Setting new goals, planning for the future

Lord Fairfax Community College began its six-year strategic planning process in fall 2009. Strategic initiatives are the focus for planning throughout the college, and defined outcomes are a measure of success.

Through its three locations — the Fauquier and Middletown Campuses and the Luray-Page County Center — Lord Fairfax Community College serves eight localities in the Shenandoah Valley and Piedmont regions. The localities are the counties of Clarke, Fauquier, Frederick, Page, Rappahannock, Shenandoah and Warren and the city of Winchester.

The College hosted forums for students, employees, business and industry leaders, board members and community members throughout the planning process and also offered an online survey. Using this feedback, LFCC prepared this strategic plan to meet public need and expectations. The College is dedicated to the idea that everyone deserves the opportunity to learn and grow.

The strategic initiatives for the LFCC 2010-2015 Strategic Plan are: Access, Affordability, Infrastructure, Organizational Development, Resources, Student Success and Workforce.

These initiatives closely align with the Virginia Community College System’s Achieve 2015 goals for the commonwealth’s community colleges, while focusing on the unique characteristics of our region.

For more information about the VCCS initiatives, please visit www.vccs.edu/achieve2015.

For more information about LFCC’s strategic planning process, please visit our Web site at www.lfcc.edu/achieve2015.
Access

**Desired outcome:** LFCC will increase enrollment, especially focusing on the number of underserved students

The College will increase enrollment, particularly of at-risk, underserved and nontraditional students, including women and minorities in Science, Technology, Engineering and Mathematics (STEM) disciplines.

Future enrollment growth will reflect the changing demographics and occupational outlook of LFCC’s service region.

The college will work to enhance partnerships with the K-12 school divisions in our region for dual enrolled students, college readiness, teacher training, and homeschooling support.

The College’s important role in providing access to four-year institutions through guaranteed admissions agreements will be enhanced.

“The dual enrollment program provides a unique and sustainable way to advance access and equity to higher education with the same standards and quality as those established college wide.

The High School Outreach Office is dedicated to fostering strong local networks among secondary and postsecondary educators, students, and parents which result in a seamless transition for students as they move from high school to college.

Through our commitment, we provide an accessible, affordable, and flexible avenue for high school students to accelerate into advanced postsecondary education.”

-Brenda Byard, director of high school outreach

**Did you know?**

In fall 2009, LFCC served 6,644 credit students, an increase of 13 percent over fall 2008.
Affordability

Desired outcome: LFCC will reduce costs and increase the amount of financial aid awarded to students

The proportion of full-time students receiving financial aid and average award amounts will be increased, along with the number of LFCC scholarships available.

Imposed fees will be kept as low as possible. The cost of textbook and required reading options will be made more transparent.

Did you know?

LFCC awarded more than $3 million in grants and scholarships in 2009-10, making college an attainable dream for students who would not otherwise be able to attend.

“Making a positive impact for students to allow them to enhance their knowledge and skills is the reason why financial aid exists and seeing these changes is very gratifying.

The community college education and value are becoming more appreciated and pursued and we will need federal, state and local funding to keep pace with increasing enrollment so that students can continue to utilize this opportunity.”

-Aaron Whiteacre, coordinator of financial aid and veterans affairs

“At LFCC, we try to find ways for students to save dollars on textbooks by offering lower-cost bundles, electronic books when possible, and alternative book methods, like customized non-bound books with only the chapters that will be covered. My students have thanked me for looking to minimize their expenses for books and materials.”

Jose Nieves, professor
Infrastructure

**Desired outcome:** LFCC will address space and facilities needs and implement ways to become green

LFCC space needs will be analyzed and addressed, including renovating buildings and classrooms and improving the appearance of the Middletown Campus.

Lighting, signage, parking, WIFI, security and furnishings will be improved and solutions for community-based transportation and sidewalk access to local businesses will be promoted.

Several capital planning efforts will be initiated, including planning for a new building at the Fauquier Campus and expansion of the Luray-Page County Center.

A needs analysis will be conducted for the bookstore, as well as a fitness and wellness center, food service, sports facilities and child care; with the results implemented where feasible.

LFCC will demonstrate the principles of sustainability, realizing long-term cost savings and efficiencies through green building practices and products.

"In the past 3 1/2 years since I began working at LFCC, the College has made great strides in improving its infrastructure.

The addition of new and renovated buildings, along with improved technologies, has made a noteworthy impression on current and potential students and the surrounding community. Strategic planning shows opportunities for the continued improvements necessary for the College to be a leader in the community college system.

These changes not only enhance our students’ experiences, but they also make LFCC an exciting and up and coming place to work."

-Anastasia Tripplett, purchasing assistant/administrative officer

**Building for your future**

LFCC opened its Science and Health Professions building on the Middletown Campus in November 2008. The Corron Community Development Center will open in June 2010.

Facilities planning helps LFCC provide for the current and future needs of our community.
Organizational Development

**Desired outcome:** *LFCC will streamline, improve decision-making, and promote one college*

Continuous quality improvement of all programs and services remains a key goal for LFCC. As part of this effort, processes and policies will be reviewed and streamlined.

Issues and constraints that arise through operating multiple locations will be addressed in order to promote a “one college” focus.

Faculty and staff attitudes and values about communication, leadership, collaboration, priorities and decision making will be surveyed and addressed in various ways, including a range of professional development programs for all employees.

