

REBOOT GOALS	Year 1	Update as of June 23, 2020
Hire new president	The new president, Dr. James Shaeffer, assumed his responsibilities on July 1, 2019.	
Hire new VP for Academics, Workforce and Student Programs	The new VP is Dr. Patrick Tompkins and he began work Nov 1, 2019.	
Hire new Workforce and Business Development Officer	The Workforce and Business Development Officer is Scott Hall and he started Sept. 16, 2019	14 applications were received for the position of Workforce Generalist which became open when Artima Taylor moved over to Student Services last Fall; staff is working with TCC HR to schedule interviews.
Identify and execute cost-saving measures associated with consolidation of administrative functions with another VCCS institution, resulting in reduced annual administrative personnel costs without sacrificing the quality of teaching and learning	A Service Level Agreement has been initiated with Tidewater Community College. The agreement outlines business office outsourcing and enhanced operational program support. A Human Resource person is on site periodically to assist with HR functions. In addition, financial aid packaging will be implemented beginning September, 2019.	ESCC continues to work with TCC with them providing HR and accounting support. The relationship has been very positive. TCC sends an HR representative once a week to ESCC and they are welcomed at our cabinet meetings.
Identify and implement opportunities to consolidate select student services while maintaining support structures necessary for student success and documenting adherence of all SACSCOC requirements	Student Services staff was reduced by 2.5 FTE. Consequently, existing staff have been cross-trained to ensure that all services are available to students. In the outcome, two staff members will be classified as admissions and enrollment specialists. The current financial aid coordinator will fill one position, and we've successfully recruited the second person.	We now have two staff members who are generalists in our Student Success Center. Each of them brings different strengths to the area, for example one has deep financial aid experience and the other experience as a registrar. Each is learning other aspects of student support and at the same time we exploit their specific expertise in working with students. As part of our YES!, One Door, and 8W Session initiatives, we plan to hire a One Door education support specialist who will be cross-trained in all programs offered at the college including transfer, career technical, workforce, and continuing education and in the functional areas of intake, enrollment, all forms of financial aid, and referral.
Adjust faculty, staff, and administration schedules to ensure campus operating hours seven days a week and evenings	The fall schedule was already established. However, as the Spring, 2020 class schedule is developed, alternative scheduling approaches will be explored. At present, Student Services hours have been expanded to include evening hours. In addition, we ran two time slots for student orientation for both Dual Enrollment and College students, one at 10 am and a second at 6 pm. The 6 pm orientation for Dual Enrollment was standing room only.	Our Student Success Center is open until 6 pm Monday through Thursday to accommodate student needs. The truth is that we are often open beyond 6 depending on the students' needs. We also are expanding our evening offerings and weekend offerings. Some workforce & certificate programs are offered on weekends (part-time CDL, CPR, etc) and facility rentals occur every day of the week. We are in the process of transitioning almost all programs to 8-week sessions. Part of this work is to design schedules that meet learner needs and preferences. A schedule survey received over 300 responses, including about 1/3 of currently enrolled students. Data from the survey are being used to inform the summer and fall class schedules. We currently offer programs in the day and evening, including on Saturdays, and we continue to explore additional offerings and schedules. At present, we have not identified courses or programs to offer on Sundays, but we are open to that possibility.

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Modify staffing assignments, including faculty, to ensure appropriate coverage of administrative and student services	A comprehensive review of the Fall Semester, 2019 class schedule was conducted. Low enrollment sections were eliminated or combined. Faculty workloads were reviewed and increased to meet VCCS policy (12-15 hrs.). The need for adjuncts was drastically reduced resulting in significant cost savings.	See above
Develop a plan for faculty and staff professional development, including succession planning	The first professional development activity took place during the fall In-Service Day. A motivational speaker and address from the president were included. A campus committee will develop other professional development opportunities throughout the remainder of the year.	One of the best additions to our college is the hiring of Dr. Patrick Tompkins. Under his leadership, we have had multiple faculty retreats as well as staff retreats. Under his leadership our faculty have identified the following: The college has assigned instructor of information technology and business Chevelle Mason to deliver training for Canvas. This person has developed and is implementing a training plan, including scheduled and flexible Canvas office hours to support faculty. The 8-week session Planning Committee is developing a PD and training plan and activities with a heavy focus on PD this spring, summer, and fall. We are working with the VCCS system office and the VCCS regional PD center to bring PD programming to the Shore. A good portion of student services staff PD is funded from grants.
