal 2)
 - 5c Role-modeling positive interactions, including training for faculty and staff; support for adjuncts (*All*) (College Goal 2)
 - 5d Operationalize respect and civility (*All*) (College Goal 2)
 - 5e Maintain healthy, professional relationships at all times (*All*) (College Goal 2)

2. Enrollment Growth

Benchmark: DCC will benchmark against other VCCS colleges in enrollment growth

VCCS Metrics: Headcount and FTE reports; SEB and UDT reporting; Participation Rate

Internal Metrics: Institutional Effectiveness Survey; Community Profiles

- 1) Identify student populations relative to demographics (*S. Huffman*)
 - 1a Why do students attend DCC and why they do not (*S. Huffman, Burney*) (College Goal 6)
 - 1.a.1. Annual (or more frequently) review of area demographics, especially regarding potential students (*Ezell, Arnold*) (College Goal 6)
 - 1.a.2. Annually collect and review service region data to understand perceptions of the College and implement effective strategies to ensure maximum market share: (*S. Huffman, Ezell, Arnold, Burney*) (College Goal 6)
 - Perception of parents of individuals (traditional) who do and do not attend DCC
 - Perception of non-traditional aged (and potential) students both who do and do not attend
 - Perception of traditional students both who do and do not attend
 - 1b Identify potential market shares (military, prisons, veterans, etc.)
 - 1.b.1. Develop strategies to increase market share/enrollment; e.g.; complete Military Friendly designation (*Ezell, Arnold, Burney*) (College Goal 6)
- 2) Economic Development Workforce Training (*Arnold, Ezell*)
 - 2a More short-term degree/training programs/certifications (*Arnold, Ezell*) (College Goal 1)
 - ID national certifications
 - Stackable credentials
 - Non-credit/workforce certifications and training
 - Alternative delivery methods (nights, weekends, online, accelerated ...)
 - 2b Primary provider for workforce training (*Arnold, Ezell*)
 - 2.b.1. College representation on relevant economic boards and organizations (College Goal 6)
 - 2.b.2. Industry representation in curriculum development (College Goal 6)
 - 2.b.3. Dual enrollment pathways (College Goal 5)
 - 2c Best technical programs (*Arnold, Ezell, S. Huffman*)

- 2.c.1 Identify top programs in the state/nation and use best practices modeling to become the best in the nation (employers' satisfaction, placement rates, industry certification pass rates) (College Goal 1)
- 2.c.2 All (eligible) programs will be accredited and certified (College Goal 1)
- 2.c.3. Emphasize innovative teaching, partnering with the public schools and other entities in our service region (e.g., Lean Flow Cell) (College Goal 1)
- 2d Dual enrollment program specific pathways starting eighth grade (*Ezell, Arnold*)
 - 2.d.1. Sponsor field trips, summer camps, on and off-site demonstrations (*Ezell, Arnold*) (College Goal 5)
 - 2.d.1.a. Look at additional or alternative funding sources that can pay for these "extra" services, to keep from being a burden on the college budget (*Hair*) (College Goal 7)
 - 2.d.2. Work with public school system STEM Academy for additional collaborations in lower grades (*Ezell, Arnold*) (College Goal 5)
 - 2.d.3. Expand Health Sciences Academy concept (*Ezell*) (College Goal 5)
 - 2.d.4. Career coaches assist in career planning (*Ezell, Arnold*) (College Goal 5)
 - 2.d.5. Clubs/activities (*Ezell, Arnold*) (College Goal 5)
- 3) Alternative program delivery (weekend, evenings, accelerated, study abroad) (*Ezell, Arnold*)
 - 3a Review other transfer agreements for similar 3 plus 1 opportunities (example: 3 plus 1 Franklin University baccalaureate program) (*Ezell, Arnold*) (College Goal 4)
 - 3b MOOCs, develop or identify short instructional modules, utilize open educational resources (OER) (*Ezell, Arnold*)
 - 3c Offer open entry and exit courses on line (*Ezell, Arnold*) (College Goal 4)
 - 3d Identify and remove enrollment barriers for distance education students (*Ezell, Arnold*) (College Goal 4)
 - 3e Weekend college options (*Ezell, Arnold*) (College Goal 4)
 - 3f NOVA's distance learning program (*Ezell, Arnold*) (College Goal 4)
 - 3g Explore niche areas for distance learning expansion (*Ezell, Arnold*) (College Goal 4)
- 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) (College Goal 4)
 - 4b Examine alternative scheduling, such as nights and weekends for additional cohorts (College Goal 4)

- 4c Evaluate articulation agreements with four-year schools that our students are transferring to for continuation (College Goal 6)
- 5) Sharing best practices (*Burney, Ezell, Arnold, S. Huffman*)
 - 5a Programs share best recruitment practices (College Goal 2)
 - 5b Disseminate information on campus (division/office level, faculty/staff meetings, electronic newsletter, email, intranet...) (College Goal 2)
 - 5c Share what is learned from conferences where relevant and appropriate (College Goal 2)
 - 5d Identify the appropriate deliverer of the messages (i.e., President, Vice President, etc.) (College Goal 4)
- 6) Alternative funding/fundraising (*Hair*)
 - 6a Best use of resources for retention (College Goal 7)
 - 6b Program responsibilities for fundraising (coordinated through Educational Foundation) (College Goal 7)
 - 6c Educational Foundation Office will intensify efforts to look at local, regional and state foundations (College Goal 7)
- 7) Quality of Life Programming (*Arnold, Ezell*)
 - 7a Develop credit and non-credit topics of personal interest and self-improvement, e.g., astronomy at the Danville Science Center dome theater and Fine and Performing Arts Programs (College Goal 1)
 - 7b Complement and build on existing programs/events in the service region (College Goal 5)
 - 7c Cultural awareness programs (College Goal 6)

