

**ANNUAL PLAN  
OBJECTIVES AND STRATEGIES  
2001-2002**



*LORD FAIRFAX  
COMMUNITY COLLEGE*

*Office of Planning and Research*

# TABLE OF CONTENTS

<b>Forward</b> .....	4
<b>Institutional Priorities</b> .....	4
<b>The Planning Process</b> .....	5
General Planning Calendar .....	7
<b>Values</b> .....	8
<b>Vision</b> .....	10
<b>Mission</b> .....	10
<b>Long-Range Goals</b> .....	11
<b>Unit Objectives and Operational Strategies</b>	
<b>Instructional and Student Services - Fauquier Campus</b> .....	12
<b>Instructional and Student Services – Middletown Campus</b>	
Joint Area Objectives .....	19
Instructional and Student Services – Math, Science and Technology.....	24
Instructional and Student Services – Humanities and Social Sciences.....	30
Student Services.....	34
Workforce Services and Continuing Education.....	39
Learning Resources.....	44
Information Technology .....	48
Distance Learning, Tech Prep and Special Programs.....	51

**Financial and Administrative Services**

Dean of Financial and Administrative Services.....55  
Planning and Research.....59  
Institutional Advancement.....63  
Office of the President.....67

## FOREWORD

The *Annual Plan* is a formal statement of intent and represents the effort of all employees of Lord Fairfax Community College toward fulfillment of the College mission. Citizens of the College's service region, including the counties of Clarke, Fauquier, Frederick, Page, Rappahannock, Shenandoah and Warren, and the City of Winchester are fortunate to have a community college whose staff, faculty and administration recognize their personal obligations to attract new students, retain current students, and to build relationships with area schools, businesses, industries and government agencies.

The membership of the Planning Council, comprised of faculty, administrators, staff, and College Board representatives, believes this document is more than a college planning document, it represents our commitment to continuous improvement. Continuous improvement "the process" has been succeeded by "the attitude" and is embedded in every aspect of this institution. This attitude is reflected in the Annual Plan in terms of input, involvement, collaboration and coordination of all employees of this campus community and expressed in functional unit plans. Campus initiatives represented in unit objectives and operational strategies for the 2001-2002 planning cycle focus on the following institutional priorities.

### INSTITUTIONAL PRIORITIES

- Instructional Programs
- Recruitment
- Retention
- Advising
- Professional Development
- Technology
- Assessment

The College's intention to fulfill its mission in the upcoming year is encompassed in the unit objectives, and operational strategies within this document. The College community recognizes the importance of planning for the future success of our students, community, and College. With continued visionary leadership, participation of the entire college community, and support of this Annual Plan, Lord Fairfax Community College will continue to surpass former successes and achievements and fulfill the mission with renewed vigor.

## THE PLANNING PROCESS

Lord Fairfax Community College is committed to a participative long-range and annual planning process. The primary goals of the planning process are to support continuously improve and to provide a clear sense of direction for the College resulting in positive communication, a sense of direction meaningful for the work of each employee, inter-unit and inter-divisional activities supporting and reinforcing each other, and to enhance morale for all within the institution. The sense of purpose or direction resulting from such planning will enable members of the organization to have knowledge of where the College is going and how their contributions fit in the overall plan.

The planning approach for LFCC is designed to maintain a high degree of flexibility and readiness to accommodate change. Furthermore, the planning process recognizes the uniqueness of the organization. Although the basic principles of planning utilized are common to any substantial planning endeavor, the LFCC approach emphasizes such important strengths as the cohesion of a small college; commitment and trust among the employees because of their dedication to the College; willingness to voluntarily carry the College's responsibilities associated with planning in order to fulfill responsibilities for educational service; and faith that "giving" in the planning process will result in mutual benefits and rewards for all.

This one-year plan is based on the fiscal year July 2001 through June 2002 and is subdivided by the functional units of the College. While it should be evident to all employees of the institution that planning is a pervasive process with numerous opportunities to plan during the year, this document focuses on measurable unit objectives that are of high priority to the institution. Data from various sources (internal and external) are utilized to frame the highest priority needs and/or issues. A planning retreat is held each year and is the mechanism by which all annual planning (formal and informal) is synthesized into the Annual Plan. Throughout the year, individuals are encouraged to provide input into the planning process through the many vehicles available to them; supervisors, members of the Planning Council or other committees and organizations. In this manner all issues and/or needs can be heard and given appropriate consideration. Additionally, functional unit leaders are expected to meet throughout the year with members of their unit and as a group prior to the planning retreat to brainstorm and articulate issues, and/or concerns that impact their work or the institution in general.

The annual planning system at LFCC is transactional and aimed at the specific institutional moves, which keep the College on course while accommodating change or unforeseen circumstances. Opportunity for broad participation in formulating goals, objectives and strategies of the Annual Plan is important at LFCC since the College is committed to a broad participative style of operation.

Each functional unit of the College developed measurable unit objectives and operational strategies for the 2001-2002 planning cycle and each unit objective reflects the following: long-range goal reference(s), time frame for completion, person(s) responsible, resources required, and evaluation measures. LFCC's planning calendar is found on page 7 and a list of acronyms and abbreviations used in the document is found below.

<b>A &amp; E</b> – Architecture & Engineering	<b>DWSCE</b> – Director, Workforce Services and Continuing Education
<b>AARB</b> – Art and Architecture Review Board	<b>DIT</b> – Director of Information Technology
<b>AFTE</b> – Annual Full-time Equivalent	<b>DJH</b> – Dowell J. Howard Facility
<b>BM</b> – Business Manager	<b>DLRC</b> – Director, Learning Resources Center
<b>BRPM</b> – Bureau of Real Property Management	<b>DSS</b> – Director of Student Services
<b>C &amp; I</b> – Curriculum and Instruction	<b>FC</b> – Fauquier Campus
<b>CAC</b> – Curriculum Advisory Committee	<b>FSDC</b> – Faculty and Staff Development Committee
<b>CBIS</b> – Center for Business and Industry Services	<b>FT</b> – Fiscal Technician (or “full-time” depending on context)
<b>CEC</b> – Continuing Education Coordinator	<b>FTE</b> – Full-time Equivalent
<b>COPE</b> – Capital Outlay Project Engineer	<b>IDPs</b> – Individual Development Plans
<b>CSBDC</b> – Coordinator, Small Business Development Center	<b>ISS(MS)</b> – Instructional & Student Services Math & Science
<b>CWBL</b> – Center for Work Based Learning	<b>ISS(HSS)</b> – Instructional & Student Services Humanities & Soc. Sci.
<b>DDLTPSP</b> – Director, Distance Learning, Tech Prep & Special Prog.	<b>LAC</b> – Learning Assistance Center
<b>DEB</b> – Division of Engineering and Building	<b>LRC</b> – Learning Resources Center
<b>DFAS</b> – Dean, Financial and Administrative Services	<b>OIA</b> – Office of Institutional Advancement
<b>DFMS</b> – Director of Facilities Management Services	<b>OPR</b> – Office of Planning and Research
<b>DGS</b> – Department of General Services	<b>SBCC</b> – State Board of Community Colleges
<b>DIA</b> – Director, Institutional Advancement	<b>SBDC</b> – Small Business Development Center
<b>DISS</b> – Dean, Instructional and Student Services	<b>TIC</b> – Technical Instruction Coordinator
<b>DISS-FC</b> – Dean, Instructional and Student Services, Fauquier	<b>TLTR</b> – Teaching and Learning Technology Roundtable

## GENERAL PLANNING PROCESS CALENDAR

DATE	PROCESS	RESPONSIBILITIES
Aug.	Present Annual Plan and End of Cycle Report	Director, Planning and Research
Sep.	Planning Council Meeting	Planning Council
Nov.	Planning Council Meeting. Functional Unit Update	Planning Council, Functional Unit Leaders
Jan.	Planning Council Meeting. Mid-Cycle Review.	Planning Council
Feb.	Information gathered throughout the year is represented by employees in functional unit meetings. (Input is gathered for Planning Council.)	ALL Employees
Mar.	Planning Council meeting. Identify unit accomplishments. Brainstorm new functional unit goals, operational strategies and preliminary budget requests	Deans, Functional Unit Leaders
Jun.	Planning Retreat <ul style="list-style-type: none"> <li>■ Review institutional accomplishments, goals, operational plans and Annual Plan.</li> <li>■ Review and update purpose and objectives.</li> <li>■ Review and revise internal and external assumptions.</li> <li>■ Update Long Range Plan.</li> <li>■ Establish institutional goals and priorities for the next year.</li> </ul>	Planning Council
Jun.	Develop End of Cycle Report. Establish operational plans and budget requests for following year.	Deans, President and Director, Planning & Research
Jun.-Jul.	Finalize budget. Provide draft copies of Annual Plan and End of Cycle Report to Planning Council.	Deans, President and Director, Planning & Research
Jul.-Aug.	Complete final editing of planning documents	Director, Planning and Research

# WHAT WE VALUE AT LORD FAIRFAX COMMUNITY COLLEGE

*PROPOSED JULY 2000*

## **Learning, Excellence, Campus & Culture, Relationships/Partnerships**

### **Lord Fairfax Community College values learning.**

- ▶ Access
- ▶ Lifelong learning
- ▶ Learner centered
- ▶ On-demand learning
- ▶ Knowledge
- ▶ Student success

### **Lord Fairfax Community College values excellence.**

- ▶ Innovation
- ▶ Service
- ▶ Support services which foster success
- ▶ Honesty
- ▶ Learning resources
- ▶ Professional development
- ▶ . . . in Technology

**Lord Fairfax Community College values campus and culture.**

- ▶ Pride
- ▶ Trust
- ▶ Ethical decision-making
- ▶ Clean, healthy environment to work and learn
- ▶ Community of learners
- ▶ Ethics
- ▶ Empowerment
- ▶ Global awareness with a community focus
- ▶ Open-door
- ▶ Diversity
- ▶ Campus aesthetics
- ▶ A cultural nucleus for community

**Lord Fairfax Community College values relationships/partnerships.**

- ▶ People (internal and external)
- ▶ Strategic alliances
- ▶ External funding
- ▶ Adaptable

## VISION STATEMENT

Lord Fairfax Community College will be a leader in higher education preeminently recognized for teaching excellence, student success, and responsiveness to internal and external communities and partnerships with business, government, schools, and colleges.

