# Chancellor’s Goals Supporting *Achieve 2015*  
**July 2012 through June 2013**  
Ron Proffitt, President VHCC  
Supporting Goals for Chancellor

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

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<tr>
<th>1 Increase Enrollment from Underserved Populations</th>
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<tr>
<td>Increase enrollment from underserved populations by 5% over 2011-12.</td>
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<tr>
<td><strong>•</strong> Support the Chancellor’s stated goal to increase enrollment among underserved populations by 5%</td>
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<td><strong>o</strong> <strong>Outcome: Met;</strong> Support strategies include:</td>
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<td><strong>•</strong> Initiated College Success Coach Program, serving 200 underserved students with the goal of retention.</td>
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<td><strong>•</strong> Great Expectations Program reached out to 31.4% additional students this year.</td>
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<td><strong>•</strong> Outreach to minority students in local high schools continues with minority faculty having lunch with students to discuss college.</td>
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<td><strong>•</strong> Expansion of the Black History Month film festival, as part of Arts Array.</td>
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<th>2 Develop Marketing Plan for URP Students</th>
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<td>In collaboration with marketing leaders from Virginia’s Community Colleges, develop and execute a strategic communications and marketing plan to convince more URP Virginians to attend college.</td>
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<td><strong>•</strong> Intentionally market dual enrollment opportunities with URP high schools students.</td>
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<td><strong>o</strong> <strong>Outcome: Met</strong></td>
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<td><strong>•</strong> Career Coaches meet with all students including URP to market dual enrollment opportunities.</td>
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<td><strong>•</strong> Develop a VHCC speakers list for all ETS and UB events</td>
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<td><strong>o</strong> <strong>Outcome: Met</strong></td>
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<td><strong>•</strong> ETS/UB Coordinator is included in the VHCC Speaker’s Bureau currently under development by VHCC marketing coordinator. This list of targeted VHCC speakers will be available to speak to groups within the college community as well as to external groups.</td>
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<td><strong>•</strong> Develop a presentation for HS and Middle School students aimed at recruiting non-traditional (gender) students into traditionally male or female programs.</td>
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<td><strong>o</strong> <strong>Outcome: In process</strong></td>
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<td><strong>•</strong> Mentor 100 students of color at area high schools in service region and attract 10% of those students at VHCC as measured by college applications in spring 2013 for summer/fall 2013.</td>
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<td><strong>o</strong> <strong>Outcome: Not Met</strong></td>
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<td><strong>•</strong> Work continues on the Minority student outreach program however the percent of URP students has remained the same at 51% of total enrollment between 2011-2012 and 2012-2013.</td>
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<td><strong>•</strong> Keep VHCC in the public eye by identifying and implementing three marketing activities targeting adult learners.</td>
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<td><strong>o</strong> <strong>Outcome: Met;</strong> strategies include:</td>
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- VHCC participation in the 2013 Interstate Career Fair at The Millennium Centre in Johnson City, TN.
- VHCC Speakers Bureau was developed by the Coordinator of Public Relations & Marketing, to reach various groups in community with participation from VP Staff and across VHCC.
- With leadership of Public Relations & Marketing Coordinator, VHCC developed billboards to encourage enrollment for spring semester.
- College Success coaches called 1,000 students who registered for the fall.
- Postcards were sent to all graduating seniors to inform them of VHCC services.
- Identify UB increasing participants served by 33% and support efforts to enroll 50% of the seniors served (UB Coordinator)
  - **Outcome: In process**
    - UB grant officially increased from 50 participants to 65 during 2012 grant competition, a 21% increase.
    - UB Academic Coordinator continues to actively assist current program seniors with college admission and FASFA applications.
    - All eligible UB seniors receive a Bridge Scholarship to cover six hours of tuition at VHCC during the summer after high school graduation.
    - All UB/ETS students actively instructed to enroll in Dual Enrollment programs during high school as required by TRiO grant priorities.

3 Educational Programs

Annually develop 10 new academic programs (degree, certificate, or career studies certificate) that respond to emerging, critical workforce needs, particularly in STEM-related areas.

