Master Plan
Focusing on the Vision
2015 - 2020

GOAL ONE
Student Success

GOAL TWO
Institutional Success

GOAL THREE
Community and Industry Success
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BridgeValley Community and Technical College
Master Plan
Focusing on the Vision: 2015 - 2020

In concert with the vision and priorities of the State of West Virginia and the Community and Technical College System of West Virginia, BridgeValley Community and Technical College will be a globally and nationally “first choice” for workforce development and provide affordable access to post-secondary education in its service region. BridgeValley commits to being an entrepreneurial, comprehensive community and technical college that is responsive, collaborative, and innovative.

Vision Statement

BridgeValley Community and Technical College will be the college of opportunity for a diverse learner population, offering leading-edge technology, innovative ideas, and dynamic service to our students and our communities.

Mission Statement

BridgeValley Community and Technical College promotes student success, prepares a skilled workforce, and builds tomorrow’s leaders by providing access to quality education.

Value Statements

Faculty, staff, and administrators share a common set of values that guides the College in fulfilling its mission. These values influence our actions, guide our decisions, mold our policies, and determine our strategic planning.

- **Excellence in Education.** We are dedicated to excellence in education by providing a highly competent, innovative, and support faculty and staff; facilities equipped with current technology; quality academic and occupational programs; and integrity and high standards in teaching, learning, and service.

- **Accessibility and Achievement.** We are committed to access and affordability of higher education for all students and the delivery of education and support services that will enable students to achieve their individual educational goals in course, skill set, or program completion.

- **Respect for Diversity.** We value intellectual and cultural diversity. We believe that all individuals should have an opportunity to learn and succeed in the classroom, in the workplace, and in the community and encourage a diverse student body through open admission and delivery of educational services that support student success.

- **Accountability.** We are committed to efficient and effective management of human and financial resources that will maintain public trust and ensure a fiscally responsible, sustainable environment for the institution.
- **Quality of Work Environment.** We value each member of our community; promote free, open and responsible exchange of ideas; foster respect, trust, and support among faculty, staff, and students through shared governance; encourage ethical risk-taking and innovation; recognize exceptional performance and contributions made to our dynamic learning environment.

- **Contribution to Community and Economic Development.** We are committed to serving the academic, occupational, and enrichment needs of our communities; enhancing quality of life; and supporting economic development through effective business and industry partnerships and collaborations.

- **Commitment to the Future.** We are dedicated to continuous evaluation of the institution in order to address the needs of the present and the challenges of the future.

**College History**

BridgeValley Community and Technical College, formed in 2014 with the merger of Bridgemont and Kanawha Valley Community and Technical Colleges, is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools. The service region for the multi-campus consolidated institution includes Fayette, Kanawha, Clay, Putnam, Nicholas, and Raleigh counties.

The new community college evolved in response to the educational and economic development needs for the State of West Virginia. Associate degree program offerings in the region began in the late 1940s and early 1950s at West Virginia State College and West Virginia Institute of Technology. In the 1960s, each of these colleges created “community college components” on the respective campuses. In 1999, the state legislature created a separate community and technical college system. Community college components hosted by baccalaureate institutions began the process of becoming independent colleges.

In 2004, independent accreditation was achieved. The Community and Technical College at West Virginia University Institute of Technology and West Virginia State Community and Technical College were formed.

The new community colleges were asked to change names in 2009 to emphasize their mission and create distinction from the baccalaureate colleges. The Community and Technical College at WVU Tech became Bridgemont Community and Technical College; West Virginia State Community and Technical College became Kanawha Valley Community and Technical College. The two colleges worked collaboratively to avoid duplication of programs in their overlapping service regions.

During the 2013 legislative session, Senate Bill 438 was passed to consolidate Bridgemont and Kanawha Valley to form a stronger, more comprehensive multi-campus institution for the six-county region. A Board of Governors was appointed to oversee the consolidation; the name BridgeValley was selected to represent the fusion of the institutions.
The official founding date of BridgeValley, March 20, 2014, signifies the completion of all accreditation requirements for the college and the beginning of a new era in community and technical college education for the region.

**Alignment with West Virginia Community and Technical College System Master Plan**

Specific goals outlined in this 2015-2020 Master Plan enhance state efforts to diversify and expand the economy by focusing available resources on programs which best serve students, provide the greatest opportunity for job creation and retention, and are supportive of emerging high-technology and knowledge-based businesses and industries.

