

Goal	Initiating Unit	Outcome	Method	Benchmark	Results	Improvement
ACCESS: LFCC will increase enrollment, especially focusing on the number of underserved students						
Access	President's goal to VCCS	LFCC will Increase Enrollment from Underserved Populations	Increase enrollment from underserved populations by 3% over 2012-13.	Numeric goal	LFCC has a flat enrollment from underserved populations with approximately the same number served as in 2012-13 (4,240).	Demographics have been incorporated into the enrollment dashboard prepared weekly by the PIE office, including a breakout for Hispanic and tracking non-DE headcount by jurisdiction and high school. Outreach efforts will be targeted to those economically disadvantaged jurisdictions and FASFA workshops are being offered to get access for low-income students. Additional outreach to veterans and international students is being done.
Access	President's goal to VCCS	LFCC will increase enrollment in Middle College	LFCC will increase enrollment by 5% in the third year of our Middle College Program for the fall semester 2013.	Numeric goal	Middle College enrollment has increased by 5%, going from 15 in year one and two, to 18 in year three.	VCCS is no longer funding Middle College, so the program has been closed. The services and principles of the program will be embedded in other Transition programs, allowing us to continue to serve these students.
Access	President's goal to VCCS	LFCC will increase enrollment and FTE	LFCC will increase enrollment and FTE by 1%	Numeric goal	Goal not met: LFCC will have an estimated 9,650 annual, unduplicated headcount in 2013-14, down -70 students or -0.7% from 9,720 in 2012-13. LFCC will have an estimated annual 4,080 FTE in 2013-14, down -64 FTE or -1.5% from 4,144 in 2012-13.	LFCC continues to focus on providing access to students. We will explore new programs and modify existing online programs to reach new students. We will also institute a robocall system to remind students to enroll in courses.
Access	President's goal to VCCS	LFCC will develop educational programs	Develop at least two new academic program (degree, certificate, or career studies certificate) that respond to emerging, critical workforce needs.	Numeric goal	Developed an AAS Health Information Management degree, a new Associate in Science (AS) degree, and a specialization of the AS Science in Engineering.	Continue to develop new programs, such as human services.

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ACCESS	Academic & Student Affairs - Fauquier Campus	LFCC will expand the availability of selected academic programs throughout the college's service area	LFCC will develop course offerings and promote at least one selected existing or new academic program at all campuses.	Increased number of courses related to a program offering expanded to the Fauquier campus located in the southeastern portion of the college's service area.	Goal met: In the Fall 2014 semester, LFCC's Administration of Justice program was expanded to the Fauquier Campus by successfully offering and enrolling students an evening section of ADJ100, Survey of Criminal Justice. There are 13 students enrolled. In the Fall 2014 semester, LFCC's Emergency Medical Services program was expanded to the Fauquier Campus by successfully offering and enrolling students an evening section of EMS 151, Introduction to Advanced Life Support. There are 2 students enrolled.	Take measures to expand student awareness and participation in the classes and offer other classes in the two programs.
Access	President's goal to VCCS	LFCC will begin the third year of the Great Expectations Program.	LFCC will increase participation in Great Expectations Program by 4% over the fall semester 2012.	Numeric goal	The Great Expectations Program enrollment has increased from 15 in Fall 2012 to 22 in Fall 2013, an increase of 48%. In Fall 2013, we had 17 who completed the semester.	LFCC has hired a full-time coach who will continue to build the program and provide more services to students.
Access	Academic & Student Affairs - Instruction	LFCC will optimize AA&S degrees for transfer	Research two primary transfer institutions to see what courses are required & evaluate degrees in light of requirements.	Document requirements from 2 primary transfer institutions and revised AA&S degrees, if necessary.	Goal met: The academic leadership team has met with leadership at JMU to discuss enrollment and reverse transfer guidelines between LFCC and JMU. We are also working with EMU on a potential RN to BSN articulation.	Continue to explore partnerships with Virginia Tech (engineering), Bellevue, and others.