- Explore a consortium agreement with MECC and other Community Colleges to develop an AHIMA accredited Associate Degree Program in Electronic Health Records.
- Complete assessment needs survey for other Allied Health careers and collect survey data.
  - **Outcome: Not met**: funding challenges have prevented meeting this goal; process includes:
    - Exploring new programs in Wildlife Technology and Enforcement, Fine Arts, and Retail Management.
    - Exploring revised programs in Industrial Maintenance, Machining, and Drafting.
    - Supporting a consortium agreement with MECC and other partners to develop an AHIMA accredited Associate Degree Program in Electronic Health Records
    - Plans were in place for survey; however, funding was not available to assist with the activity.
5 Virginia Educational Wizard
Increase the total number of profiles created in the Virginia Education Wizard by 70,000, to include 45,000 profiles created by Virginia students in grades 7 through 12 and 12,000 profiles by Virginia community college students.

- Continue to support Virginia Wizard through Student Development courses, Career Development Center and Career Coaches in high school.
  - **Outcome: Met**; strategies include:
    - The Wizard brochure is included in all Transition Session folders received by new students and all SDV students complete Wizard as a required assignment.
    - The College Success Coaches as well as the Great Expectations Coach utilize and encourage the Wizard with their identified students.
    - The Wizard is promoted at College Night in VA; College Night at Southwest Virginia Higher Education Center, and the Financial Aid workshops conducted for the area high school seniors and parents.
    - Over 750 ETS/UB middle and high school students receive information and instruction on the use of the Wizard each academic year.
    - Career Coaches give the Virginia Wizard to all 9th or 10th grade students and to juniors and seniors who do not have a clearly defined career goal.
    - Currently 100% of all TAACCT grant participants have activated Wizard accounts and completed assessments.
    - Adult Career Coach is also working with 21 TAA and dislocated workers to assist with the establishment of a Wizard account.

6 Initiate Student Level Tracking Of Career Coach Services
Initiate a case based management system for Career Coaches that allows for individual student tracking.

- Explore using Student Groups through SIS to track students and/or create Access Data Base System. Access Student Clearing House data that tracks high school students and use data to assist Career Coaches with student tracking.
  - **Outcome: In process**; we are in the process of exploring options using student groups in SIS.
- Explore use of STARFISH to track dual enrollment students.
  - **Outcome: In process**; implementation of STARFISH has been delayed.

7 Expand Great Expectations Enrollments
Expand the number of students in the Great Expectations program by 25% over 2011-12.

- Support the Chancellor’s initiative to increase the number of students in the Great Expectations program by 25%. (Great Expectations Coach)
  - **Outcome: Met**; VHCC served an additional 31.4% GE students in 2012-2013. VHCC had 38 students enrolled in fall 2012 and 31 in spring 2013.
GOAL: AFFORDABILITY
Maintain tuition and fees at less than half of the comparable cost of attending Virginia's public four-year institutions, and increase the annual number of students who receive financial assistance and scholarships by 36,000.

8 Increase Financial Aid Recipients
Increase the number of students receiving financial aid by 5% over 2011-12 with special focus on middle class students.
- Support the Chancellor’s initiative to increase the number of students receiving financial aid by 5%.
  - Not met
    - There was a decrease by 2% of financial aid applications resulting from a decline in enrollment. There was a decrease of 17.8% of students who received financial aid due to a decrease in enrollment and the stricter criteria for financial aid including new SAP rules.

9 Increase Financial Aid For Noncredit Workforce Instruction
Increase the proportion of students provided with financial aid for noncredit workforce instruction leading to credentials through the On Ramp program.
- Support VCCS guidelines and funding to increase financial aid for noncredit workforce instruction leading to credentials.
  - Outcome: Met
    - Increase of 13% of On-Ramp participants receiving financial aid who earned a non-credit credential: 8 in 2011-2012 to 9 in 2012-2013 (6 in fall 2012 and 3 in spring 2013).
    - Provided training opportunities to Mountain States Health Alliance at no cost to participants or employers through the HITE grant. VHCC provided approximately $150,000 in assistance through HITE for non-credit courses.

GOAL: STUDENT SUCCESS
Increase the number of students graduating, transferring or completing a workforce credential by 50%, including increasing the success of students from underserved populations by 75%.
### 11 Enhance Veterans Services

Expand and enhance services for veterans and active duty military personnel with attention to prior learning.

- **Apply for a student organization for Veterans with faculty/staff sponsorship.**
  - **Outcome: In process:** Progress has been made and a sponsor has been identified with implementation in fall semester 2013.