Adequately fund faculty and staff professional development, including succession planning		<p>Dr. Tompkins has led several faculty and staff half day retreats. What has come out of these meetings are the guiding principles.</p> <p><u>Academic Affairs</u> Hold me to high standards.</p> <p>Care about me. Support me. Respect me. <u>Student Services</u></p> <p>Student Services considers itself a team and therefore values inclusiveness, integrity, and open communication among its members. We acknowledge that “one size does not fit all” and embrace diversity among ourselves and those we serve.</p> <p><u>Workforce Services</u> Workforce Services provides options for learners of all ages that lead to productive, sustainable careers, contributing to the local economy in such a way that learners are compelled to seek continued improvement of their lives and job skills through Your Eastern Shore Community College. We increased funding for faculty professional development to \$8,500 this year, not including educational assistance. For next year, we have asked localities to increase their contribution to PD funding from a total of \$500 to \$5000. Faculty Senate is working on a proposal for allocating PD funds. A good portion of student services and workforce staff PD is funded from grants. Chevelle's Canvas training duties are funded through reassigned time.</p>

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Explore expansion of existing relationship with Virginia Tech (AREC) and VIMS to include academic pathways, service to industry on the Shore, and faculty collaboration and professional development	President Shaeffer visited VIMS with Patty Kellam in the first few weeks of being on the job. In addition, Professor Foxworthy is in discussions with VIMS for including his classes in future VIMS' open houses.	President Shaeffer met with representatives from Virginia Tech to discuss a new research facility that they intend to stand up, similar to UVA's Oyster site. In addition, the department of fisheries at Tech wants to explore creating a transfer portal on the Eastern Shore. Dr. Tompkins and Debbie Daniels met with the director of VIMS to discuss internships and aquaculture programs. Debbie followed up and successfully filled most internship opportunities coming from VIMS, Wallops, and others. Dr. Tompkins and Dr. Foxworthy met with UVA's Coastal research center to explore internships and programming.
Collaborate with public secondary schools and Broadwater Academy to identify shared challenges and possible efficiencies through partnership (e.g., shared facilities and faculty)		We've made several outreach efforts. Dr. Shaeffer made presentations at both school division boards. We've met with the high schools including advising and financial aid workshops. In addition we've hosted lunch meetings with success coaches and principals to discuss dual enrollment and student recruitment. Most recently we hosted over 200 Eastern Shore seniors at our new building.
Determine feasibility of on-campus dual enrollment college academies		We have regular meetings with success coaches and administrators discussing how to improve dual enrollment. We invited DE administrator and staff stakeholders to campus for two listening sessions and hosted an Open House for high school counselors.
Develop strategy to rejuvenate the college's role as the "hub" for community engagement	The new Foundation Director is planning numerous activities to establish the hub. For example, a Presidential Inauguration is being planned with significant community involvement. Future plans include lectures, concerts, and other activities involving the community.	To facilitate conversations with the community Dr. Shaeffer made presentations to the three Chambers on the Eastern Shore and the Christian Businessmen's Association. In addition, Dr. Shaeffer is on the Chamber Board. We are also working with the Chamber in planning a Workforce Summit.
Execute strategy to rejuvenate the college's role as the "hub" for community engagement	Patty Kellam, as the Director of Foundation, has scheduled numerous trips for the President to meet and greet with individuals in the Community. In addition, the President has made multiple presentations to community groups including the Accomack County School Division, Eastern Shore Rotary, Christian Businessmen's Association, the Northampton Chamber of Commerce, Cape Charles Rotary, and Wallops WIRA.	We held a sold out Oyster Roast and hosted an overflow crowd of vendors and attendees for the 19th annual Heritage Festival. We have provided dozens of campus tours to multiple sectors of the Eastern Shore community, including inviting all the high schools to tour. Our campus operates six days a week during most weeks for classes, programs, continuing education, SciPhi seminars, and community events. The YES! Your Eastern Shore brand has been embraced by the college board, foundation board, and organizations and individuals in the community. We are developing a comprehensive YES! strategy that includes programming and structure, in addition to branding.