Access	Academic & Student Affairs - Student Services	LFCC will increase enrollment of military and veterans	Revise enrollment plan to develop goals and strategies to increase the enrollment and graduation rates of military and veteran students	Document revised enrollment plan	Goal met: In 13/14 there was a 5.3% increase in the enrollments of dependents of military personnel and retired veterans. There was an enrollment decline in the number of veterans and active duty military personnel that enrolled at LFCC.	The Enrollment Management Committee will continue to make military personnel and veterans a priority in their outreach and recruitment efforts by strengthening our connections with agencies that support these personnel.

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Access	Academic & Student Services	LFCC will increase enrollment of online students	Refine the New Student Registration Process for the LFCC online population so that students are able to have access to advising resources without a face to face meeting with an advisor.	Document revised process	Goal met: Counseling and Advising added an online option for online students to choose when signing up for their new student appointments. The office has also added many FAQs to our resource site for online students and updated our websites for an increase in student user-friendliness.	Counseling and Advising has seen an increase in the number of online appointments they have had. This has received good reviews from the students who are not able to come in. In the coming year, the office will add some online videos that allow all of our students to have information on how to reset their passwords, register for classes, and buy their books.
Access	Academic & Student Affairs - Student Services	LFCC will increase enrollment of online students	Create Admissions forms that are online for students to access and submit for processing.	Document online admissions forms	This goal was put on hold because several months were dedicated to updating the college's forms. This overhaul of the forms allowed for offices like instruction and student services to design forms that made sense for staff and for students. Doing this will allow us to continue toward adding forms online for students to use without having to come in to get service.	Updating the forms is the first step in putting these online for all students to access. This will be worked on in the coming months.
AFFORDABILITY: LFCC will reduce costs and increase the amount of financial aid awarded to students						
Affordability	President's goal to VCCS	LFCC will increase Financial Aid Applicants and Recipients	Increase the number of students who apply for and who receive financial aid and scholarships by 3% over 2012-13	Numeric goal	Goal not met: 2013-14 applications awarded decreased by 2.8% compared to the 2012-13 aid year.	The data query for reporting the number of applications changed recently, which may explain some of the decrease in the number of applications. Financial aid will reach out to SDV instructors and provide information about financial aid and scholarships in the SDV classes.
Affordability	President's goal to VCCS	Increase the number of students who apply for and who receive financial aid and scholarships	Monitor the results of the financial aid shared services model and compare LFCC's performance to the performance benchmarks to determine our participation status.	Compare performance to benchmarks	Goal met: LFCC compares favorably with peer institutions and better than the colleges using the shared services model. LFCC's ISIRs awarded was 62.11% for 2014, compared with the pilot colleges at 60.26%.	Continue to monitor benchmarks.

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Affordability	Academic & Student Affairs - Instruction & ITO	Rreduce costs to students by providing less expensive textbooks and other course resources.	Provide new, cheaper eBook or open source material options by providing administrative support to move one program or sequence of courses to OER.	Document administrative support for OER options and adoption of OER in one program or sequence of courses.	Goal met: Training and information resources on OER were provided to full-time faculty in May, 2014. CIF grants were completed for SDV, ACC, and ITE.	Continue to provide training, incentives for moving to OER, and document activity through faculty survey.
STUDENT SUCCESS: Increase the number of students graduating, transferring or completing a workforce credential, including increasing the success of students from underserved populations. LFCC will improve retention and provide more						
Student success	President's goal to VCCS	LFCC will enhance veteran services	LFCC will develop a plan to expand and enhance services for veterans and active duty military personnel with attention to prior learning. This plan will be submitted to the Chancellor by October 1, 2013.	Document activity	Goal met - the plan was developed and sent to the Chancellor for approval. Plan was approved in October of 2013.	LFCC will continue to explore ways to enhance services for veterans, including providing more professional development and resources to personnel serving veterans.
Student success	President's goal to VCCS	LFCC will increase the number of full-time faculty positions.	LFCC will increase the number of full-time faculty positions by a minimum of 2 new positions for the 2013-14 academic year.	Numeric goal	The College hired four new full-time associate instructors in communications, health information management, and English (2).	Continue to explore new full-time faculty positions, including sociology.