- **Continue to support Veterans Appreciation Day events.**
  - **Outcome: Met:** Memorial included placing thousands of flags in the commons campus area to pay tribute to fallen soldiers. Approximately 50 VHCC veterans participated in a luncheon for Veterans Day.

- **Apply to be recognized as a Military Friendly Institution with associated organization membership.**
  - **Outcome: Met**
    - Applied and selected as a Military Friendly School for 2013
    - Member of Service Members Opportunity Colleges
    - MOU with DOD for Voluntary Education Partnership
    - Recognized as a Principles of Excellence institution for veteran-friendly consumer policies

### 12 Encourage College Readiness

Analyze and report on outcomes of college readiness initiatives between colleges and K-12 partners.

- **Strengthen partnerships between VHCC and K-12 schools**
  - **Outcome: Met** strategies include:
    - College Night in VA: program for senior students and parents to disseminate college process information (November 2012)
    - College Night at Southwest Virginia Higher Education Center: hosts for senior students and parents to attend and speak with college representatives from approximately 50 colleges (September)
    - Provided financial aid workshops for high school seniors in service region in January and February
    - Reality Store held March 2013 for all high school juniors in service region
    - Great Expectations Coach meets with all senior foster care students
    - Hosted regional summer Governor’s School on campus
    - Initiated conversations about college readiness partnerships with High School principals

- **Support K-12 teacher’s initiatives to complete certificate renewal points and credits by providing at least one professional development activity for public educators that address college readiness.**
  - **Outcome: Met** strategies include:
    - Annual Teacher Symposium on VHCC Campus held in July for public school teachers and administrators
    - Brochure promoting available CEU credit classes revised and distributed
    - Energy Technology Camp held in July 2012 with plans for continuing this project in July 2013
13 **Continue Developmental Education Redesign**
Implement developmental English redesign and evaluate effectiveness of developmental mathematics redesign.
- Support the Chancellor’s initiatives in the implementation of developmental English and mathematics redesign
  - **Outcome: Met** strategies include:
    - Continued improvement of delivery of MTE courses, including lecture-only sections
    - Group tutoring sessions for MTE students.
- **ENGLISH**: Define baseline data for number of students who successfully complete developmental English courses and enroll in ENG 111 in 2011-12. Increase by 5% the number of students who successfully complete the redesigned developmental English courses and enroll in ENG 111 in 2012, 2013 as measured by projected grades in Dev. English courses and early enrollment data for summer and fall 2013.
  - **Outcome: Met**
    - Students attempting developmental ENG courses in 2011-2012 and 2012-2013 demonstrated success rates of 50% and 60%, respectively. In spring 2013, following the implementation of redesigned developmental English, the success rate of students ENF course was 65%, an increase of 5% over pre-designed developmental English in the same year.
- **MATH**: Increase the success rate in developmental mathematics by 5% by comparison from spring 2012 to fall 2012 and spring 2013.
  - **Outcome: Met**
    - The success rate of students attempting developmental mathematics increased from 48% in 2011-2012 to 56% in 2012-2013, an increase of 8%.

14 **Develop Student Services Initiatives**
Develop college and career plans using the Virginia Education Wizard and implement an automated early alert system.
- Identify the baseline of student responses to current early alert system used on campus during the fall 2012 semester. Pilot the Starfish software program and increase student response rates by 5%.
  - **Outcome: In process**: delay in the contract between VCCS & Starfish
### Develop Professional Development Plan
Create a professional development plan for developmental education faculty through collaboration with college leaders.

- Implement the professional development plan recommended by the ENG Developmental Implementation faculty lead for dual enrollment and adjunct faculty.
  - **Outcome: Met**; strategies include:
    - ENG full-faculty met with adjunct and dual enrollment faculty in August, 2012.
    - ENG full-faculty met with adjunct faculty throughout the semester for three professional development seminars and additional meetings to prepare for the implementation of developmental English redesign, i.e. text selection, development of course syllabus, student crosswalk.
    - Several meetings were held to keep the campus community informed.
    - Full-time time faculty met with adjunct faculty and dual enrollment faculty during in-service week and throughout the fall semester as documented by minutes.
    - NUR full-time faculty and assistant directors met with adjunct faculty at each campus at beginning of fall and spring semesters. An orientation guide was created and all adjuncts were provided access to online webinars for nursing CEUs specific to nursing education.

