Chancellor’s Goals Supporting Achieve 2015
July 2014 through June 2015
Approved by the State Board on May 22, 2014

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

1 Increase Enrollment from Underserved Populations
Increase enrollment from underserved populations by 3% over 2014-15.

1a. Increase enrollment of underserved populations at GCC by 3% over 2013-2014. (Ann Woolford)

Result: Goal Not Achieved

Germanna is in the midst of many efforts to achieve this goal, such as: Increased outreach by recruiters, The Gladys P. Todd Academy, Student Success Coaches, Culpeper Scholars, and increased outreach by financial aid staff.

2 Educational Programs
Annually develop 10 new academic programs (degree, certificate, or career studies certificate) that respond to emerging, critical workforce needs, particularly in STEM-related areas (science, technology, engineering, and mathematics).

2a. Develop at least 3 new academic programs (degree, certificate, or career studies certificate): Culinary Arts, Homeland Security, Multi-media Specialization. (Ann Woolford)

2b. Redesign the Engineering Technology Certificate, Horticulture, and IST programs. (Ann Woolford)

Result: Goal Partially Achieved

AAS in Physical Therapy Assistant has received initial candidacy by CAPTE, the accrediting body. Exploring a partnership with NVCC for the EMS program. Exploring a Culinary Arts Program.

3 Virginia Education Wizard
Increase the total number of profiles created in the Virginia Education Wizard by 70,000, to include 45,000 profiles created by Virginia students in grades 7 through 12 and 12,000 profiles by Virginia community college students. Increase the total number of Career and Course Planners in the Wizard by 3,000. Increase the total number of Wizard Mobile users by 3,000.

3a. Increase the number of profiles created by credit students at GCC by 10% (Ann Woolford)

Result: Data Unavailable

While we are awaiting on official numbers from the System Office, initial indication is that we have made significant progress. A total of 54 Virginia Wizard profiles were created through Adult Career Coach services for the period July 2014 – May 2015. Our One-Stop partners now require the “Career Scope” assessment as the...
preferred assessment tool.

4 Establish and Implement Core Elements across all VCCS Coaching Services
Coaching participants will receive services in each of the four key coaching elements of college and career transition: career assessment, career planning, financial aid, and college or career entry, and all colleges will see a 10% increase in the percentages of participants in each program with who have completed all four services.

4a. Increase coaching by 10% through recruitment and hiring of up to seven student success coaches. (Ann Woolford)

4b. The on-Ramp Specialist will serve 38 clients through credit and non-credit programs. (Jeanne Wesley)

4c. The Adult Career Coach will serve a caseload of 65 or more new participants during the 2014-2015 grant year. (Jeanne Wesley)

Result: Goal Achieved

Adult Career Coach caseload exceeded the 65 participants planned. Hired seven student success coaches. Increased outreach of recruiters. On-ramp specialist greatly exceeded goal of 38 clients.

The On-Ramp specialist should average 10 clients per quarter to meet the annual goal of 38 clients. To date, the On-Ramp specialist has served 69 clients in both credit and non-credit programs, which exceeds the goal for the entire year.

For the grant year beginning October 2014, the Adult Career Coach has served 307 individuals and has maintained an active caseload of 74 during this grant years. VCCS has directed the Adult Career Coaches to refrain from serving new clients as the TAACCCT grant is closing out. However the Adult Career Coach has transitioned to a new grant, the Job Driven National Emergency Grant, and is in the process of intake of new participants.

5 Expand Shared Distance Learning Model
Expand participation in shared distance learning model to all remaining colleges. Explore the feasibility of adding more course-originating colleges to the model.

5a. Germanna will join the course originating colleges and offer at least one course. (Ann Woolford)

5b. Germanna will expand the number of shared distance learning courses by 10% over 2013-2014. (Ann Woolford)

Result: Goal Partially Achieved

Germanna offered one SSDL course Fall 2015. However the course offerings have not been expanded to due limited qualified faculty availability and budgetary constraints. Germanna will continue to attempt to expand SSDL offerings.
### GOAL: AFFORDABILITY
Maintain tuition and fees at less than half of the comparable cost of attending Virginia’s public four-year institutions, and increase the annual number of students who receive financial assistance and scholarships by 36,000.

6  **Increase Financial Aid Recipients**
Increase the number of students receiving financial aid by 5% over 2013-14 with special focus on middle class students.

6a. Increase the number of GCC students receiving financial aid by 5% over 2013-2014 with special focus on middle class students. (Ann Woolford)

**Result: Goal achieved**

In addition to ongoing efforts Germanna positioned staff in the lobby at the Fredericksburg campus. Three years ago Germanna started efforts that resulted in a large increase in financial aid recipients. This goal has been achieved for the five year plan.