Student success	Chancellor's goal	LFCC will Increase the Number of Students Completing Career Pathways Programs	Increase the number of Career Readiness Certificates (CRC) by 15%.	Document completion using ACT database. Counts and changes in annual numbers	Workforce Development reports a 28.5% decrease in the number of career readiness certificates in 2013 compared to 2012.	LFCC Workforce Solutions team will work with the newly contracted One-Stop Provider (Goodwill of the Valley) to institute CRC testing with eligible applicants to increase the number of CRCs generated this strategic year.
Student success	President's goal to VCCS	LFCC will Increase the Number of Students Completing Career Pathways Programs	Increase the number of career and technical education awards by 1.5% overall.	Numeric goal	Goal met: There was a 4.5% increase in the number of career and technical education awards, from 155 (2012-13) to 162 (2013-14).	Continue to monitor awards.
Student success	President's goal to VCCS	LFCC will Increase the Number of Students Completing Career Pathways Programs	Increase the number of career and technical education (CTE) awards for underserved students by 3%.	Numeric goal	Goal met: The percentage of career and technical awards to URP went from 67.8% in spring 2013 to 73.4% in spring 2014.	Continue to revitalize existing CTE programs and explore creation of new programs, as well as pathways to recognize prior learning and competency-based approaches, helping students complete degrees.
Student success	President's goal to VCCS	LFCC will increase enrollment from underserved populations.	LFCC will increase enrollment from underserved populations by 3% over 2012-13.	Numeric goal	LFCC has a flat enrollment from underserved populations with approximately the same number served as in 2012-13 (4,240).	Continue to develop programs for underserved students, including the DOL TAACCCT grant and programs in the Office of Transition Programs and TRIO. Apply for new round of TRIO funding.

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Student success	President's goal to VCCS	Developmental Education Redesign	LFCC will monitor the initial results of the implementation of the redesign of developmental English that took place in Spring 2013.	Document activity	Faculty meet regularly to monitor placement testing. The placement test was recently revised based on feedback from faculty across the system. Additionally, faculty are meeting with the dean to design opportunities for ENF courses for English as a Second Language students. This is an issue that has arisen since the redesign, and LFCC faculty continue to monitor and revise curriculum.	There is no additional monitoring necessary at this time.
Student success	President's goal to VCCS	LFCC will support employment attainment	We will increase job placement rates by On Ramp participants by 5% and provide job placement services via TAA-funded adult career coaches and job placement coordinators.	Numeric goal	Noncredit (Workforce) reporting: 48% of 46 students placed in employment in 2014, compared to 53% of 71 students in 2013. 91% of students earned Workforce credentials in 2014, compared to 57% in 2013. Credit (Transitions Programs) reporting: 35 Trade Act students acquired employment in FY13-14; 26 On-Ramp students obtained employment in FY13-14.	The One-Stop WIA contractor, ResCare, was new in July 2013 and never fully operated in our region. ResCare lost the contract effective June 30, 2014, but ceased operations well before that date. Without an active One-Stop, monies are not available to many students who are not eligible for aid, or for supportive services, or assistance with obtaining employment. A new One-Stop Contract was awarded to Goodwill of the Valleys effective July 1, 2014.
Student success	President's goal to VCCS	LFCC representative will continue to participate in the development of digital textbook study for high volume courses.	Document activity	Document activity	We continue to have a person involved in the development of digital textbook study.	Continue work on OER resources in a broad array of courses, to save costs for students.
Student success	President's goal to VCCS	LFCC will encourage college readiness	A plan to strengthen college readiness initiatives between colleges and K-12 partners will be submitted to the Chancellor by November 1, 2013.	Document activity	A plan was submitted to the chancellor in October 2013. Plan was approved in November 2013.	Continue to develop pathways for students in collaboration with local school division partners, particular programs in the STEM-H field.