## MISSION STATEMENT

The mission of Lord Fairfax Community College is to provide comprehensive higher educational and workforce training programs and services of superior quality that are financially and geographically accessible and that meet individual, business, and community needs by:

- ▶ Providing programs and courses of instruction, through the associate-degree level, encompassing occupational-technical education, college transfer education, general education, developmental education, continuing education, and workforce development;
- ▶ Offering a comprehensive program of student-development services;
- ▶ Utilizing a broad range of technologies, methods, materials, and facilities, within instructional and support services that accommodate students of diverse backgrounds, interests, and abilities;
- ▶ Creating an educational environment that facilitates learning through a curriculum that broadens perspectives, leads to responsible citizenship, and sets standards that support the highest level of performance;
- ▶ Serving as the linkage between secondary education and four-year colleges and universities;
- ▶ Enriching local communities, by making available resources in people, facilities, libraries, and programming;
- ▶ Taking a leadership role in helping shape the future direction of its communities;
- ▶ Enhancing economic, cultural, and educational partnerships between the college and the communities it serves;
- ▶ Ensuring a healthy and safe environment on each campus
- ▶ Maintaining fiscal responsibility and accountability

## LONG-RANGE GOALS

1. To provide a strong, comprehensive, instructional program which accommodates students with varying backgrounds, abilities, and interests and enables accomplishment of academic goals such as the associate degree, developmental education, self-enrichment, cultural objectives, or transfer to other colleges and universities.
2. To provide quality occupational/technical programs which prepare students for careers in technical, paraprofessional, and management positions.
3. To expand community services and continuing education programs for both adults and youth, cooperate with high school and community agencies in community education programs and promote the economic, educational, and cultural development of the service area.
4. To provide a comprehensive program of student services which meets the educational, personal, career and social needs of students and facilitates entry in to the College and promotes appropriate placement.
5. To assure and extend access to all students who can benefit, including minorities, persons with disabilities, and the disadvantaged, to educational programs presented in a variety of instructional modes, offered at convenient times and locations (off-campus centers), and supplemented by articulation with other service area agencies.
6. To provide a comprehensive learning resources program to support instructional, professional development and the life-long learning needs of faculty and staff, students and community residents.
7. To serve as a cultural and recreational center for the service area by offering a broad range of programs and services to enrich the life of the individual and the community and to enhance appreciation of creative expression in all forms including music, dance, theater arts, visual arts, and recreation.
8. To develop partnerships with business, industry, government, education, and other external agencies in order to meet the training and retraining needs of the work force.
9. To improve and expand financial resources (foundation, endowment, and grants) and campus facilities to the level that comprehensive educational, cultural, and recreational programs can be enhanced and a standard of excellence maintained.
10. To provide comprehensive faculty and staff development which facilitates the provision of quality instructional, student, and administrative services programs to meet the needs of a diverse student body.
11. To increase the cultural diversity of our student body and employees by actively recruiting and retaining minority students and personnel.
12. To become a continuous quality improvement institution which conducts continuous institutional self-appraisal and renewal encompassing comprehensive planning, review, and evaluation in all aspects of College operations.

**INSTRUCTIONAL AND  
STUDENT SERVICES  
FAUQUIER CAMPUS**

## INSTRUCTION - FAUQUIER CAMPUS

### Instruction - Fauquier

**Unit purpose statement:** in support of the College’s institutional mission, the Instructional and Student Services Unit at the Fauquier Campus provides the overall leadership for a high quality instructional program which meets the needs of the citizens of the Fauquier community.

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
1. Implement strategies identified in the report of the internal committee on curriculum and programs. a. Implement two new certificate programs and one revision to a degree program	Sep. 2001 – May 2002	DISS/Fauquier		Faculty & staff		Implementation of two new certificate programs; revisions to one degree program
2. Further strengthen the adjunct faculty mentoring program implemented in 1999-2000 academic year. a. Provide guidelines in the form of a written document to full-time faculty. b. Monitor the activities of full-time faculty with regard to faculty mentoring and provide a feedback mechanism from adjunct faculty as to the program effectiveness. c. Provide at least three professional development or social activities that include adjunct faculty. d. Provide at least two all-faculty meetings each semester.	Sep. 2001 – May 2002	DISS/Fauquier		DISS/Fauquier Full-time faculty		New full-time and adjunct faculty will be asked to complete a survey at the end of each term to assess the effectiveness of this initiative.

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
3. Provide for the recruitment of adjunct faculty <ul style="list-style-type: none"> <li>a. Place advertisements in local and national publications to recruit new adjunct faculty.</li> <li>b. Hold at least two adjunct “open house” activities to recruit additional part-time faculty.</li> <li>c. Maintain an active “pool” of potential adjuncts with at least basic anecdotal information.</li> <li>d. Use current staff and faculty to develop additional strategies for recruitment of adjunct faculty.</li> </ul>	Aug. 2001- May 2002	DISS-Fauquier		DISS-Fauquier		At least two advertisements will appear in the local papers  At least one open house will be conducted during the 2001-2002  Increase the number of potential adjuncts in the pool by at least 50
4. Strengthen the evaluation of instruction. <ul style="list-style-type: none"> <li>a. Empower each faculty member to develop and implement at least two definitive measures of instructional outcomes in each course.               <ul style="list-style-type: none"> <li>i Provide for at least one professional development activity on evaluation of instruction for all faculty.</li> <li>ii Incorporate VCCS guidelines and initiatives to ensure implementation of this initiative.</li> </ul> </li> </ul>	Aug. 2001- May 2002	DISS/Fauquier	TBA	TBA		Effectiveness of this strategy will be determined by the development and implementation of evaluative measures by each faculty and use of these results as a means of improving instruction.

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
5. Strengthen partnerships with local public and private secondary schools. <ul style="list-style-type: none"> <li>a. Increase the number of students who are dual-enrolled.</li> <li>b. Identify and offer other courses and programs of interest to public and private secondary schools in the Fauquier Campus “service area.”</li> <li>c. Provide a presence at school events, such as college and career night activities, etc..</li> <li>d. Hold “open house” events for high school students.</li> <li>e. Hold at least one LFCC “senior/junior visitation day ” for local high school students</li> </ul>	Sep. 2001 – May 2002	DISS/Fauquier DISSS - College				Increase the number of dual-enrolled students by 15%
6. Continue to explore alternative delivery methods of instruction. <ul style="list-style-type: none"> <li>a. Conduct appropriate professional development activities that will foster and support the use of technology in instruction.</li> <li>b. Explore and write at least one grant proposal to support instructional technology.</li> <li>c. Maximize the use of existing technology (i.e. – distance learning lab, schedule, and strategies) to encourage alternative instructional delivery.</li> </ul>	May 2002					

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
<p>7. Conduct appropriate faculty/staff development activities to increase the effectiveness of the Fauquier campus.</p> <ul style="list-style-type: none"> <li>a. Plan and implement two faculty development activities to increase teaching effectiveness, instructional technology, and/or evaluation.</li> <li>b. Plan and implement two staff development activities to increase effectiveness in student services, marketing/promotion, and/or customer service.</li> <li>c. Promote participation in LFCC professional development initiatives.</li> <li>d. Promote participation in VCCS professional development activities.</li> <li>e. Encourage faculty participation in the development of at least one VCCS professional development grant.</li> </ul>	May 2002					
<p>8. Increase enrollment at the Fauquier Campus.</p> <ul style="list-style-type: none"> <li>a. Develop and implement marketing strategies to support the increase of enrollment at the Fauquier campus.</li> <li>b. Monitor and participate in student service activities in support of this objective.</li> <li>c. Encourage faculty/staff support of this objective by requiring active participation in community events, visits to schools, and other activities that will contribute to increased enrollments.</li> </ul>	May 2002					