Comprehensive strategies will be implemented to improve human resource development, from a fair hiring process in which LFCC hires the best and the brightest (realizing budget limitations) to retaining great employees, in order to value LFCC’s greatest asset – people.

Issues of retirements, institutional memory and performance evaluations will be part of this review.

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“Wherever people work as a team to deliver quality services, there needs to be efficiency. As such, it is simply strategic for LFCC to regularly stop, focus, evaluate and tweak our processes - in all of our functional areas - to ensure we are achieving our desired results with the lowest possible costs while insuring that work meets three criteria for our employees. It must be challenging, rewarding and fun. Continuous quality improvement need not be a buzzword, but an accepted part of our value system as employees of this fine community college.”

-Doug Cumbia, coordinator, career services

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“**As a strategic partner, the office of human resource management aligns HR initiatives with the organization’s goals. We provide leadership to deliver programs that encompass efficient, consistent and fair practices in recruitment, training, benefits, compensation, performance management and workforce planning efforts.**”

-Karen Foreman, manager, Office of Human Resource Management

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**LFCC employs the best!**

- 188 full-time employees
- 82 part-time employees
- Approximately 240 adjunct faculty per semester
“This is a great time to go to college. I want to go on to earn my bachelor’s degree and work in human resources. Thanks to a scholarship, my daughter and I can attend LFCC at the same time. I want to tell everyone thinking about college to go ahead and pursue that dream. You can accomplish it and LFCC can help. I can't wait to graduate and walk across that stage!”

-Muriel Seaward, LFCC student at the Luray-Page County Center

Resources

Desired outcome: LFCC will be transparent, build relationships, and seek grants

The LFCC budget, as well as cutbacks due to decreased state funding, will be made more transparent and open with better communication and participation in the process.

Fundraising will be increased at all locations using new and different types of activities, with expanded focus on the Fauquier service region and work with business and industry leaders for funding of workforce and other initiatives. Relationships with community leaders will be enhanced and the number of LFCC service activities increased.

The marketing of LFCC to the media and the community will be expanded, including a goal for greater impact within the Fauquier service region. Grants and contracts will be sought to support the mission of the school.

“As a community college, we are in the unique position of providing service to, and being dependent on, our surrounding community.

We plan to engage members throughout our community with the College in the hopes they will partner with us to further strengthen the student experience by volunteering, providing financial resources and being public advocates for our mission.”

-David Urso, director of development

“I am so indebted to the donors to this foundation. I don't believe I would be going to school if it weren't for this scholarship.”

-Karyn Pickett, LFCC student and winner of the Bob G. Sowder Commonwealth Legacy Scholarship
Student Success

**Desired outcome:** LFCC will improve retention and provide more learning opportunities

The advising and developmental education functions at LFCC will be enhanced to increase retention. Student engagement strategies will be incorporated to improve teaching and learning. A wider range of extracurricular activities will be available, including intramural sports. Expectations for a positive college culture will be promoted.

The number of course offerings will be increased, along with flexible scheduling such as accelerated sessions and weekend and evening classes, while maintaining small class sizes. More online and hybrid learning opportunities and resources will be provided, accompanied by initiatives for faculty development and better student preparation.

Data on institutional effectiveness, assessment, and program review will be integrated into decision-making to improve student success, including developing surveys of students, non-returning students, transfers, graduates, alumni, employers, and community leaders.

“**At LFCC, we support the students’ needs beyond the classroom. We are always looking for ways to help them become more successful -- in the classroom and in the community.”**

-Beth Guiliano, professor

“I am fortunate to be in a position of academic leadership that provides higher education and training opportunities in Science, Technology, Engineering and Mathematics (STEM) to a wide range of students in our LFCC community.

Through the student STEM club and the Scientific Society, diverse populations have the opportunity for active engagement and peer-networking that build a sense of camaraderie and community among those with interest in STEM careers.

By my own education and training in a STEM field, I serve as a real-life example of someone who followed the STEM path.”

-Judy Batson, associate vice president, Office of Learning
Workforce

Desired outcome: LFCC will develop new programs and partnerships for career readiness and Career and Technical Education programs.

LFCC will work with business and industry leaders to focus on career readiness. Changing occupational needs will be monitored closely and quickly addressed.

The impact of workforce services at the Fauquier campus will be increased.

Existing and new partnerships will be developed with community organizations, business and industry leaders, the VCCS system office, the K-12 system, and other colleges and universities in order to expand and create new credit and noncredit Career and Technical Education (CTE) programs.

“We have some exciting new developments taking place in the Office of Workforce Solutions and Continuing Education, including new course offerings, as well as a new logo and identity to distinguish our evolving role in business and consumer training throughout our region.”

Kathy Howard, coordinator of business and industry training

LFCC Serves Area Organizations, such as

- Berryville Graphics
- City of Winchester
- Fauquier Hospital
- Fisher Diagnostic
- George’s Chicken
- Shockey
- Society for HR Management
- Southeastern Container
- Southern Air

and many more!

LFCC provides professional development, credit and non-credit classes

Annually, the Office of Workforce Solutions and Continuing Education serves more than 9,000 individuals in professional development and business and industry courses. Recent accomplishments include

- Offering 637 open enrollment professional development classes, serving 3,878 students
- Offering 352 customized training courses, serving 5,751 employees and 80 employers

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