Student Success	Academic & Student Affairs	LFCC will improve retention	Increase participation in tutoring and student support services by providing additional walk-in tutoring times for math, writing, English, foreign languages, and sciences.	Document number of walk-in hours available and student participation in these specific tutoring areas.	Goal met: Over the course of the year, 4,562 hours of tutoring was offered. English - 489.53 hrs (160 students), Foreign language - 162.79 hrs (72 students), Math - 1,554.98 hrs (602 students), Science - 302.43 hrs (108 students).	
Student Success	Academic & Student Affairs	LFCC will improve retention	Evaluate and revise college-wide retention plan to include strategies for underprepared, part-time, military and veterans, and online students.	Document the revised and updated retention plan	Goal met: We set a five year goal of a 70% retention rate, moving from our current rate of 65% to 70% over the course of five years. This goal was met in one year.	Our goal was to increase by 1% each year. With enrollment down, the focus is maintaining 70%.

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Student Success	Academic & Student Affairs	LFCC will improve retention	LFCC will revise AA&S transfer degrees by reducing the total number of credits required and making the degrees more streamlined.	Document changes to AA&S degrees	Goal met: This work was completed as part of the academic audit, and several LFCC degrees were reduced to 61 or 65 credits.	No additional work necessary at this time. Degrees are all at the minimum number of credits.
Student Success	Academic & Student Affairs	LFCC will increase the number of students graduating by identifying critical points in students' academic career and providing interventions	LFCC will implement a new college-wide early alert program, SAILS	Document the implementation of SAILS	Goal met: SAILS was successfully piloted for a number of classes in spring 2014, for full roll-out in 2014-15.	
Student Success	Academic & Student Affairs	LFCC will increase the number of students graduating by identifying critical points in students' academic career and providing interventions	Develop student peer mentoring program	Document development of peer mentoring program	Goal met: We ran the peer mentor program—trained mentors, advertised/promoted the program, but we did not have any folks to mentor. Only a few people signed up. We transitioned to a student coach model, and saw good success with that. We are looking to increase the numbers of student we student coach this year.	
Student Success	Academic & Student Affairs	LFCC will increase the number of students graduating by identifying critical points in students' academic career and providing interventions	Refine a course-level module for orientation to the online learning environment and structuring a web portal to provide online students efficient access to LFCC services.	Document activity	Goal met: A new portal, LFCC Online, was built out for online students.	
Student Success	Academic & Student Affairs	LFCC will increase the number of students graduating by identifying critical points in student's academic career and providing interventions	Review data on students who attend part-time and are over the age of 25 and determine goals and strategies that need to be developed to increase their retention and graduation rates.	Document activity	Goal partially met: The associate dean of students and the retention advisor continue to revise and update the retention plan and develop measures for student success.	
Student Success	Academic & Student Affairs - Fauquier campus	LFCC will increase the number of students graduating by identifying critical points in student's academic career and providing interventions	Develop a modified academic advising plan to utilize the facilities and resources unique to the Fauquier campus. Enhance and build upon comprehensive training activities established for assigned faculty advisors, participate in college-wide training activities and utilize widely available resources.	Document student participation in academic advising. Document faculty participation in training activities and resource use.	Goal met: Advising sessions were held October 14-25, 2013 and March 27 - April 8, 2014. At that time students were signing on the computer, therefore we have numbers of students who entered our office and a comparison could be done from the fall 2012 and spring 2013, which was paper and pen. (Faculty like Lyn Bement had told me that she had seen an increase of students making appointments to meet with her for Advising. The numbers did increase for information sessions for Communications degree in the fall, I believe they had five students who showed up.	In the spring 2014, we decided to do things a little differently by providing the information sessions in the Loeb and at the Atrium. Heather Burton sent out e-mails to all students asking them to come to the sessions. In the e-mails, students were also encouraged to make an appointment with their faculty advisor. I made sure to put that faculty would not be on campus in mid-to-late December, I usually put a date in the e-mail. I also put times that our office was open to help assist students.

WORKFORCE: Double the annual number of employers provided training and services to 10,000, with a particular focus on high-demand occupational fields. LFCC will develop new programs and partnerships for career readiness and career

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Workforce	President's goal to VCCS	LFCC will Serve Employers through College courses and programs	Document number of employers with Lumens, PeopleSoft, and Admin tools using VCCS employer served definition and reporting method	Increase the number of employers served through college noncredit workforce programs to 1,175 - an aggressive 12% increase. .	Exceeded goal: 1,201 employers served.	Continue successful strategies of saturating success marketing carrier routes and continuing increased social media presense.