7  **Implement Rural Virginia Horseshoe Initiative at Pilot Colleges and Establish Four-Year Success Benchmarks**
Working with the pilot colleges, develop and operationalize processes for the GED incentive and full-time high school coaching program and track success toward enrolling 50 GED completers at each college and achieving agreed upon coaching progress measures and outcomes, using year one data to set a baseline and subsequently to project years two through four annual goals for measures and outcomes.

Not applicable to Germanna.

8  **Reduce Textbooks Cost**
Reduce the cost of required textbooks and related course materials in 10% of all course sections offered in 2014-15. Colleges will provide a list of the course sections in which the cost of textbooks and related course materials were reduced, the method of reducing the cost, and the estimated cost savings for enrolled student in each course by May 15, 2015.

8a. Germanna will reduce the cost of required textbooks and related course materials in at least 10% of course sections offered in 2014-2015. (Ann Woolford)

**Result: Goal Achieved**

Sociology, HLT 250, was added to the OER list for fall of 2015. BIO, HUM, REL, and PHI are already on the list of OER classes. Two faculty received VCCS grants and are currently working on Anatomy and Physiology and chemistry.

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### GOAL: STUDENT SUCCESS
Triple the number of students graduating, transferring, or completing a workforce credential to 91,173, including tripling the success of students from underserved populations to 39,393.
9 **Enhance Veterans Services**
Continue to monitor progress on plans submitted to Chancellor on veteran friendly services. Monitoring reports will be submitted to the Chancellor by October 1, 2014.

9a. the GCC Center for Veteran Support and Retraining will expand services to veterans and active duty military personnel by accomplishing the following: (Ann Woolford)
- Continue offering courses through interactive video to active duty personnel on base at Dahlgren
- Develop and implement systematic training of faculty and staff on issues related to this population by incorporating Student Veteran topics into Learning Day and new full and part time faculty orientations. The office of veterans’ affairs will explore options to offer asynchronous on-demand interactive computer based training for staff and faculty to provide continuous education opportunities to further develop veteran’s awareness.

9b. Germanna Workforce will work with the Germanna Office of Veteran’s Affairs to apply for approval for two Workforce credentialing programs for eligibility for Veteran’s benefits. (Jeanne Wesley)

**Result: Goal Partially Achieved**

**Expand Advanced Standing Opportunities:**
- Germanna is now a CLEP testing site. GCC has been awarding students credit for CLEP exams for quite some time and now that we are a testing site, students have greater access to the exams.
- The CAEL LearningCounts portfolio development program was launched in Fall 2015. Portfolios allow students to earn college credit by exhibiting their work and life experience as it relates to a specific GCC course.
- A policy regarding students who have bachelor’s degrees from an American regionally accredited college, being awarded ENG 111 and 112 credit was passed.
- Students who have a CPR and/or First Aid certifications can now sit for a skills assessment to be awarded HLT credit.
- GCC updated our policy with the Virginia Department of Fire Programs in order to give firefighters more FST credit.
- GCC launched the DOL VCCS Veterans Grant which will work towards awarding more credits for Joint Service Transcript experience and awarding more credit through portfolio.

Germanna Workforce developed course approval package for high-demand credentials to submit to the SAA for review and approval. There are twelve programs of instruction included in the application package.

Workforce staff submitted applications for 3 Workforce programs to the Department of Veterans Services State Approving Agency for approval of eligibility for Veterans benefits. Workforce staff also submitted a revised veteran’s handbook to the State Approving Officials during the second quarter. The handbook has been approved. Two programs were prepared and provided for preliminary review to the SAA.
Implement Student Services Initiative
Continue implementation of the automated early alert system (SAILS) to strengthen persistence.

10a. Germanna will recruit and hire up to seven Student Success Coaches. (Ann Woolford)

10b. Germanna will continue to use SAILS for developmental students and gate-keeper courses. We will expand SAILS during AY 2014-15 to students assigned to Student Success Coaches. (Ann Woolford)

Result: Goal Achieved

Germanna hired seven Student Success Coaches and have assigned students. Germanna has implemented the automated early alert system - SAILS

Germanna held the first Student Success Day in Spring 2015. Over 1000 students participated.
11 Explore Emerging Learning Technologies
Develop new and evolving learning technologies and promote those that offer the greatest promise for effective teaching and learning and improved student success.