The Plan coordinates with the West Virginia Community and Technical College System Master Plan Goals with those determined by faculty and staff as key initiatives to achieve and fulfill the aligned state and college missions.

**National Context**

*Complete to Compete*, a report by the National Governors Association (2010), states that increasing degree completion at America’s public colleges and universities is pivotal to the nation’s economic competitiveness and long term economic growth. The American Association of Community Colleges (2011) also reports that the United States continues to fall behind other countries in terms of educational attainment and now ranks 16th in college completion rates for those age 25 to 34.

A report *Help Wanted: Projections of Jobs and Education Requirements through 2018* and produced by the Georgetown University Center on Education and the Workforce (Carnevale, et al, 2010) states that by the year 2018, nearly two-thirds of all American jobs will require a post-secondary certificate or degree. This same study reports that the United States will need 22 million new college degrees and 4.7 million new workers with post-secondary certificates by that same year. However, the report also predicts the U.S. will fall short of that number by at least 3 million post-secondary degrees, Associates or higher. This predicted shortage is one of the more recent indicators of how crucial post-secondary education and training has become to the American economy.

**State Context**

Similar job projections are applicable to West Virginia. With the emergence of oil and gas, the re-emergence or advanced manufacturing, and the continued growth of the health care sectors, community and technical colleges must respond to the workforce challenge if West Virginia is to capitalize on this unique opportunity to provide West Virginians with the skills they need to move into high wage jobs.

Rapidly changing economic conditions have exacerbated the challenges of declining enrollment and reduced state funding to support the delivery of high-quality education and training programs already facing the State’s community colleges. In addition, the Community and Technical College System faces the ongoing challenge of serving a population where unemployment, other financial issues, and family obligations often negatively impact individual
decisions about seeking post-secondary education or training; and, if they do choose to enroll, of completing their program of study. West Virginia’s community and technical colleges must continue to find innovative ways of attracting and effectively serving all students, regardless of their life circumstances. These strategies must include providing the academic and support services that promote completion of higher education credentials that will prepare graduates for success not only today but also in tomorrow’s economy.

With a highly educated citizenry being essential to economic growth, college completion in West Virginia must continue to increase but must do so at a more rapid rate.

**Goal One: Student Success (Teaching and Learning)**

*Improve the Success of Students Through Quality Instruction, Support, and Completion*

**Priorities**

- Quality Teaching and Learning
- Completion
- Student Support Services
- Professional Advising
- Student Follow-up with Retention Specialist and Faculty/Staff
- Student Engagement Activities
- Assessment Program
- Acceleration of Time to Degree
- Placement
- Transfer Success

**Metrics**

- Improved retention rates (Target: 5 percent per year)
- Increased number of associate and certificate degree graduates (Target: 5 percent per year)
- Increased number of skill sets awarded (Target: 5 percent per year)
- Licensure/certification passage rates (Target: 90 percent or higher per year)
- Improved credits to degree (Target: Accumulation of 72 hours or less and average number of years to 3)
- Improved percentages successfully completing the first English and math course requirement (Target: Within first 24 credit hours of enrollment)
- Employer placement (Target: 80 percent of graduates placed in first quarter in WV)
- Academic Success at Baccalaureate Institutions (Target: 80 percent of graduating students attain a 2.0 or better average at conclusion of first year of enrollment at 4-year institution)
Goal Two: Institutional Success*

*Strengthen the college through increased enrollment, funding, quality faculty, staff, and facilities*

Priorities

Access

- Targeted recruitment
- Affordability
- Student Financial Aid Participation Rate
- Use of Instructional Technology Delivery
- Campus Development Plan

Viability

- Grant projects
- Foundation Annual and Capital Campaigns
- Human resources investments
- Cost efficiency measures

Metrics

Access

- Improved headcount annually (Target: 5%)
- Improved FTE annually (Target: 3 percent)
- Increased number of credit hours earned via distance delivery (Target: 10 percent annually)
- Increased number of programs delivered via technology (Target: 10 percent per HLC approval)
- Increased enrollment in targeted areas of adults, recent high school graduates, early entrance, and veterans (Target: 3 percent annually)
- Minimum tuition increases annually (Target: no more than 5% per year)
- Increased financial aid participation rate (Target: 55 percent)

