

LORD FAIRFAX COMMUNITY COLLEGE - STRATEGIC PLAN - 2007-2009

Strategic Goal/Category	Actions	Implementation Steps	Personnel Needed	Technology Needed	Facilities Needed	Budget Needed	Individuals Responsible	Due Date	Measure of Success
Enrollment									
I. Maintain a high quality teaching and learning environment while increasing on-campus FTE's 3% annually; increasing LPCC enrollment by 2%; increasing under-represented populations by 5%; and increasing high school graduate enrollment by 5% over FY 2006-2007.	A. Implement enrollment management plan	(1) Establish enrollment goals to include recruitment and retention goals		Tools to assist IR to obtain needed data		\$5,000 enrollment data analysis (for outsource)	VPSS VPOL VPWS VPFA VPCA DIR	06/08	Stated increase in established enrollment and retention goals met
	B. Implement enrollment management plan (recruitment)	(1) Implement recruitment strategies within enrollment management plan		Web resources for online promotion and online data collection		State: \$10,000-data collection tools State: \$30,000 allocated to marketing plan Local: \$14,000 high school liaison/student outreach	VPSS Outreach counselor Support staff VPOL Deans Faculty in targeted areas VPCA VPWS	06/08	Stated increase in established enrollment goals met
	C. Implement enrollment management plan (retention)	(1) See Goal "Graduation, Retention, Placement Rates"							
	D. Implement enrollment management plan	(1) Evaluate enrollment management plan		IR support		\$7,500 consultant visit (Noel Levitz)	VPSS VPOL VPWS VPFA	06/08	Stated increase in enrollment and retention goals

Key

CFA – Coordinator Financial Aid
 CSS – Coordinator Student Services
 DHSO – Director of High School Outreach
 DTS - Director of Technology Services
 VPFA - Vice President of Finance
 TBD - To be determined

CHP – Coordinator Health Professions
 DCA – Director Counseling and Advising
 DIR - Director of Institutional Research
 IL's - Instructional Leaders (Deans & Instructional Directors)
 VPOL - Vice President of Learning

CIT – Coordinator of Instructional Technology
 DEC – Dual Enrollment Coordinator
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							VPCA DIR		
	E. Conduct program reviews	(1) Hold professional development workshops for program leaders and deans to focus on successful implementation of LFCC assessment plan and two-pronged program review model (WEAVE online and productivity analysis)		WEAVE online		6 faculty load effort hours per semester for FAC	VPOL, FAC, deans, program leaders	02/21/07 02/28/07 monthly thereafter	Workshops continue; 70% of participants report useful
		(2) Monitor due dates for course assessment plan and program review model					VPOL, FAC, deans, program leaders	On-going	Due dates met
		(3) Review results and determine feasibility of the recommendations presented in academic program reviews, and implement appropriate recommendations					VPOL, VPWS, deans, program leaders, faculty	On-going	Changes implemented
		(4) Prepare proposals for programmatic changes to the curriculum					VPOL, VPOL, deans, program leaders, faculty	On-going	Proposals approved and implemented
		(5) Provide professional resources, including library resources, e-bulletins, and individual consultations for faculty, deans and program leaders about assessment					VPOL, DLR, FAC, deans, program leaders	On-going	Resources used by deans, program leaders, and faculty
		(6) Work to establish additional systematic, periodic productivity reports to help monitor	Time from DIR				VPOL, VPFA, DIR, FAC, deans, program leaders	On-going	Accurate reports produced on schedule

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		progress							
		(7) Meet state reporting requirements for low enrollment programs					VPOL, DIR, deans	Annual	SCHEV reporting requirements met
		(8) Infuse general education assessment, consistent with VCCS and SACS guidelines, throughout the curriculum, including the QEP					VPOL, FAC, deans, program leaders, faculty	On-going	General education objectives integrated with course content summaries and course assessment guides
		(9) Hold a professional development workshop on the use of course completion rates					VPOL, FAC, deans, program leaders	03/07	Workshop held and 70% of participants report satisfactory or better learning of ways to use course completion rates to enhance instruction
		(10) Continue to implement LFCC Nursing Program Enhancement Plan, to strengthen student achievement and carry out related recommendations of the Chancellor's Task Force on Nursing Education					VPOL, Dean of BTSHP, CHP, nursing program leaders and faculty	On-going	Student NCLEX pass rates improve
	F. Achieve SACS reaffirmation of accreditation	(1) Draft the QEP plan	QEP committee time	Color printer for materials		\$18,000 in 2007-2008 for QEP consultant	VPOL, Dean of HMSS, QEP team leaders, QEP committee	2007	QEP drafted and milestones met