11a. Continue to explore the use of technologies to support effective teaching and improved student learning by (1) analyzing the results of the use of iPads and (2) making good use of the new Information Commons. (Ann Woolford)

Result: Goal Achieved

- Using LibGuide for individual faculty to provide the class related information and resources.
- Recording library instruction to be used online.
- Redesign Library website
- Implement Mobile for library
- Increase technology innovation among faculty by embedding librarians in English composition courses and providing a librarian for the OER project
- The library maintains course-specific research guides (i.e. LibGuides) that benefit all sections of a single course (e.g. ENG 111), and are designed around common course assignments. This is a more efficient use of staff time than attempting to maintain separate LibGuides for 70 sections of the same course.
- The library has created several video tutorials addressing aspects of information literacy, including creating efficient and effective search strategies in library databases. These tutorials are available on a page within the library website, and many have been embedded in specific research guides (LibGuides).
- The library website was redesigned in accordance with best practices related to usability. The library website is currently undergoing a second, major redesign, with usability and student learning in mind. Conversations between the library and Marketing regarding the redesign have been ongoing and productive. The anticipated rollout is late July 2015.
- The Germanna mobile application includes library resources. Additionally, the library’s research guides (LibGuides) are mobile-friendly. As the library website hosts more content via LibGuides, the percentage of “mobile-friendly” library webpages will increase.
- Through LibGuides, the library provides digital learning objects that faculty are able to incorporate into Blackboard course shells. In Fall 2014, the library also revised its description of the Library Services link in Blackboard.

The library has increased library instruction outreach efforts, focusing on the ENG department. At the outset of each semester, an e-mail is sent to ENG faculty promoting library instruction. In Fall 2014, the library also sent a representative to New Faculty Academy, Adjunct Faculty Convocation, and one Faculty Meeting. In Fall 2014, the library instruction brochure and LibGuide were thoroughly redesigned. In Fall 2015, a librarian will be attending an ENG department meeting. The Instruction Librarian, Matthew Pierce, actively collaborates with the ENG department chair to promote library instruction.

In Spring 2014, the library created an OER LibGuide, and a librarian co-presented at an OER workshop for faculty and staff. The OER LibGuide is being significantly revised during Summer 2015.
12  **Improve College and Career Transition for Students in Training and Coaching Programs**
Meet individual college targets established for retention, credentials, and/or transition to employment for participants in Perkins, On Ramp, Middle College, Great Expectations, and high school, college success, and adult coaching by developing standardized processes at the state and college levels for data collection, reporting, tracking, and validation of credential and employment outcomes of students in these programs.

12a. Germanna will work with the system office to develop standardized processes for data collection, reporting, tracking, and validation credential and employment outcomes of students.  (John Davis)

**Result:**  Goal Partially Achieved

Germanna has been working with the system office and the other Community Colleges to achieve this goal.

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

13a. Germanna will work with the system office and internally to provide comprehensive reporting on student success measures. (John Davis)

**Result:**  Goal Achieved

Germanna has worked internally and with the VCCS to provide comprehensive student success reporting. We have made greater use of the Germanna intranet to distribute this data to decision-makers.

The system office has agreed to provide data on student success coaches in early summer 2015. These measures were included in the Germanna student success plan provided to the chancellor.

14  **Update the VDOE/VCCS Dual Enrollment Plan**
Work with ASAC, Dual Enrollment Coordinators and VDOE to review and revise current dual enrollment plan.

14a. Germanna will participate in planned research to review and revise the current dual enrollment plan. (Ann Woolford)

**Result:**  Goal achieved. Germanna is participating with the system office on this goal

15  **Increase Professional Development Opportunities to Enhance Faculty and Student Success**
Increase regional faculty development opportunities by 5%, reconstitute 10% of inactive Peer Groups, and increase visibility of adjunct faculty development opportunities in all OPD-sponsored events in direct support of faculty professional development and evaluation goals and objectives.

15a. Germanna faculty and staff will participate in planned professional development programs. (Ann Woolford)

**Result:**  Goal Achieved

Germanna faculty and staff have continued to participate in external and internal professional development. Surveys have been conducted of participants to improve offerings.
GOAL: WORKFORCE
Increase the number of employers provided training and services to 13,000, with a particular focus on high-demand occupational fields.

16 Serve Employers Through College Courses, Programs, And Outreach
Increase the number of employers served through college credit and noncredit courses, customized training, layoff aversion, and other outreach efforts and report annually all their employer activities.