Viability

- Increased external revenue (grant and Foundation) annually (Target: 10 percent)
- Increased institutional reserves (Target: 3 percent annually)
- Improved CFI Score as reported to HLC annually (Target: 1.1 – 10)
- Increased expenditure priorities in instruction, academic support, and student services (Target: At or above national average per NCES)
- Cost efficiency savings (Target: 10 percent annually)
• Increased faculty salaries to average for public, two-year institutions as reported by SREB
• Maintain full funding of Classified Staff Schedule
• Provide professional development activities for employees (minimum 2 per year on campus)

**Goal Three: Community and Industry Success**

*Meet the workforce demands of employers and enhance economic development efforts in the state and region*

**Priorities**

• Employer-driven education and training
• Sector partnerships
• Industry-recognized credentials
• Workplace training opportunities
• Entrepreneurship education
• Active advisory committees
• Community service and civic engagement projects

**Metrics**

• Increased number of business and industry partners served (Target: 15 per year)
• Increased participation in community and civic engagement activities (Target: 10 percent per year)
• Expanded Learn and Earn, apprenticeship, and internship opportunities (Target: 3 per year minimum)
• Maintenance of a minimum of 4 sector partnerships per year
• Increased number of customized contact(clock) hours training (Target: 5 percent per year)
• Increased number of workshops or courses in the area of entrepreneurship per year (Target: 10 per year)
References


APPENDIX A: UNIT STRATEGIC PLANS
Unit Strategic Plans
September 2015
## GOAL ONE: STUDENT SUCCESS

**Objective 1.1** Increase retention rates a minimum of 5% per year *(Student Follow-up, Engagement, Service)*

**Objective 1.2** Increase number of graduates in certificate and associate degree programs 5% per year *(Data Mining, Advising)*

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<tr>
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<tbody>
<tr>
<td>Objective 1.1:</td>
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</table>
| PC/Recruiter leads          | Increase to at least 50 leads generated by PC/Recruiter | – Utilize peer coaches to contact and follow up with students who’ve stopped out/not registered. Establish communication process w/Division. Contact rate: 50%  
– Utilize Early Alert in 100% of classes  
– Each student org. within the Division will hold at least two events/year (HOSA, Paradigm Pioneers, PBL, LAPSJV, Gerontology Club, IAAP) | Peer coaches/Recruiter |
| Each Student Org. held at least 1 event | 2 Events held by each Student Org. | | Advisors and Students |
| Objective 1.2:              |                        |                      |                         |
| Number of Graduates 2014-15=223 | Increase Graduates by 5% in 2015-16 = 234.15 | – Increase relationships to increase internships/practicums/field experiences. Increase goal: 10%  
– Work w/Registrar to ID additional degree completers within the Division  
– Examine/increase number of credit hours taken for experiential learning or credit for prior learning. Goal: 10%  
– Review all degrees for proper CIP code classification  
– Offer Independent Study and Courses by Special Arrangement as needed to facilitate on-time graduation; as needed | Faculty  
Faculty and Registrar  
Faculty  
Faculty
Goal Two: Institutional Success

Objective 2.1 Increase headcount by 5% annually (Recruitment)
Objective 2.2 Increase FTE by 3% annually (Recruitment/Student Load)
Objective 2.3 Increase external revenue by 10% annually (Grants, Scholarships, Foundation)
Objective 2.4 Increase institutional reserves by 3% annually (Efficiencies/Expenditure Savings/Staffing)

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<tbody>
<tr>
<td>Objective 2.1: No Recruiter</td>
<td>Addition of Recruiter 5% Increase Headcount Fall 2015 = 416 Spring 2016 = 370 9 New online courses Created</td>
<td>– Hire a Division-specific recruiter to increase headcount  – Provide Developmental opportunities to Recruiter to receive training on division programs, admissions, and sales techniques.  – Utilize faculty/recruiter to screen files and contact students who’ve stopped out/not enrolled. Contact rate: &gt;25%  – Increase type of marketing/advertisement/site visits in each program. Type goal: Two types/year  – Increase non-traditional/collaborative offerings, training. Goal: One per year  – Examine credit hours as stated above  – Create and offer online courses as outlined in Healthcare Management and Blasting Management Grants by Spring 2016  – Revitalize Entrepreneurship and APT curriculums</td>
<td>Dean, HR, VP, Pres. Faculty Faculty, CMO Faculty, Connie Fox As above</td>
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### Objective 2.2:
**FTE**
- Fall 2014 = 289.6
- Spring 2015 = 259.6
- 0 Telepresence Courses
- 0 Offsite Courses
- 5 Classes offered online