- NAH Division will host two workshops for faculty including teaching techniques in a concept based curriculum and preparation for NLNAC accreditation self-study.
  - **Outcome: Met**; workshops were held with excellent attendance.

- Increase attendance at VCCA Conference and New Horizons by 2%. Increase applications for the Paul Lee Professional Development Grants by 1% and apply for the Paul Lee Workshop MiniGrant
  - **Outcome: Not met**; participation in NH and Paul Lee Professional development grants has remained unchanged. Support and monitoring will continue.
16    Explore Emerging Learning Technologies
Identify and investigate new and evolving learning technologies and promoting those that offer the greatest promise for effective teaching and learning and improved student success.

- Use Camtasia to record videos that enhance the Online Preview and Faculty Advisor training
  - **Outcome:** In process
- Develop and implement the VHCC APP and provide access to college resources
  - **Outcome:** Met
- Activate Tablet PC labs for the classroom
  - **Outcome:** Met; VHCC purchased two iPad labs
- Provide Tablet PC training for faculty/staff and ensure that 60% of faculty/staff who have COVA Tablet PCs will have attended a training session
  - **Outcome:** Met; provided training to 48 faculty and staff
- Explore Mobile Learning Technology
  - **Outcome:** Met; strategies include:
    - Implemented the use of Learning Ally app for audio textbooks for students with disabilities
    - Exploring/researching tutoring apps and accessibility apps for use with iPads.
    - Provided Project Excel with iPod touch technology to use with Learning Ally apps and other student learning needs.
    - Made two iPad labs available to faculty for instruction
    - Exploring Panopto as a lecture capture tool to promote distance education success.
- Use Collaborate in Bb for conferencing
  - **Outcome:** Met
    - Library and Instructional staff have participated in a large number of VCCS meetings and professional development activities via Bb Collaborate. Nursing & Allied Health division has conducted several meetings using Bb Collaborate. Faculty and staff from BHSS and SET have been encouraged to use Bb Collaborate for meetings.
- Provide training on the new Bb rollout of Facebook and texting (Library and Instructional Services)
  - **Outcome:** Not met
    - The pilot of the Bb Building Block that enables Facebook, Twitter and Text communications did not go well and was rejected by ASAC.
17 **Develop Digital Textbooks for High Volume Courses**
Assemble a group of faculty, designers, and other subject matter experts to develop and promote the adoption of an openly licensed digital textbook for a high volume VCCS course.
- Explore digital textbook options for high volume courses (All)
  - **Outcome: Met**: Richard Sebastian gave a presentation on Massively Open Online Content (MOOC’s) at Pre-Service event in August.
- Pilot digital textbooks for Tablet PCs through Project Excel Bridge Program
  - **Outcome: Not met**
    - Explored using digital textbook for Summer Bridge, but determined it was not feasible given the limited timeframe for the Bridge Program (four days).
    - Implemented the use of etext and audio texts for students with disabilities through the use of the Learning Ally app. Many students used their own smartphone for the app. We have iPods/iPads available for those students who do not have smartphones.
- Explore use of digital books by surveying SDV students to determine their access to electronic devices.
  - **Outcome: In process**: VCCS VPF&A are convening a team to discuss Digital Textbooks and the impact across the system.

19 **Support Employment Attainment**
Increase job placement rates by On Ramp participants by 35% and provide job placement services via TAA-funded Adult Career Coaches and Job Placement Coordinators.
- Support VCCS job placement rates for On-Ramp and TAA funded students.
  - **Outcome: Met**
    - Increased job placement rates by 100% over last year.
    - Continue to work with industry partners to identify the positions that currently need to be filled and identifying training that is being offered or can be offered to meet this need.
    - The IT Faculty is working with MSHA IT department to develop short term training leading to credentials needed by MSHA.

20 **Support Credit And Noncredit Credential Attainment By Dislocated Workers**
Increase the number of credentials earned by On Ramp participants.
- Increase the number of credentials earned by On Ramp participants.
  - **Outcome: Met**
    - Increased credentials obtained by On-Ramp participants in Credit and Non-Credit instruction by 21%
21 Increase the Number of Students Completing Career Readiness Certificates  
Meet individual college targets established for number of individuals receiving a Career Readiness Certificate.