16a. Expand student internships by 10% over 2013-2014. (Ann Woolford)

16b. Review recruiting for and use of all advisory committees (Ann Woolford)

16c. Workforce will increase employers served by 6% through non-credit courses, customized training, layoff aversion, and other outreach efforts. (Jeanne Wesley)

16d. Develop six new programs, certificates, or courses to be added to the Workforce portfolio of offerings. (Jeanne Wesley)

16e. The Workforce faculty pool of subject matter experts will increase by a minimum of 6 instructors. (Jeanne Wesley)

Result: Goal Achieved

In response to local area business feedback, VEC jobs data, and national jobs data analysis, workforce center applied for and received a "high demand credentials" grant in March 2015. The grant provides funding based on students who successfully complete in demand credentialing courses and receive certifications. The grant allows the workforce center to pay for testing or reimburse students for costs incurred to take the certification tests. Workforce has added eleven new programs this year. Germanna has increased internships by 40%.

Workforce has exceeded the goal to increase the number of employers served. To meet this annual goal of a 6% increase, 110 employers need to be served per quarter and to date workforce served a total of 446 employers during FY2015.

Workforce Center has added 16 new programs during FY 2015: 6 new classes in the Business and Professional Development program area (Accounting Fundamentals, Creating a Successful Business Plan, Worker’s Compensation as new courses as well as certificate programs for Paralegal, Travel Agent Training, and Certified Bookkeeper); 6 new classes in the IT/High-Tech Certifications area (Adobe Creative Cloud courses such as: 101 Adobe Acrobat Pro X1: Complete Fundamentals; 101 Adobe After Effects: Complete Fundamentals; 201 Adobe After Effects: Complete Advanced; 101 Adobe Audition: Complete Fundamentals); 2 new healthcare programs (Medical Administrative Assistant- Online and Personal Care Aid); and 2 new Industry and Construction programs (Basic Motor Controls and Blue Prints & Schematics for Industry).

Workforce hired 9 new faculty members: 2 in the Computer and Technology program area; 3 in the Business and Professional Development program, 3 in the Healthcare program area, and 1 in Industry and Construction (Apprenticeships).
17  **Implement Workforce Enterprise System**  
Monitor and report on the multi-year implementation of a workforce enterprise system.

17a. Workforce will implement tasks and processes for the Workforce Enterprise System per VCCS directives and guidelines. (Jeanne Wesley) IT and Business Office will support implementation via serving on project team. (Rick Brehm)

**Result:**  **Goal Achieved**

WES implementation team attended VCCS WES training along with additional members from the business office and workforce staff. Training covered website design, enrollment procedures, entering classes, reporting design, etc. Program launch is scheduled for 1 July 2015.

The Business Office served on the Project Team and WES went live on June 2. The web-based portion of WES is scheduled to go live on June 11.

Germanna Workforce has completed the WES Testing phase, and are currently in the “Production” phase. WES system went “live” on June 11, 2015.

18  **Increase the Number of Students Completing and Businesses Recognizing Career Readiness Certificates**  
Meet individual college targets established for number of individuals receiving and businesses recognizing the CRC

18a. Workforce will continue to promote the CRC to increase the number of businesses recognizing the CRCs to by 5%.

**Result:**  **Goal Achieved**

Germanna has seen an increase of 153% in the number of businesses who recognize the CRC.

Workforce has continued to promote the CRC in the community. To meet the 2015 goal, a total of 6 businesses recognizing the CRC is required. Workforce has seen an increase in the number of businesses who recognize the CRC over last year; there are currently 8 businesses recognizing the CRC. However, the overall number of individuals earning the CRC has not increased. The businesses in our region as a whole, are uninterested in this credential.
GOAL: RESOURCES
Raise at least $550 million in cumulative gifts and grants to support the mission of Virginia’s Community Colleges.

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

19a. Continue to improve participation with Workforce Development and Institutional Advancement to leverage partner and vendor support. (Jeanne Wesley and Doug Elliott)

Result: Goal Achieved

Workforce was awarded a High Demand Certificates Grant, a Job Driven National Emergency Grant, and an Institutional Excellence Grant for a total of $510,000 in grants this year. Institutional Advancement has connected with a range of vendors and other partners of the College through its events.

Workforce department has participated in multiple programs or grants leveraging partner and vendor support totaling $554K which included: Employers Incentive Funding for $17K, High Demand Certifications Program for up to $100K, Job Driven National Emergency Grant for $397K, and IE Grant for $40K in grant funding. The funding will benefit in-demand credentials, unemployed/dislocated workers, and industry recognized IT demands for the region. Further, two additional grants were operating during the 2014-2015 timeframe totaling $639K.

20  Leverage VCCS Purchasing Volume
Implement structure needed to support Level II delegated authority for procurement for the system. Obtain authority by June 30, 2015.