Workforce	President's goal to VCCS	Increased customized and Open Enrollment Training	LFCC Workforce Training will increase the numbers of businesses returning for customized and open enrollment training by 3%.	Document number of students enrolled with Lumens, PeopleSoft, and Admin tools using VCCS students served definition and reporting method	Increased by 2.1%.	Engage in further Needs Assessment and Programming Analysis to expand program offerings.
Workforce	President's goal to VCCS	Implement Workforce Enterprise System	LFCC piloted the WES system in 2009 with excellent results. LFCC staff will serve as a resource for the expansion of this pilot system wide.	Document activity	LFCC selected to be in the Phase 1 rollout of the WES implementation scheduled for Fall 2014. The VP of WSCE was also selected to serve on the VCCS WES State Steering Committee and actively contributes to developing the framework for the technical and functional state-wide implementation.	During Phase 1 implementation this Fall, LFCC will provide realtime process feedback and improvement suggestions for the integration between WES, AIS, and SIS.
Workforce	President's goal to VCCS	LFCC will support employment attainment	Increase job placement rates by On Ramp participants by 5% and provide job placement services via TAA-funded adult career coaches and job placement coordinators.	Numeric goal	Although the On-Ramp program funding for workforce programs decreased 51% this fiscal year (this budget was not available at the time the 2013-2014 President's goals were set), we have been able to provide noncredit On-Ramp assistance to 32 individuals, 11 of whom have been job placed already this program year. We placed 40% of last year's participants during the full program year cycle.	Continue working with candidates on job search and interview skills. Continue expanding employer contacts for future job placements.
Workforce	President's goal to VCCS	Rebuild the W.I.B. partnership	Continue to have a representative on the WIB board and executive board. Reframe the WIB partnership with the new Onestop contractor.	Document activity	The WSCE VP was nominated for a fourth consecutive term on the Executive Committee of the area WIB, and another three year term on the WIB Board. A new One-Stop Contract was awarded to Goodwill of the Valleys effective July 1, 2014.	LFCC will work closely with the SVWIB and the new contractor, Goodwill, to establish integrated support and referral systems for Youth, Adult, and dislocated workers in the service region.
Workforce	WSCE	LFCC will increase the number of credentials attained by individuals served through Onramp and the Adult Career Coaches	Monitor Onramp participant credential attainment and completion	Document activity through VaWC and the VCCS.	Increased the number of candidates receiving credentials from 57% last program year to 91% this program year.	Continue to educate prospective students on high demand industry credentials and career pathways via Adult Coaches.
Workforce	WSCE	Execute the HEETF Pilot Project for Noncredit programs in the VCCS	Coordinate, procure, and launch the programs and equipment associated with the HEETF Noncredit Pilot Project for the VCCS	VCCS established outcomes	Successfully procured the equipment and software using the funds allocated through the Higher Education Equipment Trust Fund within the required parameters of the pilot test group.	Continue expansion of programs launched as a result of the HEETF seed funds in order to serve employers and students in the technical and trades training areas.

RESOURCES: Raise at least \$2 million in cumulative gifts and grants to support the mission of Virginia's Community Colleges. LFCC will be transparent, build relationships and seek grants

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Resources	President's goal to VCCS	LFCC will increase LFCC Fundraising	LFCC will increase LFCC Fundraising by 10% from 2012-13.	Funds accounting & numeric goal	\$517,418 was raised last year in cash. \$1,867,877 was raised this year in cash (this amount does not include remaining pledge balances), which is over a 300% increase.	Funds raised were instrumental in several new endowed scholarships (including the first one for students in workforce programs) and support for several capital projects including the Fauquier campus barn and the Middletown campus student union.