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
9. Continue to market the campus as a learning resource for the community <ul style="list-style-type: none"> <li>a. Provide speeches, presentations and programs to community and civic associations, government entities and other pertinent “clients”</li> <li>b. Develop and disseminate College and community-oriented brochures, and publications</li> <li>c. Continue community lecture series</li> <li>d. Ascertain and implement other marketing strategies.</li> </ul>	Sep. 2001 – May 2002	DISS – Fauquier  Recruiter – Fauquier  Office of Institutional Dev.				Determined by the number of public relations activities, speeches, etc.
10. Monitor institutional effectiveness guidelines from SCHEV and SACS accreditation standards to ensure compliance and improvement as contributors to the overall instructional effectiveness of the College.	Sep. 2001 – May 2002	DISS - Fauquier				(To be determined)
11. Improve the appearance of the Fauquier campus as a contributor to academic success and well-being. <ul style="list-style-type: none"> <li>a. Pursue actively the completion of a landscape plan and attending activities, either through College services or outside vendor.</li> <li>b. Pursue actively the completion and repairs to campus facilities resulting from the original contractor default.</li> <li>c. Continue to monitor, on a day-to day basis, the appearance, cleanliness and overall state of the campus facilities. Take a more active role in ensuring general maintenance.</li> </ul>	Sep. 2001 – May 2002	DISS – Fauquier DFAS		College funds Donated funds and labor/materials		Determined by the actual physical appearance  Number of activities that contribute directly to campus beautification  Value of donated labor and materials

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
<p>12. Expand the presence and effectiveness of Continuing Education/Workforce Services in the community through the development and delivery of programs.</p> <ul style="list-style-type: none"> <li>a. Increase number of clients who request customized training from current four (Fauquier County, Airlie, Fauquier Hospital, Triple E Management) to additional eight, and total of 12.</li> <li>b. Increase revenues from customized training from last year's \$9,856 to target of \$25,000.</li> <li>c. Increase open enrollment classes from last year's \$33,000 total to \$40,000.</li> <li>d. Reduce cancellation rate from 42 percent to 35 percent.</li> <li>e. Increase use of web and electronic marketing, as well as flyers.</li> <li>f. Measure computer room occupancy and strive for full occupancy during regular business hours.</li> </ul>	Sep. 2001 – May 2002	CE/Workforce Services				Excel spreadsheet with SIS data (a-d+f)

**INSTRUCTIONAL AND STUDENT  
SERVICES - MIDDLETOWN  
JOINT AREA OBJECTIVES**

**INSTRUCTION AND STUDENT SERVICES UNIT**  
**Joint Area Goals**

**Unit Purpose Statement:** *To promote the teaching and learning mission of the College by coordinating the areas of Instruction, Student Services, and Academic Support Services.*

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
1. To increase enrollment by 5% over baseline year 2000-2001. (LR 1,4,5,8) a. Develop recruitment brochures for new technical programs (e.g., surgical technology, LFCC Computer Academy). b. Strengthen and expand involvement in partnership activities (e.g., Tech Prep, RCA, EDC, SBDC, and WIB). c. Implement and promote the College's Student Support Services grant initiative.  d. Strengthen and expand dual enrollment opportunities within secondary school systems. e. Strengthen and expand distance learning course offerings.  f. Strengthen and expand Weekend College program.	Oct. 2001	DIS (M,S,T) Program Faculty College Recruiters	Instructional budget, RCA and Title III grant funds			Documents published and distributed.
	Jun. 2001	DISS DDL & SP DWS & CE				
	Dec. 2001	DISS DSS DSSS DIS (M,S,T) DIS (H & SS)	Student Support Services Grant funds			Project objectives met.
	Dec. 2001	DISS DDL & SP Faculty	Increase enrollment by 5% over base year 2000-2001			
	Dec. 2001	DISS DDL & SP DIS (M,S,T) DIS (H & SS) Faculty	Increase web offerings by 5% over base year 2000-2001.			
	Jun. 2001	DISS DIS (M,S,T) DIS (H & SS) Faculty	10 courses are offered on a Weekend College format.			

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
<p>2. To increase the annual retention rate of full-time students by 10% and of part-time students by 5% over baseline year 2000-2001. (LR 5)</p> <p>a. Assign Student Recruitment and Retention Committee to evaluate current structure and revise as appropriate.</p> <p>b. Implement Year 4 strategies of Title III grant initiative.</p> <p>c. Support the implementation of assessment tools related to distance learning (e.g., learning styles, computer competency).</p>	<p>Sep. 2001</p> <p>Jun. 2001</p> <p>Dec. 2001</p>	<p>DISS DSS</p> <p>DISS DDL &amp; SP Faculty</p> <p>DISS DIR DDL &amp; SP</p>	<p>Title III grant funds</p>			<p>Year 4 grant report reflects implementation of all activities.</p> <p>Assessments available to students on the College's Distance Learning web site.</p>
<p>3. To assure continuous quality improvement through on-going assessment and evaluation, as measured by publication of assessment and continuation of multiple-year grant awards (LR 12)</p> <p>a. Conduct end-of-year assessments for Title III, Tech Prep, Perkins, and Federal Student Support Services grants.</p> <p>b. Develop and implement a systematic process for distance learning program initiatives.</p> <p>c. Review and revise the pilot evaluation process for full-time faculty.</p> <p>d. Assign College-wide representation on all standing committees.</p>	<p>Jun. 2001</p> <p>Oct. 2001</p> <p>Jun. 2001</p> <p>Sep. 2001</p>	<p>DISS DDL &amp; SP DSS DSSS</p> <p>DISS DDL &amp; SP</p> <p>DISS DIS (M,S,T) DIS (H &amp; SS) Faculty</p> <p>DISS (M) DISS (F)</p>				<p>End-of-year reports indicate successful project implementation.</p> <p>Distance Learning Handbook published and distributed.</p> <p>Pilot evaluation assessed, revised, and implemented.</p> <p>College standing committees representative of both campuses.</p>

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
<p>4. To develop new programs and to improve current programs. (LR 1,2,4,5)</p> <p>a. Support development of Liberal Arts – Fine Arts specialization degree program.</p> <p>b. Hire Computer Academy Coordinator and support the delivery of computer programs and certificates in alternative formats (e.g., burst, weekend, credit, and non-credit).</p> <p>c. Initiate process for the national certification of Engineering program.</p> <p>d. Support development of asynchronous delivery of one AA&amp;S degree program.</p> <p>e. Support the review and revision of the College’s Education Arts and Sciences degree program.</p>	<p>Dec. 2001</p> <p>Oct. 2001</p> <p>Dec. 2001</p> <p>Jun. 2001</p> <p>Mar. 2002</p>	<p>DISS DIS (H &amp; SS) ART Faculty</p> <p>DISS DDL &amp; SP DWS &amp; CE DIS (M,S,T) IST Faculty</p> <p>DISS DIS (M,S,T) EGR Faculty</p> <p>DISS DDL &amp; SP DIS (H &amp; SS)</p> <p>DISS DIS (H &amp; SS) Faculty C&amp;I Committee</p>	<p>RCA &amp; Title III grant funds</p>			<p>Degree program approved by VCCS and State Board for Community Colleges.</p> <p>Academy Coordinator hired. Schedule lists additional course (credit and non-credit) offerings.</p> <p>Certification materials prepared and mailed to national agency.</p> <p>Fall Semester 2002 schedule lists additional web courses and AA&amp;S degree program options.</p> <p>College Catalog reflects changes in the College’s Education curriculum.</p>
<p>5. To expand professional development activities for College personnel.</p> <p>a. Plan and schedule a technology training series for employees.</p> <p>b. Plan and schedule a leadership development series for administrative personnel.</p> <p>c. Plan and schedule a Distinguished Faculty Lecture series.</p> <p>d. Support the delivery of training related to the delivery of synchronous and asynchronous courses.</p>	<p>Sep. 2001</p> <p>Sep. 2001</p> <p>Sep. 2001</p> <p>Dec. 2001</p> <p>Jun. 2001</p>	<p>DISS DIT Prof Dev Comm</p> <p>DISS</p> <p>DISS Prof Dev Comm</p> <p>DISS DDL &amp; SP</p> <p>DISS</p>	<p>Perkins funding</p>			<p>Training schedule developed and implemented.</p> <p>Series designed, delivered, and evaluated.</p> <p>Series developed, promoted, delivered, and evaluated.</p> <p>Training scheduled, delivered, and evaluated.</p> <p>IST faculty trained as</p>

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
e. Support training for IST faculty in the areas of industry related certification credentials (e.g., Oracle, MOUS, MCSE, CISCO, A+). f. Pilot a professional development series for part-time faculty.	Dec. 2001	DIS (M,S,T) IST Faculty  DISS DIS (M,S,T) DIS (H & SS) Faculty				needed. Annual evaluations document completed training.  Monthly sessions are conducted and successfully evaluated by program participants.
6. Expand delivery of student and instructional services programs using current technology. a. Complete VCCS SIS model training, institutionalization, and implementation. b. Complete implementation and training for use of Microsoft Outlook as the College's e-mail provider.	Jun. 2001  Dec. 2001	DISS DIT DSS DISS DIT				Student registrations completed with use of VCCS SIS systems. Successful use by College personnel of new e-mail system.