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						and evaluation \$7,500 for conferences and travel related to QEP research			
		(2) Hold four retreats/training sessions for faculty on critical thinking, the subject of the QEP plan	QEP planning consultant	Color printer for materials		\$4,000 for faculty retreats and training		2007-2008	80% of faculty participants report retreats/training provide useful suggestions for incorporating critical thinking in their courses
	G. Develop a schedule of classes that is responsive to student needs	(1) Develop a mechanism for feedback on unsuccessful registration attempts as a basis for better scheduling					VPOL, VPSS, VPWS, VPFA, DTS	11/07	Reports detailing number of unsuccessful course/section registration attempts after full capacity is reached
		(2) Increase distance and/or distributed learning sections offered by 1 per semester per dean			Testing centers	1.5 faculty load effort credits per course developed, approximately \$6,000 per year	VPOL, VPWS, DLR, deans, program leaders	On-going	Courses offered
		(3) Continue efforts to optimize utilization of space at both campuses, the Luray-Page County Center, and off-site locations					VPOL, VPWS, deans, program leaders	On-going	Room vacancy rate reduced by 20%
	H. Develop	(1) Incorporate a more					VPOL, deans,	04/07	Feasibility

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	data driven programs based on community needs	detailed feasibility study, covering multiple areas of need, prior to recommending approval of new academic programs					program leaders and faculty who initiate program proposals		studies completed
		(2) Review the LFCC labor market analysis study underway, for implications for credit programs	Time from VPWS				VPOL, deans, program leaders, Curriculum and Instruction Committee	05/07	New program areas identified for further exploration
		(3) Add a formal agenda item involving discussion of changing community needs for meetings of Curriculum Advisory Committees, which are composed of employers to provide advice to each career program					Deans	On-going	Suggestions included as applicable in new program feasibility studies and cyclic academic program review
	I. Enhance support responsive to the learning environment.	(1) Update the faculty handbook, for consistency with contemporary standards, ease of use, clarity, new LFCC policies, and VCCS policies					VPOL, deans, VPCA	10/07	Handbook published, distributed, and placed on web site
		(2) Continue to introduce draft LFCC policies for academic area operation to the college governance system.					VPOL, deans, members of Curriculum and Instruction governance committee, members of Learning Policy Advisory Committee	On-going	Policies, possibly including changes, approved through governance system
		(3) Prepare a brochure				\$1,000 for	VPSS, VPOL,	08/07	Brochure

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		of learning resource, instructional technology, and student service information for faculty and students at off-campus sites				printing costs	DLR, DTS, CIT, VPCA		printed and distributed at the beginning of fall semester 2007
Workforce Training									
II. Increase individuals served through workforce training programs by 10% annually.	A. Implement comprehensive marketing plan	(1) Place ads in newly identified publications	Coordinators			\$30,000	VPWS VPCA	6/08	Enrollment increase achieved
		(2) Develop targeted brochures by industry cluster and mail to appropriate businesses	Coordinators			\$10,000		On-going	
		(3) Follow up with phone calls to identified leaders in the clusters	Coordinators						
		(4) Place brochures on web pages	Coordinators						
		(5) Place brochures in various campus offices	Support staff						
	B. Develop new programs identified by cluster group meetings	(1) Hold 3 cluster groups meetings per year				\$3000	VPWS; coordinators	6/09	Programs identified
		(2) Where possible aggregate needs to develop programs needed across industries	Coordinators				VPWS	On-going	New programs offered
		(3) Schedule programs in Open Enrollment schedule	Coordinators		Classroom		VPWS	6/08 and on-going	

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		(4) Communicate schedule to cluster group participants and other members of the appropriate industries	Coordinators					On-going	
	C. Develop a program to assist retirees to select and achieve new careers	(1) Benchmark programs at other colleges	Coordinators/VPWS			\$3000	VPWS	6/08	Participants in new programs
		(2) Educate local companies about the advantages of recruiting and retaining older workers by holding open sessions for interested HR Staff	Coordinators		Meeting space	\$3000	VPWS	12/08	Attendance at sessions
		(3) Implement the program for this targeted population	Coordinators				VPWS	3/09	Enrollment in program
		(4) Coordinate with our Career Placement office position placement for program participants	Director of Career Services				DCP	6/09	Job placements
	D. Add classes for one technical training career studies certificate at Fauquier	(1) Hold a focus group with the local companies to identify the needed program	VPWS/coordinators		Meeting space	\$1000	VPWS	10/07	Participation in the meeting
		(2) Recruit faculty to teach the classes in the identified program	Coordinator						Faculty identified
		(3) Partner with one of the industries that will benefit from the program to use teaching space at their						12?07	Space agreement