- Support the VCCS targets established for individuals receiving a CRC.
  - **Outcome: Not Met**
    - Goal from VCCS was 251. Awarded 178 (LY 51). Increased awards by 249% but did not meet the VCCS goal of 251.

- Increase marketing of the CRC
  - **Outcome: Met**
    - Workforce Coordinator marketed the CRC to high schools in Smyth and Washington Counties for secondary and post-secondary students; day and evening trade students at VHCC; On Ramp students; Blue Ridge Job Corps, and local industry.
    - College Success Coaches have offered the opportunity for their students to complete the CRC.

- Increase completion of Career Readiness Certificates by 3%
  - **Outcome: Met**
    - Workforce training provided grant funds to cover the cost of the CRC for Great Expectations students.
    - Ten GE students completed the CRC in 2012-2013, compared to seven in 2012-2013, and increase of 43%.

22 Student Success Reporting  
Provide comprehensive reporting on a variety of student success measures aligned with Achieve 2015 and the Reengineering Task Force recommendations.

- Support Chancellors initiative by collecting and using data on student success in developmental English and Math Redesign
  - **Outcome: Met**; the data has been shared and informed changes in both developmental education structure and delivery method.

- Collect and use data on Psychology redesign success rates
  - **Outcome: In process**; Psychology faculty participated in state meetings to develop learning objectives for Principles of Psychology course. Upcoming statewide meeting to provide information on these efforts to all psychology faculty is scheduled for February.

- Collect and use data from the Core-curriculum Assessment Plan
  - **Outcome: met**; embedded course assessments in critical thinking and written and oral communication have been completed and included in transfer program review.

- Initiate a Plan for Program Reviews using data for continuous improvement
  - **Outcome: Met**; strategies include:
    - Program Review Plan has been implemented
    - Program reviews have been completed for programs such as AA&S in General Studies and Science, and AAS in Human Services, Drafting, Emergency Medical Services and Machining.
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<th>GOAL: WORKFORCE</th>
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<td>Double the annual number of employers provided training and services to 10,000, with a particular focus on high-demand occupational fields.</td>
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23 Serve Employers through College Courses, Programs, and Outreach
   - Increase the number of employers served through college credit and noncredit courses, customized training, and other outreach efforts by 9% and report annually all their employer activities.
     - **Outcome: Met**
       - VHCC increased employers served by 10%.

24 Implement Workforce Enterprise System
   - Monitor and report on implementation of a workforce enterprise system.
     - **Outcome: Met**
       - Supported the VCCS in implementing the workforce enterprise system.

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<th>GOAL: RESOURCES</th>
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<td>Raise at least $550 million in cumulative gifts and grants to support the mission of Virginia’s Community Colleges.</td>
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25 Leverage Support From The Virginia Workforce System
   - Leverage funding and in-kind contributions from workforce partners and workforce funding streams.
     - Support VCCS efforts to leverage funding and in-kind contributions from VHCC workforce partners.
       - **Outcome: Met**: VHCC received continued support in the amount of $75,000 from Johnston Memorial Hospital for the Nursing Program. Mountain States Health Alliance continues to support the nursing program with a $150,000 donation. VHCC continues to partner with MSHA and Wellmont Corporation to research grant opportunities.

26 Obtain Support for Career Pathways
   - Secure at least $1,000,000 in grants to develop and expand workforce and career pathways activities that involve colleges and local workforce partners.
     - Research grant opportunities available to VHCC to develop and expand workforce and career pathways activities.
       - **Outcome: In process**: VHCC has applied for a Nursing Workforce Diversity grant to establish a career pathway from High School to a BSN program with a grant amount of $1,050,000. VHCC has also developed a grant proposal that was submitted in partnership with MSHA to provide interdisciplinary training to their current workforce. The grant amount for this project was $1,500,000.

27 Leverage VCCS Purchasing Volume
   - Achieve full compliance with purchasing regulations and leverage economies of scale when system-wide contracts can result in better pricing and administrative efficiencies.
     - Support VCCS goal by collaboration with regional VCCS colleges.
       - **Outcome: In Process**: Vice Presidents have been meeting and planning to coordinate purchases and common contracts to increase economies of scale.
Increase VFCCE Fundraising
Increase the Virginia Foundation for Community College Education fundraising totals by 10% from 2011-12.
- Host at least two new cultivation events during the 2012-2013 school year.
  - **Outcome: Met**; VHCC hosted two new cultivation events that included the Richard Leigh Songwriters Festival and the VHCC/WCC Golf Tournament.
- Increase annual giving at VHCC by 10% from 2011-2012
  - **Outcome: Not Met**; Total annual giving decreased by 3% from previous year.
- Plan and conduct an annual corporate recognition event.
  - **Outcome: Met**; VHCC hosted a corporate recognition event in November 2012 at the Martha Washington Inn.