20a. Germanna will participate in cooperative purchasing opportunities and extend the same to other colleges when feasible and appropriate. (Rick Brehm)

Result: Goal Achieved

This project is on schedule. Germanna is scheduled to be second VCCS institution to implement this initiative.

Germanna cooperatively purchased computers with the VCCS and other colleges this year. The Pay for Print was solicited as a cooperative contract. We also entered into a cooperative contract for the bookstore with several VCCS colleges.

21  Explore Planned Giving Opportunities
Work with VCCS Institutional Advancement staff to develop or expand planned giving programs at colleges.

21a. Germanna’s Division of Institutional Advancement will work with the VCCS to develop a planned giving program. (Doug Elliott)

Result: Goal Achieved

Germanna has identified attorneys and financial advisors to work with the College on identified prospects.
22 **Increase Online Donations**
Increase the number of online donations to the VFCCE by 20% over 2013-14.

22a. Germanna will increase the number of online donations by 20% over 2013-2014. (Doug Elliott)

**Result: Goal Achieved**

*As events and solicitations move to online systems, our donations received this way have increased beyond the 20% goal.*

23 **Research VCCS Alumni Services**
Explore opportunities to work with a consultant to conduct research for the development of alumni services for the VCCS.

23a. Germanna division of Institutional Advancement will participate as needed by the system office. (Doug Elliott)

23b. Germanna will expand the use of Social Metrics for monitoring contact with former students. (Doug Elliott)

**Result: Goal Achieved**

*We have aggressively increased our social media presence both with Facebook and Twitter; this has been complemented with an advertising initiative.*

24 **Increase Revenues Generated By Workforce Development Services**
Meet individual college targets established for revenues generated in excess of covering the direct costs in delivering workforce development services.

24a. Workforce will meet an average overall total of 30% revenues generated over direct costs in delivering workforce services. (Jeanne Wesley)

**Result: Goal Achieved**

*Workforce achieved an overall gain in revenues for the fiscal year although there was a slight drop in the third quarter this year against the third quarter last year. Workforce has generated $452,501.25 in revenues. This represents a total of 116% of revenues generated in excess of direct costs as of the end of May 2015.*
25 Develop Fundraising Goals  
Establish annual fundraising goal for VFCCE by September 30, 2014. Begin evaluation of long-term planning process to assist in the development of fundraising goals to support the VCCS.

25a. Germanna will establish annual fundraising goals by category and continue implementation of the long-term planning process. (Doug Elliott)

Result: Goal Achieved

This year’s focus was improving our events execution and revenue. Our signature Monte Carlo event jumped to an all-time high of nearly $200,000, and out other two event’s revenue increased also.

MANAGEMENT GOALS

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

26 Develop Strategic Plan for 2021  
Develop and have approved the VCCS 2021 Strategic Plan.

26a. Germanna will work with VCCS in the development and implementation of the VCCS 2021 Strategic Plan and planning for renewal of the Germanna mission statement and strategic initiatives for 2015-2016. (John Davis)

Result: Goal Partially Achieved

Germanna has achieved the first step in an update of the strategic plan by getting the mission statement reviewed. Feedback was solicited from faculty, staff, and the larger community. The resulting changes in the mission statement have been approved by the College Board.

27 Meet Management Standards  
Meet specified academic, administrative, and financial Performance Standards required to receive incentives provided for in the Higher Education Restructuring Act.

27a. Germanna will meet management standards. (Rick Brehm lead with other Vice President’s assisting)

Result: Goal Partially Achieved

We have implemented controls to address internal control weaknesses identified in the APA audit (audit of FY ’14), including a security matrix consistent with the Cardinal Security Handbook for proper segregation of duties and mitigating controls. Additionally, a SharePoint database of Business Office Process Procedures is in development to ensure consistent and repeatable use of efficient processes to meet established objectives. The timeliness of financial and reporting schedule submissions has been improved and is in compliance. Past due receivables have been brought into compliance with an improved process that includes a student and third party receivable database. The database facilitates management, billing, and turnover of past due accounts to debt set-off and collection according to CAPP manual guidelines.
28  **Performance Funding Initiation**
Initiate performance funding model. All presidents will develop plans to strengthen student success during presidential evaluations in July. Plans will be submitted to the Chancellor by September 1, 2014. Outcomes of first year efforts will be submitted by June 30, 2015.