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		organization							
		(4) Add classes for the Fall schedule	Coordinator				Coordinator	2:08	
		(5) Market availability of program to targeted industry to recruit students	Coordinator				VPWS VPCA	6/08	
		(6) Begin classes						8/08	8 Students in the program
	E. Increase partnerships for technical training for our region	(1) Identify possible Dual enrollment classes with regional school systems	Director of High School outreach				VPWS	6/08	5% increase
		(2) Market the information to the high school students	Tech prep directors					9/08	
		(3) Contact local companies concerning the opportunity to participate in apprenticeship programs	Coordinator/D OLI rep					On-going	Register 5 new companies per year
Graduation, Retention, Placement Rates									
III.	A. Implement enrollment management plan (retention plan)	(1) Enhance academic advising resources and services to students on site and online	30-hr health professions counselor 400 hrs faculty advising summer assistance (additional)	Web assistance online advising support and software/ Web page design	Online advising center Counseling & Advising Center at MC	\$32,000 Counselors \$10,000 Faculty advising assistance \$5,000 professional development to attend NCADA regional/national meetings Non	VPSS DCA CSS VPCA VPFA VPOL VPWS MHR	06/08 and on-going	Increased student satisfaction of advising as measured by SS and internal surveys. Increased retention rates

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						Personnel: \$10,000 online software Cost construction of advising center			
		(2) Enhance student learning services on site and online	30 hr student learning services coordinator FC 1000 hrs additional tutoring support	Software and computers to support learning labs / subscription for online tutoring support	Student learning lab FC		VPSS DCA CSS VPCA VPFA MHR	06/08	Increase student use and satisfaction of student learning services as measured by SSI. Increased retention rates
	B. Increase financial aid services and opportunities	(1) Enhance financial aid awareness campaign		Web support for up-to-date Webpage		\$5,000 of SS marketing plan	VPSS VPCA CFA DEM	06/08	Increase the number of students who apply for scholarships who complete the FASFA, and who are awarded FA by 3% over 06-07. Increased retention rates
		(2) Increase staffing to improve services to students	Full-time financial aid advisor at MC (increase 30 hr to full time)			\$20,000 to increase 30 hr person to full time	VPSS CFA DEM MHR	08/07	Increase the number of F/A students who complete the FASFA by 5% over 06-07. Increase the number of scholarships awarded by 3% over 06-07. Increased

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		(3) Increase scholarship opportunities				\$1,00 from Foundation \$1,000 Marketing	VPSS VPCA CFA	06/08	retention rates Increase the number of scholarships awarded by 3% over 06-07.
	C. Enhance co-curricular programs of academic, cultural, leadership, wellness, and other athletic activities	(1) Offer opportunities for faculty to provide programs and activities outside of the classroom to enhance classroom learning				\$7,500 addition to student activities budget	VPSS CSL SAC VPOL	09/07	Programs and activities are offered by faculty to enhance classroom learning. MC 10 activities offered FC 5 activities offered LPCC 2 activities offered Increased retention rates of participants
		(2) Develop and implement a student leadership academy	Faculty adjuncts or release time			\$5,000 (from student activities budget)	VPSS CSL CSS SAC MHR	06/08	Leadership academy established Increased retention rates of participants
		(3) Enhance wellness and athletic programs for students	Contract			\$5,000 additional student activities	VPSS CSS CSL SAC MHR	06/08	Increased activities focused on wellness and athletics over 06-07. Increased student retention of participants
	D. Increase job placement by	(1) Develop a comprehensive		WEAVE online to		WEAVE on line fees	VPSS CCS	06/08-second	3% improvement in