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Pursue grants in collaboration with other government/nonprofit organizations, including other VCCS colleges, to support academic and workforce training programs and to promote postsecondary access and success	ESCC is working closely with TCC to explore grant application options. Grant officers at TCC have made visits to the campus to discuss grant possibilities. Furthermore, college staff are searching for other grant opportunities as we partner with other community agencies.	We are working with TCC in managing our grants. Big news for ESCC is that we applied for a grant from Ratcliff to support the tuition and other items for 12 our of our first students in our AAS in Technical Studies, a request for \$154,000. Ratcliff not only funded this request and will be funding it for the next four years. A grant of over \$600,000. Applying for additional Adult Ed grants to help more closely integrate traditional Adult Ed resources into academic and workforce programs, to enhance the learning experience. Adult Ed grant funds are also being used to fund programs at the Regional Jail to provide educational and training programs to inmates. We are working with Dr. Art Fournier, a retired Associate Dean for Community health at the University of Miami, to develop a grants strategy and a grants committee. To date, we have identified a grant opportunity that will allow us to hire a consultant to guide our strategy and to help us identify and apply for grants.
Establish ongoing internship and apprenticeship programs with key regional industries and employers, including but not limited to: healthcare, hospitality, chicken production (Tysons and Perdue), aquaculture, agriculture, and aerospace (Wallops) (At least 1 in Year 1 and additional 2 in Year 2)	ESCC currently provides internship experiences for students. Contacts have been made with area industry to further expand these offerings. Initial contacts have been made with Tyson, Perdue, and NASA. Future plans call for greater participation in the aquaculture, agriculture, and aerospace. Initial contacts have been made with these agencies. ESCC had four summer interns for the 2019 Mid-Atlantic Regional Spaceport (MARS). The four were Tanner Doughty, electronics; Hunter Annese, electronics; Trevor Hill, electronics and Shannon Seward, welding. More can be found at https://es.vccs.edu/news/2019-escs-interns-conclude-12-week-program-at-mars/	
Expand access by implementing synchronous online training for general education courses with other VCCS colleges.	Conversations are currently being held with TCC to expand these offerings. ESCC instructors can take advantage of on-line training for teaching general education courses. In essence, there is an opportunity to expand in-coming courses as well as out-going courses. We plan to offer one course at a distance to Chincoteague and Cape Charles. In addition a course will be offered in Tangier in the Health Sciences.	ESCC did establish receive sites for synchronous courses in Cape Charles and Chincoteague and we offered courses this spring. Unfortunately we did not have any enrollments. We did however learn a good deal and will offer courses in the summer and fall. We offered a synchronous course in Art history from a TCC instructor and plan to do so again this summer. We also plan to expand this to SOC 200 this summer.
Offer synchronous training across ESCC remote sites, once established		
Identify and outfit synchronous online education stations within the new building	Spaces have been identified and are being equipped to provide expanded online offerings. Specific plans will be completed once the building has been occupied.	We are poised to offer synchronous courses using the equipment in the new building. Faculty are being trained and will be ready to go.
Identify and outfit synchronous online education stations at remote sites	A site in Chincoteague has been selected and we are looking for a site in Cape Charles. Also in discussions with Accomack County School Division is to find a site in Tangier.	Sites have been identified and have the appropriate equipment in Cape Charles and Chincoteague.

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Conduct internal program viability assessment and identify programs of greatest need; add and discontinue programs accordingly	The college is following a three year schedule for periodic program reviews. These reviews are conducted in accordance with SACS-COC requirements. As a result of these reviews, programs will be improved, eliminated, or expanded. As current market demands change, new programs will be added.	In response to the need voices for a Medical Scribe program, we began offering this program this month. We had 24 applicants for 20 slots. Additional health care and information technology-related programs are being developed. On May 1 we will hold a Workforce Summit in partnership with the ESVA Chamber of Commerce and the Accomack-Northampton Planning District Commission to identify employers' needs and to follow up with specific sectors on developing programs. We created and/or updated credentials in electricity, HVAC, welding, industrial technology, commercial truck driving, Early Childhood Education, and health professions
Identify and pursue opportunities for joint programming with other VCCS colleges	Better articulation between ESCC and other community colleges is being pursued. Specifically, opportunities for joint program offerings are being explored at nearby VCCS colleges such as TCC.	We are supplementing our courses by offering courses from fellow VCCS institutions. This semester we are offering Ethics with an instructor from TNCC.