28a. Hire up to 7 student success coaches to provide intense advising for all students with a focus on at risk students. (Reggie Ryals, Ann Woolford)

**Result: Goal Achieved**

Germanna has hired 7 student success coaches and started intense advising of students enrolled in at least one developmental education course. The Germanna plan was submitted to the Chancellor’s Office ahead of schedule. The first year report will be submitted using data provided by the VCCS.

29  **Develop Measures for Strategic Performance Model**
Develop comprehensive measures and metrics for distributing funding according to performance standards.

29a. The Germanna office for institutional effectiveness will work with the VCCS, and internally with Germanna divisions, to develop appropriate measures and metrics for distribution of funding and adoption of performance funding internally. (John Davis)

**Result: Goal Achieved**

Germanna worked with VCCS staff to develop a robust assessment database providing data on student success, learning outcomes, operational outcomes for the use of decision-makers.

30  **Improve Efficiencies In Administrative Services**
Initiate plan to implement best opportunities to improve efficiencies in administrative services across the system based on the Benchmarking Study / Opportunity Assessment Project.

30a. GCC will improve efficiencies in Administrative Services. (Rick Brehm)

**Goal: Goal Partially Achieved**

Germanna is working with the VCCS on the Benchmarking Study.
31  **Develop VCCS Leadership**
Develop structure to encourage internal mobility as well as external advancement.

31a. Germanna will
   - continue the President’s Leadership Academy, (David Sam)
   - explore development of an advanced academy, (David Sam)
   - develop an orientation session for newly hired employees to familiarize them with opportunities at Germanna and the Virginia Community College System. (Reggie Ryals)
   - Develop career pathways for current employees. (Reggie Ryals)

**Result: Goal Partially Achieved**

This year Germanna continued the President’s Leadership Academy, surveyed past participants to measure interest in an advance academy. Germanna is in the process of implementing SilkRoad/RedCarpet orientation software. This will enable some routine orientation activities to be accomplished on line by the employee, freeing time for the current orientation team to spend on cultural orientation.

Germanna had a representative on the System implementation team.

32  **Consolidate Equipment Purchasing**
Complete research and develop a program to consolidate computer equipment so that all colleges can participate during the remainder of the fiscal year.

32a. Germanna IT and Procurement staff will ensure at least 25% of computer equipment procured will use system-wide contracts. (Rick Brehm)

**Result: Goal Achieved**

Germanna cooperatively purchased computers with the VCCS and other colleges this year.

33  **Move Data Center**
Complete the move of the VCCS enterprise data into a co-location facility, and work with the colleges to identify potential resource-saving measures related to the data center.

33a. Germanna will explore opportunities to house applications and data in VCCS data center to improve efficiencies and reduce costs or contain cost increases. (Rick Brehm)

**Result: Goal Partially Achieved**

Germanna is actively exploring opportunities for hosted services and data.
34  **Migrate to Cloud Email**  
Develop plans to migrate all VCCS email to cloud-based solutions within the next two years.

34a. Germanna will support the VCCS initiative and develop local plans.  (Rick Brehm)

**Result: Goal Achieved**

*Germanna completed its migration to a cloud-based solution.*

35  **Complete Internal Audit Plan**  
Complete the FY 2015 Internal Audit Plan.

**Goal: Not Applicable to Germanna**

Not a local goal. The responsibility of the Internal Audit department of the system office.

36  **Complete High Risk Program Inventory**  
Develop and collect inventory of best practices for high risk instructional programs. Implement policies and reporting structures. Include training in all peer group meetings.

**Result: Goal Achieved**

*Germanna has explored best practices, rewritten the high risk program policy, and gotten it approved by the College Board.*

37  **Implement Diversity Plans**  
Implement appropriate recommendations from the diversity taskforce.

37a. Convene Germanna’s Diversity Council and develop a plan to align with that of the VCCS.  (Ann Woolford)

37b. By February 2015, Germanna’s Diversity Council will draft a five year rolling plan with timelines, responsibilities, resource and budget, goals and tactics to be incorporated into the College’s Strategic plan.  (Ann Woolford assisted by Reggie Ryals)

**Result: Goal Achieved**

*Germanna has created a Diversity Council and sent a five year plan to the VCCS.*
38 Develop Statewide Marketing Campaign
Develop a marketing campaign promoting community college education statewide.

38a. Germanna will assist as requested with this project. (Doug Elliott)

38b. Develop and implement a promotional campaign emphasizing Germanna’s strategic advantage of caring, connecting Germanna faculty and staff with students. (Doug Elliott)

Result: Goal Achieved

In September 2014, we completed a visually driven campaign connecting students and faculty. Since that time, all of our ads and promotional materials have been centered on the theme of “caring.” We hired a design firm to develop the caring concept to a point where it could be executed by the Institutional Advancement team. This also included new photography that focused on the caring and working relationship between students and faculty.