<table>
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<tr>
<th>3 % Increase FTE</th>
<th>Fall 2015 = 298.29</th>
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<tr>
<td>2 Offsite Courses</td>
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<tr>
<td>14 Classes offered online (9 New Classes Offered online)</td>
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</table>

- Increase contacts and relationships with employers/industry for students and training
- Offer a few classes (“Intro to Business”) at off-site locations (i.e., State Capitol, Toyota, armories, etc.)
- Offer Intro to Business at an area High School (work with Dean Fox)
- Offer Intro to Autism and Intro to HSRS Offsite at MC via telepresence Spring 2016
- Offer low enrollment Business courses via telepresence to MC campus (Intro to Business, ECON, and Business Math) Spring 2016
- Offer Youth Development Wellness Online
- New Classes Developed and offered online **List provided in Detailed Business, Legal and Human Services Plan Submitted**
- Make two visits/contacts with Career Technical Centers to establish articulation agreements for programs within the department. Goal: Carver and FIT

**Faculty and Chairs**
**Connie Fox**

### Objective 2.3:
**0 Database of Alumni Contacts maintained**
- 3 Donate to Foundation

<table>
<thead>
<tr>
<th>Increase to 50 Alumni entered into database</th>
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<tbody>
<tr>
<td>9 Donate to Foundation</td>
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</table>

- Increase contact and relationships with employers/industry for students, training, donations, etc.
- Increase alumni contacts/develop database of alumni
- At least 50% of faculty/staff donate $1 or more to the foundation
- Explore feasibility of charging fees for outside events that utilize facilities
- Explore feasibility of selling names for our classrooms. Goal: One room/year

**Faculty, Admin., CMO**
**Faculty and Staff**
**Faculty/Recruiter**

### Objective 2.4:
**A fraction of program fees provided to Division**

| 50% increase in the amount of programmatic fees received by division |

- Improve efficient use of all resources, financial and material
- Increase use of digital documents as opposed to hard copies
- Discuss the appropriate use of programmatic fees assessed to students with President and VP

**Faculty and Staff**
**Faculty and Staff**
**Faculty and Staff**
GOAL THREE: COMMUNITY AND INDUSTRY SUCCESS

Objective 3.1 Increase business/industry contact by 10% per year *(Seminars, Visits, Engaged Advisory Committees)*
Objective 3.2 Increase participation in community service and civic engagement by 10% per year *(Civic and Professional Groups, Service Projects)*

|-----------------------------|-----------------------|---------------------|-------------------------|
| Objective 3.1: 84 Industry Contacts Members | 10% Increase = 92 Industry Contacts Increase by 10% or 1 Board Member per program board | – Increase personal contacts with employers/industry. Utilize and leverage contacts to enhance educational opportunities and support of programs  
– Update advisory boards; add at least one new member  
– Engage workforce to better market programs such as TSA, CB, Medical Coding, etc. | Faculty  
Faculty  
Faculty |
| Objective 3.2: Each Student Org Held At least 1 Event 1 Event per program on campus | 2 Events held by each student organization 1 Event per program on campus | – Student org. activities such as: Legal Studies Goal: Host *We the People* event, APT Goal: Host Admin Professional Lunch, A night without a home, PBL Winners Circle, etc.  
– Host one event/year to bring in an outside group to campus per program: (Clinical Meet and Greet, We the People, and PBL Winners Circle. | Advisors and Students  
Faculty and Staff |
## GOAL ONE: STUDENT SUCCESS

**Objective 1.1** Increase retention rates a minimum of 5% per year *(Student Follow-up, Engagement, Service)*  
**Objective 1.2** Increase number of graduates in certificate and associate degree programs 5% per year *(Data Mining, Advising)*

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<tr>
<th>BENCHMARK METRIC</th>
<th>METRIC/OBJECTIVE</th>
<th>STRATEGY/ACTIVITIES</th>
<th>PERSON/UNIT RESPONSIBLE</th>
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| **Objective 1.1:** | Set benchmark this year and increase by 25 students | - Develop strategy for students on Satisfactory Academic Progress suspension to increase completion and academic standing in all their courses  
  o Schedule appointments with advisors  
  o Counsel on services available and who to contact  
  o Counsel on funding  
  o Follow-up during semester for progress | Financial Aid |
| **Objective 1.2:** | Set benchmark this year and increase by 25 students | - Create strategy to keep students with Academic plans focused on completion  
  o Monitor withdrawals every semester  
  o Notify advisors when failure to follow plan  
  o Keep student in contact with advisor  
  o Review at the end of each semester  
  - Review students’ records during counseling sessions advising students of other possible credentials, certificates, and degrees. | Financial Aid |
## Goal Two: Institutional Success