Resources	President's goal to VCCS	LFCC will submit new grant/contract proposals and receive additional contracts or grants.	LFCC will submit a minimum of 3 grant/contract proposals from new funding sources and will receive \$200,000 in additional contracts or grants.	Numeric goal	\$574,088 in grant funds have been requested from seven new foundation sources that the college has not previously solicited. \$4,000 has been received and \$230,907 is still pending.	The development of the grant proposals this year provided key college officials from different units the opportunity to collaborate closely on innovative approaches to retention and student success. When a new funding opportunity arises in these areas, we will have a proposal ready to submit.
Resources	Advancement	LFCC will successfully cultivate new donor relationships that result in financial support of the college.	The foundation will secure gifts of \$1,000 or more from 20 new donors.	Numeric goal	Gifts of \$1,000 or more were secured from 24 new donors.	As state funding diminishes, having an expanded base of private supporters has improved our ability to fund critical programs.
Resources	President's goal to VCCS	LFCC will implement a planned giving program.	Create web and print marketing materials, offer board member training sessions, establish a donor society.	Document activity	Presentations concerning planned giving have been given to both the LFCC Foundation Board and the LFCC College Board. The LFCC Foundation staff has worked with four individuals in regards to estate planning. The director and senior development officer attended a three-day planned giving training program. Formal marketing materials and a subsequent donor society have not yet been created but are in the planning stages.	Because of the tremendous potential for major gifts through bequests and other deferred gifts, LFCC Foundation board members and staff have greatly improved their understanding of estate planning and ways to advise donors on optimal legacy gift strategies.

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Resources	President's goal to VCCS	Host a fundraiser in each of the 3 jurisdictions where it has a campus (Fauquier, Luray and Middletown).	These fundraisers will net \$50,000 in unrestricted funding to support the Foundation.	Numeric goal & document activity.	\$79,552 was raised (net) from the Shrimp Feast (Middletown), Evening with the Stars (Luray), and 25th Anniversary celebration (Fauquier). The Luray and Fauquier events were new projects for the LFCC Foundation.	The first annual "Evening with the Stars" event in Luray successfully engaged the community, improved people's awareness of the Luray-Page County Center, and significantly increased the amount of money in the Page County Scholarship Fund. Similarly, the 25th anniversary celebration of the LFCC Fauquier Campus in October 2013 was a successful platform from which to raise funds and awareness of the accomplishments and infrastructure needs of the campus.
Resources	President's goal to VCCS	LFCC will research the possibility of entering into a major gifts campaign.	Document activity	Document activity	LFCC Foundation has explored the feasibility of a major gifts campaign. A presentation was also given to the board on the topic. A formal campaign will be considered after we complete our current initiative on board expansion and development.	The Foundation board has an improved understanding of the elements of a successful capital campaign and has begun a series of strategic planning and board development initiatives to prepare for a possible campaign.
Resources	Academic & Student Affairs - Instruction	Address space and facilities needs by maximizing alternative forms of instructional delivery	Review and revise class and room schedule based on facilities use strategies and block schedules, and create a new schedule planning committee to review schedules. Set aside rooms for 12 week classes on a different block.	Document changes to room and class schedule.	Classes were moved around to maximize space utilization. Room 115 (Fairfax Hall) at the Middletown campus has been set aside for 12-week sections. A class of 70 was created to improve utilization in the bigger classroom, and faculty report that this worked well academically.	Continue to explore larger sections and scheduling options for 12- and 8-week sections.
INFRASTRUCTURE: LFCC will address space and facilities needs and implement ways to become greener						
Infrastructure	President's goal to VCCS	LFCC FAS area will successfully manage the design and construction of a major renovation to Fairfax Hall in order to update the 1970 structure and better organize student and staff movement throughout the building.	Document Project Progress and Budget	Document Project Progress and Budget	The conceptual design of this project is complete with extensive input received from all departments. Work on final drawings continues with construction to begin 1-1-15.	The design, as currently drawn, will greatly improve the registration flow for students, allow for more efficiencies, and overall improve student services.