GERMANNA GOALS
To enable and enhance achievement of the Chancellor’s Goals and the Germanna Strategic Plan the following additional goals will be pursued

39 Begin planning and implementation of reallocating up to 5% of total budget resources towards higher priority initiatives, especially student learning and success. (Ann Woolford, Rick Brehm, Jeanne Wesley, Reggie Ryals, Doug Elliott, John Davis)

Result: Goal Achieved

Workforce reallocated $40,000 of its operating budget and dedicated it to developing new courses to meet high priority initiatives and purchase new equipment for newly developed courses. This represents 24% of the operating budget.

40 Rewriting/developing Master Plans for Culpeper, Locust Grove, and Stafford (Rick Brehm)

Result: Goal Partially Achieved

Germanna is engaged in a master plan study for the Locust Grove Campus that should be complete in January 2016. Please note that master plan studies are only required of campuses. There currently are no resources for master plan studies of Culpeper and only leased property exists in Stafford at this time.

41 Implement monumental signs project at Culpeper Center as well as Locust Grove and Fredericksburg Area campuses.(with funding availability) (Rick Brehm)

Result: Goal Partially Achieved

Monumental signs contract in development for the Locust Grove Campus. We have completed the Construction IFB. Construction contract was issued.

42 Increase operational effectiveness and efficiency of campus buildings and infrastructure by: (Rick Brehm)
Reducing energy use
- Continuously exploring other possibilities

Result: Goal Partially Achieved

Germanna has installed LED lighting at the Locust Grove Campus in the courtyard area; upgraded restroom faucets (from battery to mechanically operated at FAC) saving on battery and disposal costs. Restroom flush valves have been upgraded (from battery to mechanically operated at FAC and DTC) saving on batter and disposal costs. Water bottle fill stations have been installed at all locations.

43 Establish and implement mobile device policies, processes, and networks in preparation for increased use of personal mobile devices on College property (Rick Brehm)
- Implement a Mobile Device Management System
- Implement Apple’s volume purchasing program to issue applications for classroom and lab assigned mobile devices
- Implement security systems to protect mobile devices in addition to existing computer networks

Implement VCCS cooperatively procured student refund to card process (Rick Brehm)

Result: Goal Achieved

The College has established mobile device management system, implemented Apple’s volume purchasing program for Workforce programs, and enhanced its wireless network and security through implementation of Meraki networks at each permanent site. The College implemented the VCCS-wide student refund to card process along with other VCCS members.

44 Enhance Safety and Security on all campuses (Rick Brehm)
- Maintain longitudinal database of criminal offenses reported at the College. Use longitudinal criminal activity data from the department’s records management system and computer aided dispatch system to identify trends and patterns in criminal activity.
- Increase participation in outreach events by 5% over AY 2013-2014
- Increase by 10% over AY 2013-2014 participation in the Victim/Witness Assistance Program
- Develop a comprehensive Emergency Management Program using the yearly assessment reviews from the Office of Commonwealth preparedness.

Result: Goal Achieved

45 The Division of Institutional Advancement will (Doug Elliott)
- Increase dollar amount of donations directly to the College and/or the Foundation, in kind or in cash, by 20% from AY 2014
- Develop and publish a Speakers Bureau and Media Resource Guide (Doug Elliott)

Result: Goal Achieved

This year Institutional Advancement brought in $2,830,399 in donations and pledges (events, in-kind, etc.). This does not include payments from local governments toward past pledges. This represents a multifold increase over last year’s giving well exceeding the 20% goal.
The Division of Workforce Development will develop the plan for a College program of Scholarly and Cultural events and activities. The initial plan for this Lyceum will be completed by December 2014. (Jeanne Wesley)

Result: Goal Achieved

Plan was completed by December. Implementation started in Spring 2015 with several successful events.

The Lyceum plan was submitted and approved. The new Lyceum series has been named Germanna Presents. A successful pilot version was developed with student and faculty input. The pilot version offered in spring 2015 and included artists, business representatives, and a Nobel Prize winning peace activist.

The Environmental Sustainability Committee will identify and implement environmentally sustainable measures in the areas of academics, workforce development, community partnerships, facilities, and fiscal and administrative operations. These measures will be consistent with VCCS goals and plans as well as with all applicable directives on environmental sustainability from the Governor and other executive institutions. (Ann Woolford, Rick Brehm, Jeanne Wesley, Reggie Ryals, Doug Elliott, John Davis)

Result: Goal Partially Achieved

This year Germanna completed the Public Education and Outreach Program Plan and completed a post-construction Best Management Practice Inspection and Maintenance Manual. We completed a survey through email to the Fredericksburg Campus that incorporated questions regarding storm water runoff and surface water quality.