**INSTRUCTIONAL AND  
STUDENT SERVICES  
MATH, SCIENCE &  
TECHNOLOGY**

## INSTRUCTION AND STUDENT SERVICES UNIT

### Instructional Services Math, Science and Technology

**UNIT PURPOSE STATEMENT:** *Instructional services will assure teaching excellence, a high student success rate, and responsiveness to student, business, school system, and other community needs.*

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
1. To support the College's recruitment efforts and assist in increasing enrollment by 5% over 2000-2001. (LR 1,4,5,8)						
a. Develop recruitment brochures for new technical programs (e.g. Surgical Technology, LFCC Computer Academy, Environmental Technology).	Oct. 2001	DIS-MST, Program Faculty, College Recruiters, DIA	Instructional budget, RCA and Title III Grant Funds			Enrollment figures will document increase.
b. Strengthen and expand distance learning course offerings.	Dec. 2001	DISS, DDL, DIS-MST, DIS-HS				.
c. Strengthen and expand Weekend College program.	Dec. 2001	DISS, DDL, DIS-MST, DIS-HS, Program Faculty				
d. Implement and promote the College's Student Support Services grant initiative.	Dec. 2001	DISS, DSS, DSSS, DIS-MST DIS-HS	Student Support Services Grant funds			

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
2. To develop new programs and to improve current programs. (LR 1,2,4,5) <ul style="list-style-type: none"> <li>a. Respond to new curricula requests to include, but not limited to, architecture, cardiovascular technology, computer science transfer degree, and one-year certificate in nature photography.</li> <li>b. Revitalize and retool curricula to include, but not limited to, environmental technology and electronics.</li> <li>c. Initiate process for the national certification of Engineering program.</li> <li>d. Explore external funding sources to support Instructional Services.</li> <li>e. Assess nursing program to determine need for additional faculty and/or administrative staff.</li> <li>f. Develop plan for utilization of dental hygiene lab during Summer 2002.</li> <li>g. Support college-wide grant-funded initiatives as appropriate to Math, Science, and Technology instruction.               <ul style="list-style-type: none"> <li>i. Student Services Grant (TRIO)</li> <li>ii. Title III (Computer Academy)</li> <li>iii. Tech Prep</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Dec. 2001</li> <li>Dec. 2001</li> <li>Oct. 2001</li> <li>Ongoing</li> <li>Oct. 2001</li> <li>Mar. 2002</li> <li>Jun. 2001</li> </ul>	<ul style="list-style-type: none"> <li>DIS-MST, Program Faculty, C &amp; I Committee</li> <li>DIS-MST, Consultant and Program Faculty</li> <li>DIS-MST, Engineering Faculty</li> <li>DIS-MST, DIS-HS,DIA, Faculty</li> <li>VCCS Division Chairs, DIS-MST, LFCC Nursing Faculty</li> <li>DIS-MST, Dental Hygiene Faculty</li> <li>DIS-MST, DIS-HS, Faculty</li> </ul>	<ul style="list-style-type: none"> <li>Title III and Instructional Budget</li> <li>Corporate and Private Grant Sources</li> </ul>			<ul style="list-style-type: none"> <li>New programs developed and forwarded to C &amp; I Committee for approval.</li> <li>Environmental Technology program will have 12 students enrolled by Spring semester.</li> <li>Revisions approved by C &amp; I Committee.</li> <li>Plan submitted to DISS for approval.</li> <li>Determined by grant project objectives to Math, Science, and Technology faculty and coursework.</li> </ul>

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
3. Increase public awareness of LFCC instructional programs, student success and faculty. (LR 1,2,5,8) a. Provide Office of Institutional Advancement with publicity ideas for newspapers featuring instructional programs and LFCC faculty. b. Host Native American Indian Exhibition	Ongoing  Oct. 2001	DIS-MST, DIA, Faculty  DIS-MST, DIA, Bill Brabson	Corporate Sponsor			News articles will be clipped and forwarded by DIA. Publicity file will be maintained in Instructional Office.
4. Expand professional development activities for faculty (LR 10).  a. Support training for IST faculty in the areas of industry related certification credentials (e.g., Oracle, MOUS, MCSE, CISCO, A+).  b. Conduct grant writing workshop for interested faculty.  c. Host second annual IST retreat.  d. Ensure that 100% of faculty participates in at least 2 professional development activities.  e. Improve communication of relevant information for faculty improvement thorough revised Faculty Handbook.  f. Improve adjunct mentoring by initiating a pilot full-time, part-time faculty focus group.  g. Support VCCS-SIS Model training for all faculty advisors.	Jun. 2001  Oct. 2001  May 2002  Jun. 2001  Sep. 2001  Jun. 2001  Jun. 2001	IST Faculty  Mary Catherine Funk  IST Faculty  Faculty  DIS-MST, DIS-HS  DIS-MST, DIS-HS, Select Full-time and Part-time Faculty.  DIS-MST, DIS-HS Faculty	Perkins Funding   Grant Funding  Instructional budget, Title III Funds, RCA and other grant funds.			IST faculty trained as needed. Annual evaluations document completed training.  Evaluations will take place immediately following workshop.  Evaluations will be given.  Annual evaluations document completed training.  New Faculty Handbook (including adjunct information) to be produced.  Determined by meetings, reports, and presentations to college-wide audience.  Identification and delivery of appropriate information and training sessions.

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
5. To increase quality and safety in Middletown Science lab facilities (LR 3,7,8,15).  a. Finalize ventilation plans for Room 11.  b. Provide improved hazardous material storage.  c. Share plan for science renovation with science faculty.  d. Reorganize Natural Resources Laboratory.	Nov. 2001  Sep. 2001  Sep. 2001  Sep. 2001	DIS-MST, DFAS, Program Faculty  DFAS, DIS-MST  DISS, DFAS, Program Faculty  Program Faculty, Temporary Help	DFAS Budget			Solicit and receive bids for work. Complete the work.  Identify location for hazardous material storage. Move locking shelving in. Revise procedures.  Lab meets OSHA requirements.
6. To promote communication between the faculty at the Middletown and Fauquier Campuses. (LR 1,2,3,10,12)  a. Textbook adoptions b. Professional Development c. Intercampus Faculty meetings	Jun. 2001	DIS-MST. DIS-HS, Faculty				Year-end faculty survey will indicate 85% affirmative rating.



**INSTRUCTIONAL AND  
STUDENT SERVICES  
HUMANITIES &  
SOCIAL SCIENCES**

## INSTRUCTIONAL AND STUDENT SERVICES UNIT

### Instructional Services Humanities and Social Sciences

**UNIT PURPOSE STATEMENT:** *Instructional Services will assure teaching excellence, a high student success rate, and responsiveness to student, business, school system, and other community needs.*

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
1. To support the College's recruitment efforts and assist in increasing enrollment by 5% over 2000-2001. (LR 1,4,5,8)						
a. Assist in the development of an on-line AA&S Degree Program.	Jun. 2002	DIS-HS, Faculty, Distance Ed. Support Staff				Courses adapted for web delivery, scheduled in tabloid.
b. Develop a Liberal Arts/Fine Arts Associate Program.	Jun. 2002	DIS-HS, Art Faculty				Curriculum approved by C & I Committee, VCCS.
c. Update and improve high school and 4-year transfer articulation.	Jun. 2002	DIS-HS, Faculty				Completion of fact-finding meetings with high school and college transfer personnel. Updated transfer guides and articulation policies.
d. Explore the use of a Liberal Arts/General Studies Advisory Committee.	Jun. 2002	DIS-HS				Questionnaire developed and sent to appropriate resource personnel.
e. Strengthen and expand distance learning course offerings.	Dec. 2001	DISS, DDL, DIS-HS, DIS-MST				
f. Strengthen and expand Weekend College program	Dec. 2001	DISS, DDL, DIS- HS, DIS-MST, Program Faculty				

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
<p>2. To increase the annual retention rate of full-time students by 10% and of part-time students by 5% over 2000-2001. (LR 5)</p> <p>a. Revise, refine, and strengthen education curriculum, including transfer articulation and course competencies and evaluation.</p> <p>i. Conduct focus groups and/or forums involving the education curriculum and teacher certification.</p> <p>ii. Develop a Praxis Preparation course for Educations students.</p> <p>b. Develop an ESL plan appropriate to community needs and consistent with LFCC Mission.</p> <p>c. Improve developmental instructional services to students identified as deficient in writing and reading, particularly as related to use of Plato supported instruction.</p> <p>d. Support college-wide grant-funded initiatives as appropriate to Humanities and Social Sciences instruction.</p> <p>i. Student Services Grant (TRIO)</p> <p>ii. Title III</p> <p>iii. Tech Prep</p>	<p>Jun. 2002</p> <p>Jun. 2002</p> <p>Jun. 2002</p> <p>Jun. 2002</p>	<p>DIS-HS, Faculty, Education Advisors</p> <p>DIS-HS, Continuing Education Staff, Appropriate Faculty</p> <p>DIS-HS, Appropriate English Faculty</p> <p>DIS-HS, Faculty</p>				<p>C &amp; I approved curriculum changes and updated articulation agreements.</p> <p>Production of materials identifying ESL opportunities available in the service area, including the instructional role of LFCC in delivering those services.</p> <p>Faculty training in Plato software and its incorporation in ENG 01 and ENG 04 courses.</p> <p>Determined by grant project objectives to Humanities and Social Sciences faculty and coursework.</p>