Infrastructure	President's goal to VCCS	LFCC FAS area will successfully manage the design and construction of a major renovation to the Barn at the Fauquier campus in order to improve the functionality and appearance of the this iconic campus structure.	Document Project Progress and Budget	Document Project Progress and Budget	The conceptual design of this project is complete with extensive input received from all departments. Work on final drawings continues with construction to begin in 2015.	The design, as currently drawn, will significantly improve the utilization of the barn as a student gathering and educational space.

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Infrastructure	VPFAS	Due to a major software upgrade by Valley Health, LFCC will need to find alternative nursing clinical locations for the spring/summer 2014 sessions. A new nursing simulation lab will be constructed to provide simulation hours for our nursing students in the Smith Building at Middletown.	Document Project Progress and Budget	Document Project Progress and Budget	This project was completed on time and on budget. Two simulation rooms were constructed with an observation room in between.	The resulting simulation lab is a huge asset to our nursing department in teaching students about the experiences they will encounter in an actual medical workplace.
Infrastructure	VPFAS	Page County is a geographically and economically isolated area in the LFCC service region. In order to provide educational opportunities in this area LFCC will work to extend the current lease of space for the Luray-Page County Center through June of 2017.	Document Activity	Lease extension is signed by all parties	We were able to successfully secure an extension of the lease without an increase to the lease payment.	This isolated section of our service area will continue to be able to be served out of the existing location to provide much needed educational opportunities to the students of this area.
Infrastructure	VPFAS	Eastern Fauquier County is a population center that is expected to grow substantially over the next couple decades. Higher education offerings in this area are limited and the potential for a successful LFCC center is high. LFCC will open a new center in the Vint Hill area of Fauquier County and offer a variety of course offerings at this location.	Document Activity	Course offerings are provided in a quality classroom environment for the fall of 2014.	The sale of the Vint Hill property to private developers was delayed significantly but we were able to secure a location within Vint Hill once the property transfer occurred. Renovations will occur this fall for classes to begin in spring of 2015.	Once opened, this site will provide access to higher education in this very strategic area of our service region.
Infrastructure	VPFAS	Campus security continues to be an area of national and state focus. LFCC has made numerous improvements in the areas of campus police and security. LFCC will continue to implement measures aimed at protecting our students and staff including the installation of panic buttons in critical offices, an automatic door locking system, and continued training for the Emergency Response Team.	Document Activity	Installation of panic buttons, installation of an automatic door locking system, and documented training activities attended by the Emergency Response Team.	The panic button devices were installed at sensitive offices throughout both campuses. The ERT has participated in over five webinars this year and has conducted a table top exercise of a mock emergency at the Fauquier campus.	Employees in sensitive areas are now able to silently and secretly alert police and security when there is threatening behavior occurring within their area. The ERT continues to improve its ability to respond to possible emergencies on campus.
Infrastructure	President's goal to VCCS	LFCC will ensure the student union building opens for the spring semester 2014 and is properly outfitted for operations (furniture, technology, security, etc.).	Document Activity	Document Activity	The student union building opened on time for the start of the spring semester. The building is beautiful and has received a large number of compliments from students, community members, and employees of the College.	Our ability to serve students in areas that they identified were most crucial to their experience at LFCC was greatly improved. Additional classroom space, a fitness center, and study areas all improve the learning environment for our students. A much larger bookstore and food service also improve the services we offer our students.
Infrastructure	President's goal to VCCS	Successfully procure quality vending and food services for the Middletown campus.	Document Activity	Document Activity	A contract was signed for food and vending services at the Middletown campus.	A dynamic food vendor was secured that offers a wide array of food options at very reasonable prices for our students.

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Infrastructure	President's goal to VCCS	Manage the new fitness center in the student union including developing standard operating procedures, liability forms, staffing schedules, cleaning schedules, and other associated administrative tasks related to running this new facility.	Document Activity	Document Activity	The fitness center successfully opened in early 2014 and there were no administrative issues with the operation.	Improved physical fitness opportunities for our students as well as the opportunity to offer on campus physical education classes has greatly improved the experience for our students.