In 2014-2015, Workforce offered Storm Water Management Certification Program and Mold Remediation Certification Program as part of or environmental sustainability program. We continue to offer the EPA 608 Refrigeration Certification program as part of this measure.

The Learning Centered College Committee will work with the Vice President for Academic Affairs and Student Services, the Associate Vice President for Human Resources, and the President to increase the understanding of the concepts, mission, and processes and demonstrated behaviors inherent within a learning centered college across all College employment groups. (Ann Woolford)

Result: Goal Partially Achieved

The Learning Centered College Committee has facilitated workshops and other communications in collaboration with administration to expand the understanding and working knowledge of the principles of the Learning Centered College. Gaps remain in 1) closing the loop in assessment in some program areas, 2) helping students understand and accept their role and responsibilities, and 3) helping adjunct faculty have more teaching strategies to draw from. Work will continue in these areas and be linked to preparations for our 2017-18 reaffirmation of SACS accreditation.

The President’s Office will manage the process of updating the Germanna Policy Manual and the writing and gaining approval for formal by-laws for the College Board. (David Sam)
Result: Goal Achieved


50 The President’s Office will explore the creation of an Advanced Academy for graduates of the President’s Leadership Academy. (David Sam).

Result: Goal Achieved

A survey was conducted of past participants to measure interest in an advanced academy. A Management Development Academy is being designed.

51 By December 2014, the Office of Human Resources will develop a plan for increased employee professional development to include an extended new employee orientation to include both on-line and relationship building activities. (Reggie Ryals)

Result: Goal Partially Achieved

A new in-person Welcome to Germanna orientation has been implemented and participants have responded favorably in surveys. Use of the implementation software will free up time for the trainers to focus on relationship building activities.

52 Under the lead of the Office of Human Resources, Germanna will explore development of an improved database for faculty credentials. (Reggie Ryals)

Result: Goal Partially Achieved

This year Germanna created and successfully hired into a new position to support part time faculty hires. The person in this position will develop a database for the part time faculty hires which will be used to create the credentialing database.

53 Germanna will conduct internal and external visioning sessions for Culpeper Center, Locust Grove Campus, Stafford Center, and the Fredericksburg Area Campus. Information and viewpoints gathered at these sessions will feed into the development of the QEP and renewal of Germanna mission and strategic goals. (David Sam)

Result: Goal Achieved.

Germanna has conducted visioning sessions with community leaders of Culpeper, Madison, Orange, Stafford, and Spotsylvania Counties as well as the entire Germanna community. These sessions include face to face sessions and a web link. This feedback was used for updating the Mission Statement and is being incorporated into the Germanna 2016-2021 Master Plan.

54 Germanna will improved reporting of progress on its Strategic Plan for the Germanna College Board and the larger Germanna community. (John Davis)

Result: Goal Achieved
Germanna used the Germanna intranet to track progress of the strategic plan and chancellor’s goals. The Germanna College Board received quarterly reports on progress against the Chancellor’s Goals.

55 Germanna will rewrite job descriptions of administrative faculty, teaching faculty, and staff to reflect learning centered college principles and assessment needs. (Ann Woolford)

56 Germanna will continue the multi-year development and implementation of the Student Success Plan (Ann Woolford)

  o Hire up to seven student success coaches - Achieved
  o End late registration starting summer 2015 - Achieved
  o Continue the implementation of more prescriptive curriculum and reduced course selection – Partially Achieved
  o Continue improving faculty advising and mentoring of students. – Partially Achieved
  o Increase percentage of students using Virginia Wizard for career planning. - Partially Achieved
  o Explore the implementation of mandatory posting of mid-term grades – Not Achieved
  o The Office of Assessment and Planning with work will the Division of Academic Affairs and Student Services to develop appropriate benchmarks for success and provide data to determine the impact of implementation of the student success plan. - Achieved and 3 Big Strategies Set (John Davis)

57 Workforce will increase the enrollment of registered apprentices by 10%. (Jeanne Wesley)

Result: Goal Achieved

Workforce has increased its number of registered apprentices by 6. This represents a 15% increase.

58 Workforce will increase the number of employers sponsoring registered apprentices by 20%. (Jeanne Wesley)

Result: Goal Achieved

Workforce has increased its number of employers sponsoring apprentices by 3. This represents a 35% increase for FY 2015