Identify program areas for which there is a modest community demand, but not great enough to sustain an independent program; create program agreements with other VCCS college(s) to deliver responsive curricula to meet the ebb and flow of demand		We've made progress in this by identifying possible needs. One area that has emerged is in the allied health areas. In working with the local hospital we know they have needs in such areas as Radiation Tech but only have one or two students. We are in the process of working with TCC to see if we can work with them in offering these programs at a distance. The Workforce Summit on May 1 will enable us to identify what these programs should be.
Engage with other VCCS colleges to identify opportunities for equipment sharing (e.g., CDL and mobile labs) in order to minimize cost of program development, while still providing access to trades programs	Equipment needs are being closely monitored as we prepare for relocation to the new facility. For example, the occupational programs are assessing needs for new equipment as well as identification of surplus equipment. Surplus equipment will be made available to other VCCS institutions, and ESCC will let its needs known to other VCCS colleges. Workforce Development has a mobile training unit which is available to other colleges upon request.	Discussions have been held with TCC EVP/VP of Workforce Development to help develop more realistic program and facility rental costing models
Engage regional employers to identify workforce solutions and demands, particularly in the four areas identified in the Regional Economic Development Plan	The college is increasing its participation with other workforce development agencies to effectively address economic development issues. For example, the college hosts and participates in a healthcare consortium addressing needs in the industry. To illustrate, ESCC has strengthened its relationship with TCC and ODU in preparing bachelor's degree nurses to meet demand.	We are working with the ESVA Chamber to launch a workforce summit. This effort was kicked off with a survey developed in conjunction with the Chamber. The summit is scheduled for May 1, 2020.
Identify potential sites for remote classroom locations in the Eastern Shore population centers – Cape Charles and Chincoteague – to offer synchronous courses with the main campus	Discussions are being held with the public schools in order to use their facilities as potential remote sites. Recent visits to these areas have been made by college staff.	Sites have been identified and have the appropriate equipment in Cape Charles and Chincoteague

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Secure facilities and begin use (Year 2) of remote classroom locations in the Eastern Shore population centers – Cape Charles and Chincoteague – to offer synchronous courses with the main campus		see above
Consider block scheduling to minimize transportation barriers	Classes are being arranged to minimize transportation issues. For example, offerings are being arranged in order for students to get needed courses on Tuesday/Thursday or Monday/Wednesday combinations, thus reducing their dependency on transportation.	Dr. Tompkins is leading an effort that will move our courses to 8 week offerings. We have developed a standardized schedule for transfer and career technical programs.
Adjust course schedules to align to Star Transit (public bus) schedule, as appropriate	Greater communication between the college and public transportation is being pursued. The transit system will be informed of prime times for students. In addition, optional schedules will be discussed to incorporate the needs of evening students.	We continue to work with Star Transit. They made a few modifications to their schedule which has helped our students.
Course schedules should be predictable from term to term and conducive to working students with limited access to internet and transportation	Class schedules for Spring, 2020 are being developed to accommodate a variety of individuals with a special focus on working adults. These will include more evening classes as well as eight week classes.	Dr. Tompkins is working with faculty on 8 week courses as well as expanding the times courses are offered. Our 8-week session strategy includes a two-year schedule of classes.
Partner with the ESCC Foundation to provide up-front (and reimbursed) expenses with the Chesapeake Bay Bridge Tunnel Educational Toll Fund	Dialog is currently underway between the college and foundation. The purpose in the discussion is to remove any financial barriers, including transportation, which students may have. For example, a recent donor has provided emergency funds to help students overcome these barriers.	The ESCC Foundation has been tremendous in providing emergency funds for our students. In the fall we received a \$20,000 donation specifically for emergency funding. Access to this emergency funding has made a direct impact on our enrollment.
Engage community partners and members to develop mentorship program	Discussions with the Academy of Lifelong Learning(ALL), Eastern Shore concerning their interest in providing tutoring services.	We've found that there are many pools of very talented people on the Eastern Shore. Dr. Tompkins and Dr. Shaeffer enjoy having breakfast on Saturday mornings with the Gentlemen's Club. This club is made up of individuals with multiple academic degrees and vast experiences in business and industry. We have one volunteer who served as a dean of the med school at the U of Miami FL, working with us on securing grants.