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	at least 3%	assessment plan that will identify and establish benchmarks for career services programs		manage assessment plan Web survey technology /software E-mail distribution technology		Institutional support for IR \$2,500 surveys, mailings	VPFA DIR	set of baseline 06/09 second cycle plan reviewed/ revised	job placement rates
		(2) Fund part-time career services counselor to assist in coordinating internships, career assessments, and counseling	1500 hr career services counselor		Office space 30 hrs/wk	\$30,000 +FICA	VPSS CCS MHR	07/07	Employ counselor
		(3) Conduct on-campus recruitment and job fair programs		Webmaster support/ marketing	Space for career fair	Advertising Hospitality \$5,000 (\$2,500 MC 1,500 F1 1,000 LPCC)	VPSS CCS VPCA	On-going annually	Placement rates increase 5%
		(4) Expand internship program by 25%. Increase from 25 to 30		Web page		Stipends for faculty 15 per semester @\$100 (\$3,000 \$1,000)	VPSS CSC MHR VPCA	06/08	30 Internships completed
		(5) Enhance online resource for career services delivery		College Central		\$1,750 College Central \$1,250 printing materials	VPCC CSS VPCA	06/08	Increase job placement 5%
	E. Assess, enhance, and develop support services that are responsive to the needs of	(1) Evaluate and enhance distance learning standards					VPOL, DLR, CIT (position currently vacant)	05/07	Standards revised and distributed to faculty

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	distance learners								
		(2) Incorporate emerging technologies, such as Captivate and Breeze, into faculty training sessions for online courses		Breeze and Captivate software		\$4500 for software	VPOL, DLR, CIT (position currently vacant)	Fall 2007	Training sessions with identified software held and evaluated with 80% satisfaction by participants
		(3) Orient deans and program leaders about ways to strengthen the evaluation of online and distance education modalities					VPOL, CIT, deans, program leaders	Fall 2007	Orientation session held, specific suggestions identified
		(4) Compare and analyze results of student evaluations of online vs. traditional delivery classes, and identify areas for enhancement		Statistical software for additional analysis of survey results, or software to analyze all student course evaluation results with additional statistical summary options		\$8900 for software	VPOL, DLR, CIT, DIR	Fall 2007	Results compared and analyzed, areas to strengthen identified and addressed by deans
		(5) Make an online course readiness skill pre-test available to all students seeking to register for on-line courses					VPOL, VPSS, DLR, CIT, DEM, deans	Spring 2008	Test made available by due date
Transfer to 4-Year Colleges and									

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Universities									
IV.	A. Expand transfer advising services	(1) Promote transfer articulation agreements		Web support for Web page		\$1,500 mailings and brochures	VPSS DCA CSS Transfer counselors VPCA	On going	Increase in number of students transferring to 4-year colleges and universities
		(2) Expand program of campus visitation by college university representatives				\$2,500 publicity, hospitality	VPSS DCA CSS Transfer counselors VPCA	On going	
	B. Increase and expand transfer agreements	(1) Develop transfer templates for students for all majors that are part of transfer agreements, beginning with Shenandoah University				\$650 for travel to four-year institutions	VPOL, VPSS, DHSO, DCA;VPCA	08/08	Templates completed, printed and distributed, and placed on website
		(2) Develop an advising mechanism to link Praxis I pre-test results with appropriate math course placements				6 hours faculty release time (math and education) to research, develop, and implement procedure \$400 for travel to institutions using similar advising models	VPOL, DHSO, Dean HMSS, one mathematics faculty member, one education faculty member	12/07	Students enrolled in appropriate courses with 15% increase in retention
		(3) Develop at least one new articulation agreement each year with high schools and four-year institutions				\$400 for travel to high school/four-year institution	VPOL, DHSO	May 2008	Agreement drafted and officially signed

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	C. Improve transfer advising services	(1) Partner with Student Services to update the LFCC transfer guide and incorporate Advanced Placement/International Baccalaureate credit options, as well as the modern language requirement	Time from Student Success staff			\$2,500 for printing for updated guide	VPOL, VPSS, DHSO, DCA, VPCA	August 2007	Transfer guide updated, printed and distributed, and placed on website
		(2) Hold two professional development workshops on transfer advising for faculty					VPOL, VPSS, DHSO, DCA	August 2007 and January 2008	Training conducted and evaluated by 80% of participants as useful
		(3) Prepare, publish, and disseminate an education majors advising guide				\$750 for printing advising guide	VPOL, DHSO, Dean of HMSS, one education faculty member, VPCA	10/07	Advising guide prepared, printed and distributed, and placed on website
		(4) Working with Student Success personnel, investigate the merits of developing an SDV 101, college orientation course specifically designed for education majors	Time from Student Success staff				VPOL, VPSS, CSL, one education faculty member, DHSO	02/08	Decision on whether to develop an SDV 101 course for education majors made
Dual Enrollment and High Schools									
V.	A. Increase quality of instruction	(1) Provide high school instructors with training and orientation in course content summaries, curriculum, assessment criteria,			Meeting rooms	\$4500 for conferences, travel, printing, curriculum materials, and	VPOL, DHSO, DEC	Annual	70% of instructors attending will report that sessions were helpful and