Infrastructure	President's goal to VCCS	LFCC will continue a classroom redesign project where faculty input will drive classroom set up and technology improvements. This builds on a classroom inspection checklist that was started three years ago.	Document Activity	Document Activity	This group continues to meet to address design issues and identify needed improvements to instructional space.	The learning experience for students is enhanced through projects that come out of this group.
Infrastructure	President's goal to VCCS	LFCC will implement the technology project management standards and guidelines relative to Level 2.	By March 1, 2014, LFCC will submit a report on our current status for implementation of these standards and guidelines.	Document Activity	LFCC has implemented these standards on projects that are applicable.	Improved project management has led to lower vendor costs and improved outcomes for the end user.
Infrastructure	Human Resources	LFCC will promote safety awareness at all College locations.	Decrease the # of recordable work-related injuries by 5% over 2012-13.	Fiscal to fiscal year comparisons.	Reported injuries decreased by 4 in 2013-14 (40% reduction) and recordable injuries reduced by 1 (20%). All injuries were attributed to slips, trips & falls.	Goal was achieved. Will continue efforts to further reduce injuries and to conduct on-going unit safety inspections.
ORGANIZATIONAL DEVELOPMENT: LFCC will streamline, improve decision-making and promote one college						
Organizational development	President's goal to VCCS	LFCC will continue to promote a one-college climate	Hold three professional development events for SS staff that promote a coherent, consistent college-wide philosophy	Document Activity	LFCC held several professional development programs college-wide. Working as one-college is an ongoing goal.	Goal achieved for 2013-14. Reoccurring goal for 2014-15.
Organizational development	President's goal to VCCS	LFCC will continue to promote a one-college climate	Promote a successful event to celebrate commencement in a common location	Document Activity	A single college wide commencement was held in May 2014 at a central location.	Goal achieved for 2013-14. Reoccurring goal for 2014-15.
Organizational development	President's goal to VCCS	LFCC will pursue the Chronicle of Higher Education's Great Colleges to Work For designation.	Document Activity	Document Activity	For the third year in a row, LFCC received this honor.	Goal achieved for 2013-14. Reoccurring goal for 2014-15.
Organizational development	Human Resources	Develop operational strategies to enhance HR services and processes to improve effectiveness, efficiencies, and customer service delivery.	Expand technology capabilities.	Implementation of software/programs.	Researched & purchased new cloud-based Applicant Tracking System software to integrate with existing RedCarpet on-boarding system.	Goal has been achieved. Full implementation of process anticipated in September 2014.
Organizational development	Human Resources	Promote diversity at LFCC.	Develop a new diversity initiative.	Document Activity	Not achieved.	Diversity goal will be created in 2014-15 plan year.
Organizational development	Human Resources	LFCC will expand and support continuous learning opportunities for employees.	Increase the # of employees served by PD events/activities over 2012-13.	Fiscal to fiscal year comparisons.	HR's annual professional development conference increased participation by 20% over 2012-13. Funding for education assistance increased 3% over 2012-13. Monies for other professional development activities represent approximately \$385 per employee (full- & part-time combined).	No improvement needed, although all employees are encouraged to include continuous learning activities as part of their on-going performance improvement.
OTHER GOALS (not listed elsewhere)						

Goal	Initiating Unit	Outcome	Method	Benchmark	Results	Improvement
Other goals	President's goal to VCCS	Complete preparations for a successful SACS-COC 5th year visit, work with faculty and staff in preparing substantive change procedures, program reviews, outcome assessments, faculty rosters, and the QEP. The five year visit is scheduled for mid-September 2013.	Document Activity	Document Activity	We had an exceptional visit from SACS-COC for our 5th year visit. The College received the best possible outcome of no recommendations for improvement.	Continue to monitor all compliance requirements, including updating the documentation on faculty credentials each semester. The data on course offerings by location for program thresholds need to be updated annually and the web application for administrative unit goals needs to be updated. Upgrade the online web application to include educational program goals for SLOs as well.
Other goals	President's goal to VCCS	Complete development of the new faculty evaluation system	Document Activity	Document Activity	The proposed LFCC faculty evaluation plan was approved by the VCCS in May 2014.	Work completed. No additional work anticipated.