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
<p>3. To expand professional development activities for College personnel. (LR 10)</p> <p>a. Improve communication of relevant information for faculty improvement through revised Faculty Handbook.</p> <p>b. Improve adjunct mentoring by initiating a pilot full-time, part-time faculty focus group.</p> <p>c. Support VCCS-SIS Model training for all faculty advisors.</p> <p>d. Continue to support VCCA, VCCS, Peer Group professional development opportunities, including conferences.</p>	<p>Sep. 2001</p> <p>Jun. 2002</p> <p>Jun. 2002</p> <p>Jun. 2002</p>	<p>DIS-HS, DIS-MST</p> <p>DIS-HS, DIS-MST, Select Full-time and Part-time Faculty</p> <p>DIS-HS, DIS-MST, IT Staff, Faculty Advisors</p> <p>DIS-HS, Faculty</p>				<p>New Faculty Handbook (including adjunct information) to be produced.</p> <p>Determined by meetings, reports, and presentations to college-wide audience.</p> <p>Identification and delivery of appropriate information and training sessions.</p> <p>Professional Development attendance/participation as evidenced by institutional report of program highlights and knowledge gained.</p>
<p>4. To promote communication between the faculty at the Middletown and Fauquier Campuses. (LR 1,2,3,10,12)</p> <p>a. Textbook adoptions</p> <p>b. Professional Development</p> <p>c. Intercampus Faculty meetings</p>	<p>Jun. 2002</p>	<p>DIS-HS, DIS-MST, Faculty</p>				<p>Year-end faculty survey will indicate 85% affirmative rating.</p>

# **STUDENT SERVICES**

**INSTRUCTIONAL AND STUDENT SERVICES UNIT**  
**Student Services**

**UNIT PURPOSE STATEMENT:** *Student Services provides comprehensive, quality, and responsive support services to promote the academic, career, and personal success of a diverse student population.*

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
1. To support the College's recruitment efforts and assist in increasing enrollment by 5% over 2000-2001 baseline year. (LR 1,4,5,8)						Annual Full-time equivalent enrollments will increase from 5% over base year 2000-2001 (2,288 FTE.)
a. Strengthen partnerships with area schools and community agencies.	Jun. 2002	DSSS Coordinators of Financial Aid, Learning Assistance and Recruiters	Student Services Budget			Activities scheduled and conducted.
i. Conduct four financial aid workshops.						
ii. Host two WIA partnership meetings.						
iii. Participate in at least four I.D.E.A. transition activities.						
b. Promote AP, CLEP, DANTEs, and other credit-by-exam opportunities.	Jun. 2002	DSSS Coordinator of Learning Assistance				Promotional materials prepared and distributed.
c. Sponsor two new on-campus recruitment activities at each campus.	Apr. 2002	DSSS Recruiters				Activities scheduled and conducted.
d. Implement and promote the College's Student Support Services grant initiative.	Dec. 2001	DISS DSSS	Student Support Services Grant			Project objectives are met.

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
<p>2. To support the College's retention efforts and assist in increasing the annual full-time retention rate by 10% and part-time retention rate by 5% over 2000-2001 baseline year. (LR 5)</p> <p>a. Participate in four academic advising training seminars for faculty and support staff.</p> <p>b. Develop and pilot on-line academic advising model.</p> <p>c. Review and pilot the College's Early Alert System.</p> <p>d. Pilot a mentor program for at-risk students.</p> <p>e. Support Student Support Services grant initiatives.</p> <p>f. Design and implement a comprehensive process for tracking and follow-up of student withdrawals.</p> <p>g. Initiate follow-up with students with remaining Pell monies regarding summer registration.</p> <p>h. Develop and implement a workshop series related to transfer, career development, and student success activities.</p>	<p>Jun. 2002</p> <p>Dec. 2001</p> <p>Dec., 2001</p> <p>Dec. 2001</p> <p>Dec. 2001</p> <p>Dec. 2001</p> <p>Jun. 2002</p> <p>Jun. 2002</p>	<p>All Student Support Personnel</p> <p>DSS Counselors</p> <p>DSS, Student Services Staff</p> <p>DSS, Student Services Staff</p> <p>DSS</p> <p>DISS DSS</p> <p>DSS Recruiters</p> <p>DSS Financial Aid Personnel</p> <p>DSS Student Services Personnel</p>	<p>Student Services Budget</p> <p>Student support Services Grant funds</p>			<p>The number of full-time students returning from Fall, 2001 to Spring, 2002 increases by 10% over base-line 2000-2001 (63%-73%) and by 5% for part-time students (6+ credits) over base-line 2000-2001 (69.2% to 74.2%.)</p> <p>Training sessions conducted.</p> <p>Model developed and tested.</p> <p>System reviewed and piloted.</p> <p>Program designed and implemented.</p> <p>Program objectives are met.</p> <p>Tracking system designed and implemented.</p> <p>Follow-up conducted.</p> <p>Workshops developed and offered.</p>
<p>i. Evaluate and revise STD 100-Orientation program to support retention initiatives.</p>	<p>Jan. 2002</p>	<p>DSS STD Instructors</p>				<p>Course reviewed and revised.</p>

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
<p>3. Expand delivery of student services programs using current technology. (LR 1,2,4,5)</p> <p>a. Complete VCCS SIS model training, institutionalization, and implementation.</p> <p>b. Acquire document-imaging equipment for admissions and financial aid.</p> <p>    i. Establish appropriate protocol and procedures.</p> <p>c. Develop and implement “on-line” registration process.</p> <p>d. Increase the use of TTR registration.</p> <p>    i. Promote TTR.</p> <p>    ii. Implement simultaneous summer and fall semester TTR.</p> <p>e. Evaluate and revise student services web page to reflect current capabilities.</p> <p>    i. Assign a task force to revise web page as needed.</p>	<p>Jun. 2002</p> <p>May 2002</p> <p>May 2002</p> <p>May 2002</p> <p>Dec. 2001</p>	<p>All Student Support Services Personnel</p> <p>DISS DIT DSS</p> <p>DSS Coordinators of Financial Aid and Admissions and Records</p> <p>DSS Coordinator of Admissions and Records</p> <p>DSS Coordinator of Admissions and Records All Student Support Services Staff</p> <p>DSS All Student Support Services Staff</p>	<p>Student Services Budget</p>			<p>Student registrations completed with use of VCCS SIS systems.</p> <p>Funding identified. Equipment purchased and installed.</p> <p>Process defined and implemented.</p> <p>Number of transactions completed using TTR increased by 5% over Spring 00.</p> <p>Web page updated.</p>

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
<p>4. Support professional development needs of student services staff.</p> <p>a. Support participation of all student services staff in at least three development activities.</p>	May 2002	DSS				Training scheduled and implemented.

# **WORKFORCE SERVICES & CONTINUING EDUCATION**

## INSTRUCTION AND STUDENT SERVICES UNIT

### Workforce Services and Continuing Education

**UNIT PURPOSE STATEMENT:** *The office provides continuing education and community service opportunities for residents of the college's service region. Programs of a civic, recreational, avocational, and vocational nature are designed to help adults to continue general educational interest, update knowledge and skills, and satisfy leisure time interest. Programs are designed to provide cultural and educational partnerships; off-campus credit courses; noncredit vocational and recreational offerings; customized training and services; and alternative delivery of educational programs.*

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
1. Expand the involvement and participation in the apprenticeship program. (LR 2) <ul style="list-style-type: none"> <li>a. Increase the number of apprentices served by 10%.</li> <li>b. Increase the number of apprentice sponsors by 10%</li> <li>c. Schedule more employer sponsored on-site training for apprentices</li> <li>d. Develop a program for the plastics industry which will also support the plastics certificate and offer classes at industry locations.</li> </ul>	Jun. 2002	Coordinator of Business and Industry Training				State apprenticeship report
2. Expand the demand for customized training.(LR 8) <ul style="list-style-type: none"> <li>a. Provide Supervisory Training using Vital Learning to 3 new customers.</li> <li>b. Present proposals to 20 new companies throughout our service region.</li> </ul>	Jun. 2002	Director and both coordinators				Total the number of companies provided services and presentations made.