MANAGEMENT GOALS
In order to accomplish the goals set forth in Achieve 2015 and these Chancellor’s Goals, various management goals are necessary.

30 Implement Decision Support System
- Implement the student component of the Decision Support System.
  - **Outcome: Met**; strategies include:
    - Participated in QUINN workforce discussions.
    - Training opportunities are being explored.

33 Continue Re-engineering Task Force
- Continue the Chancellor’s Re-engineering Task Force and implement recommendations as appropriate.
  - **Outcome: Met**; strategies include:
    - Discussions about sharing resources have occurred between regional Vice Presidents of Instruction and Vice Presidents of Finance and Administration
    - Continue to co-lead the College Readiness workgroup.
    - Initiated one shared position between VHCC and WCC.
    - Continue to embrace developmental education redesign; transitioning to MTTs in fall 2013.
34 Continue Emergency Preparedness
Continue to improve and test Continuity of Operations Plans and procedures.
  - Conduct at a minimum two emergency drills during the 2012-13 academic year.
    - **Outcome Met:**
      - VHCC conducted second shelter in place drill with faculty and staff.
      - VHCC held first shelter-in-place drill with students on campus in spring 2013.
      - VHCC held Tornado Drill in March 2013.
      - VHCC Administrators and campus police met with local town and county law enforcement and EMS to discuss better collaboration among the agencies. This group agreed to become an informal advisory committee to the College that will meet quarterly to help improve COOP and EOP.

37 Implement Revised Faculty Evaluation System
Complete planning for implementation of a revised faculty evaluation system.
  - **Outcome: In process:** Plan was submitted May 5, 2013 and returned for revision.

*Personal Goals for Academic Year 2012-2013*

Complete expansion of parking lot with incorporation of a motorcycle training course.
  - **Outcome: Met:** Parking lot completed with lighting and motorcycle training course in place.

Complete stair-way construction from parking lot to VHCC Greenhouse.
  - **Outcome: Met:** Stair way to Greenhouse complete and seeding of wildflowers to enhance look at Greenhouse.

Bring VHCC budget into alignment in preparation for future growth and sustainability.
  - **Outcome: Met:** Retirements and internal alignments have positioned the college for better budget management and sustainability.

Lead regional work on study of a Workforce Center for college service region.
  - **Outcome: In Process:** Efforts are ongoing and discussions with Boards of Supervisors and City Council. Recent developments and efforts in this area by the Virginia Tobacco Commission are relative to this project and will affect future direction of the potential project.

Work to establish a pilot project for placement of a career coach in middle school.
  - **Outcome: Met:** Grant received from United Way to sponsor a full-time career coach in one Washington County middle school. Career Coach will be in place for fall semester 2013.

Visit with every major industry in service region to determine needs and what VHCC can do to improve services.
  - **Outcome: Met:** President, Dean of Workforce, and VP of Institutional Advancement joined IDA, Economic Development and Board of Supervisor member to visit each major industry. Visits were well received and information gathered to guide our future workforce efforts.
- Lead and encourage faculty to establish quality criteria for online classes.
  - **Outcome: Met**: Faculty teaching online participated in professional development in a program titled “Quality Matters”. Each faculty chose a class to be evaluated by Quality Matters evaluators.

- Improve campus appearance
  - **Outcome: Met**: VHCC continued improvement of the appearance of grounds and maintenance of buildings. Cleaning service staff hours were changed to better maintain building and the Beautification Committee continued work on plants and design.

- Support VHCC’s service clubs and SGA with monetary support where possible and promote leadership.
  - **Outcome: Met**: Hosted club leaders with a reception and honored leaders with a certificate and gift of a USB car charger, to recognize their contribution to the club and VHCC.

- Support faculty and staff in leadership development.
  - **Outcome: Met**: VHCC supported a staff member to participate in a year-long leadership development class sponsored by the Bristol Chamber of Commerce.