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		and administrative requirements				stipends			expectations were clear
		(2) Provide high school instructors with continuing collegial interaction through annual professional development, required seminars, site visits, and ongoing communication with College representatives regarding course content, course delivery, assessment and evaluation		Laptop computer	Meeting rooms	\$700 for travel, refreshments, and printing	VPOL, DHSO, DEC	On-going	70% of instructors participating in at least one event will report that sessions led to course enhancement
		(3) Begin process of applying for accreditation by the National Alliance of Concurrent Enrollment Partnerships (NACEP)	Time from deans, program leaders, and DIR				VPOL, DHSO, DEC, DIR	08/08	Impact and senior study reports completed
	B. Increase dual enrollment by 7%	(1) Provide training for high school counselors/coordinators in placement testing (Compass), including score interpretation	Time from testing center and technology support staff	Placement testing software		\$400 for software	VPSS, DHSO	Summer 2007	Participants report 80% satisfaction with usefulness of training; technical placement questions reduced
		(2) Provide communication to students and parents about requirements for enrollment and important dates	Time from enrollment management staff			\$500 for printing brochures	VPSS, DHSO, VPCA	On-going	Technical questions about requirements for enrollment reduced

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		(3) Provide all students with access to a dual enrollment handbook brochure				\$1000 for handbook brochure printing	DHSO, DEC, VPCA	Annually	Enrollment handbook brochure distributed; website updated
		(4) Prepare an updated general information brochure				\$1000 for general information brochure printing	VPOL, DHSO, DEC, VPCA	Summer 2007	Updated brochure distributed; reduction in routine questions
		(5) Create new format for High School Outreach on website, detailing dual enrollment program opportunities, and student, faculty, and counselor handbooks	Time from webmaster				VPOL, DHSO, DEC, VPCA	Summer 2007	Website updated
		(6) Host counselor/coordinator meetings two times per year, with updates on the program	Time from student success team		Meeting space	\$800 for refreshments, speaker, stipends	DHSO, DEC	12/07 04/08	80% of participants report meetings as informative and useful
		(7) Participate in various school division and Career-Technology Education advisory committees				\$100 for travel	DHSO, DEC	Fall 2007; Spring 2008	Minimum of 6 meetings attended
		(8) Provide information sessions about dual enrollment opportunities in the service region as requested	Time from high school enrollment outreach counselor			\$200 for travel	DHSO, DEC, DEM, High School Enrollment Outreach Counselor	On-going	Minimum of 2 sessions held, with 80% satisfaction of participants
		(9) Confer annually with instructional					DHSO	Annually	80% of instructional

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		leaders from each school division and private school and identify and approve new dual enrollment courses based upon instructor credentials and benefit to students							leaders report satisfaction with annual schedule
Private Funding									
VI.	A. Implement a public awareness campaign plan for the LFCC Educational Foundation Inc.	(1) Refer to the publics, messages, objectives, tactics, evaluation, calendar and budget outlined in the plan				No funding is needed from the College	VPCA	January 2008	Using an informational campaign with the unifying message "The Power of Potential," accomplish the following goals by January 2008: <ul style="list-style-type: none"> • enhance the public image of the Foundation • increase the Foundation's revenue by 5 percent
		(2) Meet regularly with the individuals directly responsible for specific assignments outlined in the plan							
		(3) Report on the progress of the plan via Office of College Advancement team							

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		meetings, Cabinet meetings, Foundation Board meetings, College Board meetings and LFCC employee meetings							
	B. Raise money for the following projects: 1. Cultural Events Fund 2. Scholarships Fund (General, Day Care and Discretionary) 3. Student Center Fund 4. Student Life Fund 5. Unrestricted Fund	(1) Establish project committees that will be responsible for raising money for the projects				No funding is needed from the College	VPCA	December 2007	Raise \$890,000 for the projects
		(2) Select project committee chairs							
		(3) Develop goals, objectives, strategies and tactics to raise money for the projects							
		(4) Implement the strategies and tactics							
		(5) Meet regularly with the individuals directly responsible for specific strategies and tactics							
		(6) Report on the progress of the project							