<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
8. Provide counseling and training to existing small businesses and individuals planning to start a business. (LR 8) <ul style="list-style-type: none"> <li>a. Conduct 140 short term counseling sessions</li> <li>b. Provide 50 long term counseling sessions</li> <li>c. Organize and conduct 20 open enrollment sessions with a total enrollment of 225 participants.</li> <li>d. Attain the following economic impacts</li> <li>e. Save 40 existing jobs</li> <li>f. Cause capital investment of \$500,000</li> <li>g. Increase business sales by \$1.2million</li> <li>h. Create 44 new jobs</li> </ul>	Jun. 2002	SBDC staff	State and Federal funding	SBDC staff		SBDC reports
9. Coordinate all of the efforts of the SBDC and Workforce Services and Continuing Education on both campuses.(LR 12) <ul style="list-style-type: none"> <li>a. Schedule quarterly planning sessions.</li> <li>b. Share class offerings and instructors</li> <li>c. Study ESL needs and offerings and determine an appropriate program for our service region.</li> </ul>	Jun. 2002	Director & coordinators				Review results of class offerings
10. Support staff professional development (LR 10) <ul style="list-style-type: none"> <li>a. All staff will participate in one professional development opportunity in 2001-2002.</li> <li>b. Provide one “free” internal professional development opportunity for our co-workers</li> </ul>	Jun. 2002	All staff		All staff		Document activities

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
11. Increase enrollment in the Summer Youth program(LR 3) <ul style="list-style-type: none"> <li>a. Maintain current high enrollment offerings and add other classes</li> <li>b. Increase marketing to schools, churches, youth groups</li> </ul>	Jun. 2002	All staff	\$2000 for marketing	OIA staff		Number of enrollees over 2001 numbers.
12. Increase use of the Mobile Computer Lab (LR 3) <ul style="list-style-type: none"> <li>a. Schedule off-site offerings in Page, Shenandoah and Warren County using the Mobile Lab as the classroom</li> <li>b. Make the Mobile Lab a One-Stop center with our WIA partners</li> </ul>	Dec. 2001	WIA partners	\$30,000 RCA grant	Coordinators	Mobile Lab	WIA/RCA reports

# **LEARNING RESOURCES**

## INSTRUCTION AND STUDENT SERVICES UNIT

### Learning Resources

**UNIT PURPOSE STATEMENT:** *In support of the stated vision and mission of Lord Fairfax Community College, the Learning Resources Center provides a unified program of library-media and computer based resources and services. The purpose of this program is to support instruction and learning in a manner consistent with the philosophy and curriculum of the College and to be responsive to internal and external communities.*

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
1. Assist the college in recruitment and marketing activities (LR 5)						
a. Market LRC resources, services and activities to college community and community-at-large.						
i. Work closer with school librarians and teachers.	Fall 2001	Dir LRC	-0-	Harper Dir LRC	-0-	Three visits to high schools
ii. Send information about new acquisitions and services via e-mail and other routes.	Fall 2001	Dir LRC	-0-	Harter Dir LRC	-0-	Lists sent out each month
iii. Host book signings and other public relations activities including Black History Month and National Library Week.	Spring 2002	Dir LRC	\$200	Harper Earhart	-0-	Two book signings and displays for Black History and National Library Week
iv. Improve library publications, signage and other public relations items.	Fall 2001	Dir LRC	\$1,000	Harper Wolk staff	New signs and new public relations items	Have new signs been purchased and publications printed.
v. Continue development of libraries' web page to provide attractive public Internet interface.	Spring 2002	Dir LRC	\$1,000	Hoffman IR Web Master Harper Earhart	-0-	Does web page have interactive forms and counter for number of hits and customer comments.

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
vi Develop existing free Internet training activities for individuals and small groups.	Fall 2001	Dir LRC	-0-	Earhart Harper	-0-	Four training session each year
vii Develop and implement in-service training for all faculty and staff.	Spring 2002	Dir LRC	-0-	All LRC staff	-0-	One training session each month
viii Revitalize LRC committee.	Spring 2002	Dir LRC	-0-	Harper	-0-	Has committee meet at least three times.
ix Add bulletin boards for LRC information and contribute articles to Ideas.	Spring 2002	Dir LRC	\$500	All LRC staff	Purchase bulletin boards	Have three articles been published in Ideas and two bulletin boards been purchased.
2. Assessment and evaluation of services. (LR 12).						
a. Implement assessment measures using data provided by SOLINET, IPEDS, VCCS, and local records.	Spring 2002	Dir LRC	-0-	SHEV VCCS SOLINET	-0-	Has report been compiled.
b. Add to our web site ways for users to give us feedback and suggestions, as well as requests for purchases and ILL requests.	Fall 2001	Dir LRC	-0-	Web Master Harper Hoffman	Windows 2000	Have interactive forms for suggestions and evaluation been upgraded.
c. Administer evaluation instruments to students, faculty and staff, as well as graduates through IR office.	Spring 2002	Dir LRC	-0-	IR All LRC Staff	-0-	Have evaluations been administered and tabulated.
3. Upgrade library and audio-visual technology. (LR 6, 12)).						
a. Upgrade all staff computers with CR-RW capabilities.	On hold					
b. Add color scanning and color printing capabilities for Fauquier students.	Fall 2001	Dir LRC	\$2,500	Dir IT	-0-	Have capabilities been added.
c. Improve library phone system for messaging and voice mail at Fauquier.	Fall 2001	Dir LRC	-0-	Spivey	-0-	Can we use messaging system for multiple outgoing messages.
d. Add the ability to make and duplicate	Fall 2001	Dir LRC	\$200	Dir IT	Windows 2000	Has equipment been

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
<p>CD/DVDs.</p> <p>e. Add desktop video capabilities for LRC meetings and for college community use.</p> <p>f. Add digital camera at Fauquier for use of all faculty.</p>	<p>Spring 2002</p> <p>Fall 2001</p>	<p>Dir LRC</p> <p>Dir LRC</p>	<p>\$400</p> <p>\$500</p>	<p>Hoffman Dir IT</p> <p>Dir of IT Hoffman</p>	<p>Windows 2000</p> <p>-0-</p>	<p>purchased and is it operable.</p> <p>Has equipment been purchased and is operable.</p> <p>Has camera been purchased and ready to use.</p>

# **INFORMATION TECHNOLOGY**

INSTRUCTION AND STUDENT SERVICES UNIT

Information Technology

**UNIT PURPOSE STATEMENT:** *The Information Technology has three primary objectives. First, it is to continually assess the technology needs of the institution. Second, it is to review and make recommendations for the purchase of computer hardware and software. Third, it is to respond to all requests for computer related services.*

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
<p>1. On each campus, conduct a minimum of six workshops, which focus on technology training for full-time faculty and adjunct faculty. (LR Goal 10)</p> <p>a. Schedule two workshops for each campus which pertain to both Basic and Advanced skills in utilizing Windows 2000 features.</p> <p>b. Schedule one workshop for each campus, which pertains to an overview of Exchange/Outlook 2000 (email).</p> <p>c. Schedule one workshop for each campus, which demonstrates the features of Crystal/Query Reports as part of the new SIS software application.</p> <p>d. Schedule two workshops for each campus which pertains to the College's Security Awareness Program (SAP).</p>	<p>Dec. 2001</p>	<p>DIT, IT Dept. personnel</p>	<p>N/A</p>	<p>DIT, and specific staff employees</p>	<p>Computer classroom(s) on each campus.</p>	<p>Percent of number completed to number intended</p>

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
<p>2. To encourage and promote various activities which will support the VCCS SIS Model at the college. (LR Goals 1, 10).</p> <p>a. Staff members will be provided training in navigating the PeopleSoft client – panels.</p> <p>b. Staff members will be provided handouts/training in People Soft terminology as well as specific office area training in the People Soft client.</p> <p>c. Faculty members will be provided training in navigating and extracting student information using a web browser in regards to SIS.</p>	Jun. 2001	DIT, DISS and President	N/A	DIT, SIS Deployment Team		
<p>3. On each campus, conduct a minimum of two workshops, which pertain to MS Outlook – email client. (LR Goal 10)</p>	Jan. 2002	DIT	N/A	DIT, IT Dept. personnel.	Computer classrooms on each campus.	Percent of number completed to number intended
<p>4. Expand the application of a wireless LAN network into various computer classrooms. (LR 1, 10)</p> <p>a. Identify and purchase PDA (Personal Digital Assistant) units and pilot their use in a English section.</p> <p>b. Encourage the usage of a wireless LAN environment for various student counseling activities.</p> <p>c. Implement a wireless mobile LAN environment to be utilized for short-term computer training applications.</p>	Jun. 2002	DIT	\$40,000	DIT, IT Dept. personnel.	Wireless LAN network equipment, laptops, PDAs.	Completion of project

**DISTANCE LEARNING  
TECH PREP  
AND  
SPECIAL PROJECTS**

**INSTRUCTIONAL AND STUDENT SERVICES UNIT**  
**Distance Learning, Tech Prep, & Special Projects**

**UNIT PURPOSE STATEMENT:** *To provide high quality infrastructure development and support to all areas of the College's distance learning initiatives, to include synchronous and asynchronous delivery platforms. This office also provides direct support and management to all aspects for the regional Tech Prep Consortium. The consortium provides a direct link between the secondary school system and the College that provides technical educational opportunities at the secondary and postsecondary school level. Additionally, this office coordinates the Dual Enrollment program that operates within public and private high schools throughout the service region. Dual enrollment provides opportunities for secondary school students to earn college credits while enrolled in the secondary school program. And finally this office provides staff and management support as needed to support the goals of the College.*

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
1. Strengthen and expand infrastructure development for the distance-learning program.						
a. Strengthen and expand distance-learning enrollments by 5%.	Dec. 2001	DISS/DDL & SP/ DIS (M, S, T)/ DIS (H, SS)/ Faculty				Increase enrollment by 5% over base year 2000-2001.
b. Support the implementation of assessment tools related to distance learning (e.g., learning styles, computer competency).	Dec. 2001	DISS DIR DDL & SP				Assessments available to students on the College's distance-learning web site.
c. Increase web-based course offerings.	Dec. 2001	DISS/DDL & SP/ DIS (M, S, T)/ DIS (H, SS)/ Faculty				Increase web offerings by 5% over base year 2000-2001 (77 course offerings).
d. Increase collaboration with other community colleges to offer additional course offerings utilizing video conferencing.	Dec. 2001	DISS/DDL & SP				Increase V-Tel course offerings by 2 classes.
e. Develop and implement a systematic process for distance learning program initiatives.	Oct. 2001	DISS DDL & SP				Distance Learning Handbook published and distributed.
f. Support development of asynchronous delivery of one AA&S degree program.	Jun. 2001	DISS DDL & SP DIS (H & SS)				Fall Semester 2002 schedule lists additional web courses and AA&S degree program options.
g. Support the delivery of training related to the delivery of synchronous and asynchronous courses.	Jun. 2001					