3. SACSCOC/QEP—Program Certifications

Benchmark: No findings from the on-site visiting committee

Metrics: Complete vetting of the Compliance document with all functional area managers; Off-site Review results; On-site Committee report; SACSCOC Board vote

- 1) Found in full compliance (*Ezell, Arnold, Barnes, Huffman*)

4. Review of College and Organizational Structure and Personnel

- 1) Orientation Plans for both Faculty and Staff (*Ezell, Arnold, Barnes*)
 - 1a Implement a year-long orientation schedule for faculty/staff (College Goal 2)
 - 1b Schedule faculty orientation to begin in advance of the contract (with compensation) (College Goal 2)
- 2) Program Feasibility (*Ezell, Arnold, Barnes, S. Huffman*)
 - 2a Evaluate programs/courses, community needs, student success (add, expand, discontinue, redesign) (College Goal 1)
 - 2b Evaluate program costs and impact of dual enrollment and grants (College Goal 7)
 - 2c Alignment of resources and facilities to maximize program and functional area productivity (College Goal 7)
 - 2d Ongoing review of programs and functional areas for appropriate staffing and skill needs (College Goal 2)
- 3) Review organizational structure of the College (*Scism*)
 - 3a Coordination of services (College Goal 2)
 - 3b Streamline committee structure (College Goal 2)
 - 3c Review of acquisition and timely implementation of technology (College Goal 4)
 - 3d Review of departmental functions/tasks to ensure alignment with departmental mission (College Goal 2)
 - 3e Continuity Plan to include cross-training of employees to ensure critical functions are executed (College Goal 2)
- 4) Identify and address grants, activities, relationships, and other College commitments to ensure appropriate and efficient utilization of institutional resources (*Scism, Ezell, Arnold, Barnes, Hair*) (College Goal 7)
- 5) Conduct thorough and comprehensive review of salary scale (budget) (*Barnes*) (College Goal 7)
- 6) Monitor and adapt to external cultural shifts (*All*) (College Goal 6)
- 7) Cultivate College culture built on collaboration, collegiality, respect, accountability, customer service (students, faculty and staff) (*All*) (College Goal 2)

- 8) Share information and procedures among faculty/staff to maximize efficiencies and employee productivity (*Ezell, Barnes, Arnold*) (College Goal 2)

5. Marketing

- 1) Comprehensive Marketing, Communication, and Branding Plan (*Burney*) (College Goal 6)
- **Marketing Plan** (Price, Product, Place and Promotion) (*Burney*)
 - 1a Showcase programs, students' and alumni successes (College Goal 6)
 - 1b Message about quality of instruction (College Goal 6)
 - 1c Sharing of best practices (College Goal 6)
 - 1d Quality of Life Opportunities (College Goal 6)
 - **Effective External/Internal Communication Plans** (Goals, identify audiences, identify messages for each primary audience, identify strategies for each audience, tactics, evaluation, timetable and budget) (*Burney*)
 - 1e Develop an effective **internal** communication structure/strategies (*All*)
 - 1.e.1. Identify relevant committee membership; e.g., include webmaster, deans, etc. (College Goal 4)
 - 1.e.2. Targeted marketing message (*Burney*) (College Goal 4)
 - 1.e.3. Annual Review of Communication Plan for Effectiveness (*Burney*) (College Goal 4)
 - 1.e.4. Message relevant to curricula strategies (*Burney*) (College Goal 4)
 - 1.e.5. DCC's 50 Year Anniversary Celebration (*Hair, Burney*) (College Goal 4)
 - 1f Develop an effective **external** communication structure/strategies
 - 1.f.1. Targeted marketing message (College Goal 6)
 - 1.f.2. Distinct messages to subgroups (College Goal 6)
 - 1.f.3. Community perception (College Goal 6)
 - 1.f.4. Annual Review of Communication Plan for effectiveness (College Goal 6)
 - 1.f.5. Message relevant to curricula strategies (College Goal 6)
 - 1.f.6. DCC's 50 Year Anniversary Celebration (College Goal 6)
 - 1g Establish and maintain proactive relationships (*All*)

- 1.g.1. More cooperation with economic developers (re companies coming to region) (*Ezell, Arnold*) (College Goal 6)
 - 1.g.2. High school dual enrollment instructors/faculty/principals/counselors (*Ezell, Arnold*) (College Goal 6)
 - 1.g.3. Review DCC memberships on strategic boards (do we have a voice) (*President's Cabinet*) (College Goal 6)
- Branding Plan(Consistent message across all platforms) (*President's Cabinet*)
 - 1h Coordination of conversations (*Scism, President's Cabinet*) (College Goal 6)