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		committees via Foundation Board meetings, Office of College Advancement team meetings, Cabinet meetings, College Board meetings and LFCC employee meetings							
Employee Recruitment, Development, Relations, Management									
VII. Recruitment - Hire the necessary qualified, competent, diverse and employable adjunct instructors, full-time faculty, administrators and classified staff to meet the growing needs of LFCC	A. Expand Pre-Employment Screening Program	(1) Identify and expand background screenings for all positions (full- & part-time employees and wage positions)				Additional funds estimated at \$7,500.00	MHR	06/07	Program review completed
		(2) Revise existing policy to reflect changes.					MHR	06/07	
		(3) Submit revised policy to Cabinet for approval.					Cabinet	06/07	
		(4) Policy follows process as established in Governance Model for approval					MHR	TBD	Policy Implemented
	B. Implement state Recruitment Management System(RMS)	(1) Communicate new process and conduct training for employees					MHR	04/07	Training completed

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	for all vacancies								
		(2) Develop application procedures/guidelines and submit to Webmaster for placement on Intranet along with training manual (3) Redesign Employment Opportunities page on internet					MHR VPCA MHR VPCA	04/07 04/07	Posted on Intranet Website Updated
	C. Increase applicant pool and hires for full- and part-time positions through creative and assertive marketing efforts as outlined in the Employee Recruitment Campaign	(1) Report on the progress of the recruitment plan via cabinet meetings, office of college advancement updates brochures/materials					MHR VPCA	On-going	Regular updates provided – use first year results as benchmark
		(2) Schedule meeting with Dept. Managers to explore and develop plans of action for additional staffing					MHR HR Employment Specialist	On-going	Plan developed
		(3) Identify/plan/attend Career Fairs and Open House at each campus				\$1650.00 of Recruitment Plan	MHR HR Employment Specialist	On-going	Career fairs identified and attended
		(4) Advertise & expand our advertising to different markets				\$50,000.00 Advertising Cost	MHR HR Employment Specialist	On-going	Markets identified and being utilized
		(5) Create/develop recruitment brochures/				\$600.00 of Recruitment	MHR HR Employment	03/07	Brochures finalized

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		materials				Plan	Specialist VPCA		
		(6) Poster distribution to external businesses				\$500.00 of Recruitment Plan	MHR HR Employment Specialist	05 – 06/07	Posters distributed
		(7) Network with external organizations					MHR HR Employment Specialist	05 – 06/07	Organizations identified and meetings attended
		(8) Radio Advertising				\$2250.00 of Recruitment Plan	VPCA	06/07	
		(9) Develop prospective adjunct database					MHR HR Employment Specialist	06/07	Database established
VIII. Customer Service - Assess and continually improve our dedication to be responsive, courteous and supportive to a diverse employee population through cooperation and collaboration.	A. Conduct a climate survey	(1) Develop a draft of the survey					MHR	07/07	Survey content finalized
		(2) Review draft with President					MHR President	07/07	
		(3) Meet with Dir.,IE to design survey					MHR DIRE	07/07	Survey designed
		(4) Distribute to College employees for completion					DIRE	08/07	Survey distributed
		(5) Analyze Survey results					DIRE	09/07	Results provided to MHR
		(6) Develop plans of action based on feedback					MHR	10/07	TBD
	B. Conduct Exit Interviews	(1) Conduct Exit Interviews while maintaining					MHR or Employment Specialist	On-going	Confidential interviews conducted on