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
2. Implement Tech Prep Management Plan for 2002. a. Support the delivery of training related to the delivery of Tech Prep programs in the secondary school systems. b. Facilitate Tech Prep 10 <sup>th</sup> Anniversary Celebration c. Plan and Deliver Tech Prep Computer Summer Camp for rising 7,8, & 9 <sup>th</sup> graders. Increase enrolment by 5%.	Jun. 2001  Oct. 2001  Jul. 2002	Tech Prep Consortium DDL & SP DLTP Support Staff  Tech Prep Consortium DDL & SP DL/TP Support Staff Tech Prep Consortium DDL & SP DL/TP Support Staff				Tech Prep End of Year Report  Celebration designed, and delivered.  Tech Prep End of Year Report Increase enrollment by 5% over the 106 students participants in 2001 Computer Summer Camp.
3. Strengthen and expand dual enrollment programs in public and private school divisions. a. Strengthen and expand dual enrollments by 5%. b. Provide onsite registration services for public & private secondary school divisions that deliver dual enrollment courses.	Dec. 2001  Sep. 2001	DISS/DDL & SP/ DIS (M, S, T)/ DIS (H, SS)/ H.S. & College Faculty DDL & SP Office Services Assistant				Increase enrollment by 5% over base year 2000-2001  Provide memorandums of agreement, articulation agreements, student registration, advertisement materials & screen secondary faculty.
4. To assure continuous quality improvement through on-going assessment and evaluation, as measured by publication of assessment and continuation of multiple-year grant awards. a. Conduct end-of-year assessments for Title III, Tech Prep, and Perkins grants.	Jun. 2001	DISS DDL & SP DSS DSSS				End-of-year reports indicate successful project implementation.

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
5. Upgrade the technology & pedagogical skills of the Director and office staff. <ul style="list-style-type: none"> <li>a. Attend state, regional &amp; national conferences               <ul style="list-style-type: none"> <li>i. National Tech Prep Conference</li> <li>ii. VCCS New Horizons Conference</li> <li>iii. Regional Tech Prep Director's Meetings</li> </ul> </li> <li>b. Complete related IT training (i.e. web page design, Cisco certifications, database/spreadsheet training)</li> </ul>	Oct. 2001 Apr. 2002  Quarterly  Jun. 2002	DDL & SP DDL & SP & Instructional Tech. DDL & SP  DDL & SP Inst. Tech. Off. Sup. Tech				Attended at least 4 major conferences.  Attend at least 3 Tech Prep Director's meetings.  Complete at least 5 IT related training sessions.

# **FINANCIAL AND ADMINISTRATIVE SERVICES**

## ADMINISTRATIVE UNIT

### Financial and Administrative Services

**UNIT PURPOSE STATEMENT: TO PROVIDE A HIGH QUALITY SUPPORT SYSTEM FOR THE COLLEGE'S INSTRUCTIONAL PROGRAM.**

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
1. Support Marketing Plan (LR 12) a. Conduct on-line survey of students/internal customers to assess degree of satisfaction with DFAS services. b. Improve Business Office and Human Resource websites: icons, on-line forms, policies, tuition payment deadlines posted, etc.	Sep. 2001	DFAS				Final Evaluation Survey
2. Meet or exceed Prompt Payment Standards of 95% annually (LR 12) a. Process for payment all invoices and/or statements as presented. b. If insufficient data is provided to initiate payment, forward documents to department initiating the purchase. c. If reply is not received within one or two days, inform DFAS that office to follow up.	Jun. 2002	Director of Budget and Financial Services				Monthly and Annual Reports
3. Meet at least four (of six) Accounts Receivable Standards. (LR 12) a. CAPP guidelines on billing and collecting amounts due the College. b. Prepare and mail invoices to debtors on a timely basis. c. Correspond with past-due accounts immediately upon becoming past due and continue corresponding. d. Submit accounts to collection agencies and Set-Off Debt as soon as the account meets the internal criteria.	Jun. 2002	Director of Budget and Financial Services				Quarterly Reports

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
4. Achieve 96% or greater compliance with DOA Disbursement Review. (LR 12) a. Review all purchase requisitions for compliance with DPS policies, procedures, and regulations. b. Review all Requests to Travel for compliance with all statewide travel regulations. c. Ensure adequate documentation is attached to all payment vouchers. d. Review batches daily to ensure compliance with CAPP Manual.	Jun. 2002	Director of Budget and Financial Services				Annual Reports
5. Complete Fauquier campus construction and complete Fauquier Campus Master Plan. (LR 9) a. Work with Surety Company to obtain funding to resolve construction issues. b. Develop a detailed description of center walkway/promenade and aesthetic tone of buildings, working in conjunction with Anderson and Associates.. c. Thereafter, obtain approval by AARB.	Jun. 2002	DFAS				Formal approval of CMP.
6. Work to secure funding for the Laboratory Science Building, \$7.28 million from the General Assembly, and \$1.25 million from the local jurisdictions. (LR 9)	Jun. 2002	DFAS				Funding appropriated. Plans completed.
7. Establish campus committee to conduct formal assessment of physical plant deficiencies. (LR 9)	Dec. 2001	DFAS				Recommendations presented and long-range planning document created.
8. Complete full physical inventory of College Property. (LR 12)	Dec. 2001	Purchasing Supervisor				Completed FAIS documentation.
9. Analyze security concerns across each campus and address shortfalls. (LR 9)	Dec. 2001	DFAS				Improved security analysis.

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
10. Improved maintenance response system. (LR 9) a. Develop computerized on-line form for maintenance requests with database to track requests and monitor response time. b. Utilize database to track repetitive equipment issues and evaluate if capital expenditures are needed.	Mar. 2002	DFAS				Improved maintenance responses and reduce overall maintenance costs.
11. Implement and train campus personnel in eVA procurement (LR 6)	Sep. 2001	DFAS				Successful purchasing using eVA.
12. Review and revise contractual agreements and campus policies. (LR 12)	Dec. 2001	DFAS				
13. Provide training of all employees in new Human Resource benefits and programs. (LR 6)	Jul. 2001 - Jun. 2002	DFAS				
14. Complete single audit. (LR 12)	Sep. 2001	Director of Budget and Financial Services				Successful audit with little or no audit points.

# **PLANNING AND RESEARCH**

ADMINISTRATIVE UNIT

Planning and Research

**UNIT PURPOSE STATEMENT:** *To serve as the central repository for the collection, analysis and dissemination of information in support of college planning, policy making, decision making, and assessment toward the fulfillment of the College Mission. The office seeks both to respond promptly to requests for information and to initiate studies that contribute to the effective management of the College.*

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
1. To ensure that campus planners are provided with information about the <u>students served</u> by the College by publishing the following research briefs. (LR 12) <ul style="list-style-type: none"> <li>a. Alumni follow-up</li> <li>b. College transfer study</li> <li>c. Enrollment trend analysis</li> <li>d. Early leaver survey</li> <li>e. Graduate exit survey</li> <li>f. Retention study</li> <li>g. Assessment Report</li> <li>h. Quality Assurance Report of Asynchronous Distance Education</li> <li>i. Title III evaluation/reporting</li> <li>j. Dual Enrollment</li> <li>k. Distance Learning</li> </ul>	Jun. 2002	All functional units	\$3,500 (est.) for laptop computer with network connection.	Consistent clerical support	Add network connection and laptop to office for student worker.	Completed studies and publications as a percent of total intended
2. To ensure that campus planners are provided with detailed information about the area served by the College. (LR 12) <ul style="list-style-type: none"> <li>a. Demographics</li> <li>b. LFCC image analysis</li> <li>c. Regional Business &amp; Industry Needs Assessment to support expansion of Workforce Services</li> <li>d. Employers of Graduates</li> </ul>	Jun. 2002	All functional units	<i>See objective 1</i>	<i>See objective 1</i>	<i>See objective 1</i>	Completed studies and publications as a percent of total intended

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
3. To more fully develop the planning and research functions of the College. (LR 12) <ul style="list-style-type: none"> <li>a. Publish 2000 Fact Book</li> <li>b. Increase accessibility to local research by publishing on the Office of Planning and Research WWW</li> <li>c. Encourage faculty research by offering mini-workshop on conducting classroom research</li> <li>d. Update five year plan</li> <li>e. Initiate new Institutional Research Function Survey and achieve a 90% or higher affirmative rating of the research function</li> <li>f. Publish time-line for collection, analysis and dissemination of information</li> </ul>	Jun. 2002  Aug. 2001  Jan. 2002  Ongoing Oct. 2001  Oct. 2001	OPR	<i>See objective 1</i>	<i>See objective 1</i>	<i>See objective 1</i>	Completed studies and publications as a percent of total intended  Also, achieving 90% approval rating on Research Function Survey
4. To reintegrate quality/continuous improvement into the planning. (LR 12) <ul style="list-style-type: none"> <li>a. Require feedback regarding QT “action items”</li> <li>b. Provide research and technical support to quality teams initiated to address priority issues requiring extended study, i.e., dual enrollment, transfer education, marketing, distance education, faculty evaluation</li> <li>c. Seek guidance and resources for training and re-training employees</li> </ul>	Ongoing	All functional units				Satisfaction survey, focus group, etc. to analyze how well this objective and it’s specific strategies worked.