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		confidentiality and trust in staff							employees terminating from LFCC
		(2) Report findings of data to President and Cabinet members without disclosing or identifying individuals' names					MHR	On-going	Regular updates provided
	C. Provide HR coverage at the Fauquier Campus	(1) HR staff will identify calendar dates to provide visits at the Fauquier Campus once each week		Laptop or Fixed Computer	Confidential office space needed		MHR HR Staff VPFAS	On-going	Documented visitation
		(2) Communicate dates to Dean of Fauquier Campus					MHR		
		(3) Observe and document visits after three months coverage to determine frequency and necessity.					MHR	05/07	Documented data from visits to the campus
IX. Professional Development/ Learning - Provide high quality Professional Development opportunities to LFCC employees	A. Provide opportunities for career advancement within an EEO atmosphere	(1) Identify and provide opportunities and funding for employees to attend programs, courses, seminars, conferences, professional memberships, etc.				\$25,000.00 State Funds \$28,000.00 Local Funds. \$48,327 Foundation Funds.	MHR VPOL VPFAS VPSS VPWS VPCA	On-going	Post PD reports
		(2) Ensure proper paperwork is executed and approved for program attendance/travel					MHR VPOL VPFAS VPSS VPWS VPCA	On-going	
		(3) Log PD activities on HR Excel spreadsheet					HR Employment Specialist	On-going	Approved PD applications
		(4) Forward approved paperwork to the Business office for final					MHR	On-going	FRS reports providing data for PD funds

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		processing.							utilized against budget
	B. HR team will continuously improve the use of resources (internal and external) to maximize their effectiveness with employees	(1) Identify and participate in training/ professional development/ certification activities to retain and continuously expand/challenge our knowledge, skills and abilities.				Current Budget \$6,000 Estimated Additional funding \$3,000.00	MHR	On-going	Documented training activities / certification programs attended by staff
		(2) Document training and include in performance management process and personnel file					MHR	On-going	Completed activities / Post PD reports
	C. Develop and execute plans to strengthen organizational loyalty and a collaborative working environment between HR & employees through training initiatives (supervisor, classified staff and faculty forums)	(1) Identify subject matter for each session.					MHR VPOL	On-going	Documented and completed sessions
		(2) Notify supervisors and employees of meeting dates, time, location and prepare					MHR	On-going	E-mail notifications

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		agenda							
X. Workforce - Manage compensation programs to ensure pay equity for classified staff and fair and equitable compensation for faculty and administrators based upon individual credentials and policy.	A. Conduct compensation analysis for classified staff	(1) In conjunction with salary survey information received from VCCS, identify internal inequities.					MHR	05/07	Completed analysis and inequities identified
		(2) Prepare comp. analysis report					MHR	05/07	Report developed
		(3) Schedule meeting with VPFAS to review comp. report along with recommendations for comp. adjustments and determine plan of action and within budget.				TBD	MHR VPFAS President	06/07	Plan developed
		(4) Schedule meeting with HR Mgr., VPFAS and President to review plan of action and obtain approvals to implement adjustments.					MHR VPFAS	07/07	Plan approved and adjustments authorized
	B. Provide management with meaningful resources to reward exceptional behavior and performance on an on-going	(1) Communicate the Employee Rewards and Compensation Policies to all supervisors				\$1,000.00	MHR	04/07	E-mail distribution of policy

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	basis								
		(2) Provide supervisors with a list of immediate rewards available in the HR department					MHR	04/07	List distributed by e-mail
		(3) Encourage and remind supervisors of the program and available rewards					MHR	03/07 06/07 09/07 12/07	Quarterly e-mails
	C. Develop an organization which manages fairly, consistently and effectively within a sound framework of strategies, supported by relevant policies, plans and objectives	(1) Ensure adherence to policies, procedures and internal guidelines for all employees					MHR	On-going	Constant vigilance to the dissemination of policy interpretation and application
		(2) Ensure policies, procedures and guidelines are developed to ensure EEO compliance					MHR	On-going	No EEO/legal claims of discrimination
	D. Ensure compliance with local, state, and federal legislation	(1) Ensure proper Audits are completed and appropriate actions taken according to findings					MHR	On-going	No legal claims
		(2) Stay abreast of all new/changing legislation					MHR	On-going	Current knowledge of any changes or new legislation
	E. Cross-train staff in payroll processes	(1) Provide VCCS training							
		(2) Ensure payroll					MHR	On-going	Trained back-

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		schedules/transactions and reports are completed on a timely basis and in compliance with state regulations/policies							up coverage, accurate pay and reports
Participative Governance									
XI.	A. Support, evaluate, and refine the LFCC participative governance model	(1) Continue to conduct formative evaluation with an annual survey of governance representatives					President, governance representatives	12/07, 12/08	Findings distributed
		(2) Conduct a summative evaluation of governance model effectiveness annually	Time from DIR				President, DIR, governance representatives, college community	05/07, 05/08	Report of findings distributed
		(3) Review evaluation findings, make recommendations and implement recommended changes	Time from Cabinet				Cabinet, governance representatives	07/07, 07/08	Changes implemented

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