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
5. To continue to upgrade the research skills of the office director. (LR 12) a. Attend state, regional and national conferences i Amer. Education Research Association (pending approval) ii Virginia Assessment Group iii VCCS Peer Research Group	Jun. 2002	OPR	\$2,500 (est.) travel & registration  \$200 travel & registration  \$200 travel & registration			Conference attendance
6. Conduct comprehensive study of web-based instruction and learning at LFCC. (LR 12) a. Write study proposal b. Involve faculty teaching web-based courses	Jun. 2002	OPR				Satisfaction survey, focus group, etc. to analyze how well this objective and it's specific strategies worked.
7. Promote faculty use of assessment to improve programs and courses (LR 10, 12) a. Deliver workshop on classroom assessment b. Deliver workshop on program assessment	Jun. 2002	OPR, DISS, DISS-FC				Documentation of completed sessions, including summative evaluation of experience

# **INSTITUTIONAL ADVANCEMENT**

## ADMINISTRATIVE UNIT

### Institutional Advancement

**UNIT PURPOSE STATEMENT:** *the Office of Institutional Advancement coordinates all programs that promote and enhance the image of the College. Specifically, such programs include private sector fundraising, grants, special events, public information, publications, public relations, media relations, marketing, LFCC Ambassadors and Alumni Affairs.*

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
1. Conduct an internal audit of the organization/operation. a. New Member orientation. b. Board training. c. Committee formation. d. Inactive board members. e. Examine staff responsibilities. f. Marketing—use of formal communication.	Jun. 2002	Director IA, President, Foundation Board				a. Evaluation of a-f.
2. To complete fundraising for the Community Cultural Center. a. Host Gala to name Gallery (\$250,000) b. Secure funding from each jurisdiction. c. Sell Kumpli property. d. Secure funding for additional named gift opportunities. i Identify spaces and attach funding figures. ii Identify individuals who might contribute. iii Re-cap contributors. iv Seats—establish a sub-committee for this.	Jun. 2002	Director IA, Foundation Board				a. Raised \$250,000 b. Targeted funding secured. c. Kumpli property sold. d. Exceed \$2M goals.
3. To complete architectural plans for the Community Cultural Center. a. Select and contact architects. b. Work with architects to develop plans. c. Identify additional named gift opportunities. d. Take to newspapers.	Jun. 2002	Director IA				Plans completed.

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
4. To generate funding for the operational budget. <ul style="list-style-type: none"> <li>a. Shrimp Feast – reevaluate after this year.</li> <li>b. Examine need to expand budget for more projects.</li> <li>c. Alumni mailing.</li> <li>d. Year-End direct mail letter.</li> <li>e. Truck Party – reevaluate after this year.</li> </ul>	Jun. 2002	Foundation Board, Director IA, President				At least the targeted funding of operations.
5. To host the Fairfax Symphony and to leverage the special event for fundraising purposes. <ul style="list-style-type: none"> <li>a. Raise remaining funding necessary to sponsor the Symphony (\$12,000 raised, approximately \$4,000 needed)</li> <li>b. Develop a publicity plan for the event.</li> <li>c. Each Board member invites a potential donor to attend one of the concerts with him/her.</li> <li>d. Invite Boards of Supervisors to attend concerts.</li> <li>e. Raffle opportunity to direct the symphony.</li> <li>f. Leverage into an evening event (next year).</li> </ul>	Dec. 2001	Foundation Board, Director IA, President				At least 1,500 students attend the symphony.
6. To increase scholarship endowment by 10%. <ul style="list-style-type: none"> <li>a. Develop alumni appeals.</li> <li>b. To send year-end appeal to donors who currently have endowments.</li> <li>c. Utilize planned giving.</li> </ul>	Jun. 2002	Foundation Board, Director IA, President				Scholarship endowment increased to \$1.87 million.
7. To conduct the groundbreaking ceremony for the Community Cultural Center in April 2002. <ul style="list-style-type: none"> <li>a. Schedule groundbreaking ceremony.</li> <li>b. Plan program for groundbreaking ceremony.</li> <li>c. Prepare budget and generate funding for the groundbreaking ceremony.</li> </ul>	Jun. 2002	Foundation Board, Director IA, President				Groundbreaking completed April 2002.

# **PRESIDENT'S OFFICE**

ADMINISTRATIVE UNIT

President

**UNIT PURPOSE STATEMENT:** *To provide leadership and support for high quality community college instructional services.*

OBJECTIVES and STRATEGIES	TIME FRAME	PERSON(S)/ OFFICE(S) RESPONSIBLE	FINANCIAL RESOURCES	PERSONNEL RESOURCES	EQUIPMENT/ FACILITIES RESOURCES	EVALUATION MEASURES
1. To increase retention of full-time students by 10% and part-time students by 5%. (LR 1,2,4,5,12) a. Encourage and support the implementation of retention strategies: improved academic advising, increased advisor contact with students, follow-up on students performing poorly in classes, follow-up of class and college dropouts, etc. b. Provide faculty training for effective advising.	Jun. 2002	All Employees				Retention data validating 10% increase in full-time, 5% increase in part-time.
2. To increase AFTES by at least 5% over baseline year 2000-2001. (LR 1,2,4,5,12) a. Increase recruitment strategies. b. Increase retention. c. Implement new programs: dental hygiene, A.S. in nursing, and CST.	Jun. 2002	All Employees				Enrollment data validating at least a 5% increase in AFTES.
3. To raise at least \$2 million for the Foundation. (LR 7,9) a. Make person to person requests to potential donors. b. Conduct fundraising activities i Shrimp Feast ii Truck Party iii Gala iv Other, as determined	Jun. 2002	Institutional Advancement Office, President, Foundation Board				Foundation financial records validate receipt of at least \$2 million generated.

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
4. To raise \$6.5 million from the College's jurisdictions to support the construction of the Community Cultural Center. (LR 7,9) <ul style="list-style-type: none"> <li>a. Continue to make contacts with the Boards of Supervisors.</li> <li>b. Encourage College Board members to continue contacting supervisors to encourage support of the Center.</li> </ul>	Jun. 2002	President, Foundation Board, Institutional Advancement Office				Responses from jurisdictions document commitments.
5. To assess facilities needs and move toward fulfilling those needs. (LR 1,2,7,9) <ul style="list-style-type: none"> <li>a. Acquire General Assembly funding for the Laboratory Sciences Building               <ul style="list-style-type: none"> <li>i. Work with Chancellor and Legislative Delegation to secure funding for the facility.</li> </ul> </li> <li>b. Complete design of the Laboratory Sciences Building</li> <li>c. Secure funding for Maintenance Building from VCCS.</li> <li>d. Continue to surplus excess property to free space.</li> <li>e. Plan for renovation of maintenance/pottery wing.</li> <li>f. Complete "punch list" for Fauquier Campus and close out Phase 1 construction.</li> <li>g. Finish design and let bids for the Community Cultural Center.</li> </ul>	Jun. 2002  Jun. 2002  Jun. 2002  Mar. 2002  Jun. 2002  Jun. 2002	President, DFAS				<ul style="list-style-type: none"> <li>a. Funding appropriated.</li> <li>b. Design available.</li> <li>c. Funding committed by VCCS.</li> <li>e. Renovation plan developed, money requested from General Assembly.</li> <li>f. Project closed out.</li> <li>g. Design completed, bids secured.</li> </ul>
6. Work with the Planning Council to develop "LFCC's Plan for the New Millennium," a five year plan to be shared with VCCS, College Board, Foundation Board, employees, and selected others. (LR 1-12) <ul style="list-style-type: none"> <li>a. Develop a 2000-2005 Vision Statement</li> <li>b. Develop plan.</li> <li>c. Publish plan.</li> <li>d. Distribute plan.</li> </ul>	Dec. 2001  Dec. 2001 Dec. 2001 Jan. 2002	Planning Council				Document produced and distributed.

<b>OBJECTIVES and STRATEGIES</b>	<b>TIME FRAME</b>	<b>PERSON(S)/ OFFICE(S) RESPONSIBLE</b>	<b>FINANCIAL RESOURCES</b>	<b>PERSONNEL RESOURCES</b>	<b>EQUIPMENT/ FACILITIES RESOURCES</b>	<b>EVALUATION MEASURES</b>
<p>7. To ensure that LFCC reaches or exceeds the expected performance measures specified by the State Council for Higher Education. (LR 1,2,3,4,5)</p> <ul style="list-style-type: none"> <li>a. Review measures with employees.</li> <li>b. Determine strategies to reach or exceed stated measures.</li> <li>c. Determine and execute evaluation strategies to measure outcomes.</li> </ul>	Jun. 2002	All Employees				Performance outcomes generated and compared to expected standards.

# NOTES