**Objective 2.1**: Increase headcount by 5% annually *(Recruitment)*  
**Objective 2.2**: Increase FTE by 3% annually *(Recruitment/Student Load)*  
**Objective 2.3**: Increase external revenue by 10% annually *(Grants, Scholarships, Foundation)*  
**Objective 2.4**: Increase institutional reserves by 3% annually *(Efficiencies/Expenditure Savings/Staffing)*

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<td>Objective 2.1:</td>
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| 117 Events                  | 150 Events             | - Develop strategic recruitment plans to increase participation and presence at recruiting events  
                             |                        |   - o high schools  
                             |                        |   - o career centers  
                             |                        |   - o community events  
                             |                        | - Develop recruitment plans to target special groups  
                             |                        |   - o Adult populations  
                             |                        |   - o Veterans  
                             |                        |   - o Displaced and underemployed workers  
                             |                        | - Develop strategies to increase FAFSA completion  
                             |                        |   - o Increase completion before state deadlines  
                             |                        |   - o Increase FAFSA workshop offerings  
                             | 25 Events              | Enrollment Services  |
|                             | 3 Additional Off Campus Workshops | Enrollment Services  |
|                             |                        | Financial Aid        |
| Objective 2.2:              | 5 groups               | - Increase group tours on campus showcasing our programs  
                             |                        |   - o middle school outreach  
                             |                        |   - o gear-up students  
                             |                        |   - o high school groups  
                             | 5 Facebook posts/week  | Enrollment Services  |
|                             | 5 Tweets/week          | Enrollment Services  |
|                             |                        | Financial Aid        |

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**GOAL TWO: INSTITUTIONAL SUCCESS**

Objective 2.1  Increase headcount by 5% annually *(Recruitment)*
Objective 2.2 Increase FTE by 3% annually *(Recruitment/Student Load)*
Objective 2.3  Increase external revenue by 10% annually *(Grants, Scholarships, Foundation)*
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<tr>
<td>Objective 2.3:</td>
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</table>
| 1 Scholarship               | Set benchmark this year-review all accounts | – Research grant opportunities available  
– Research all foundation scholarship accounts and work with departments to develop criteria for awarding dollar amounts  
– Expand scholarship opportunities by researching and encouraging students to apply for external scholarships | Dean  
Dean Enrollment Services Financial Aid |
|                             | Increase to 3          |                     |                         |
| Objective 2.4:              |                        |                     |                         |
| 5,000 Documents             | 5 Facebook/week  
5 Twitter/week               | – Consolidate Marketing Materials  
– Focus efforts on using Social Media Platforms to advertise events on campus or visits  
– Expand document sharing using SharePoint | Enrollment Services Marketing  
Enrollment Services IT |
### GOAL THREE: COMMUNITY AND INDUSTRY SUCCESS

**Objective 3.1** Increase business/industry contact by 10% per year *(Seminars, Visits, Engaged Advisory Committees)*

**Objective 3.2** Increase participation in community service and civic engagement by 10% per year *(Civic and Professional Groups, Service Projects)*

|-----------------------------|------------------------|----------------------|-------------------------|
| Objective 3.1:              | 2 visit/weekly          | – Create weekly plan to increase visits to business partners  
                             |                        | – Research companies with tuition reimbursement possibilities for workers   | Enrollment Services  
                             |                        | Enrollment Services Workforce |
| Objective 3.2:              | 10 events per year     | – Increase participation in community and civic events  
                             |                        | o Parades  
                             |                        | o Street fairs and festivals  
                             |                        | o Civic Events –business after hours  
                             |                        | o Social events |
|                             |                        | Enrollment Services |
**GOAL ONE: STUDENT SUCCESS**

Objective 1.1 Increase retention rates a minimum of 5% per year *(Student Follow-up, Engagement, Service)*

Objective 1.2 Increase number of graduates in certificate and associate degree programs 5% per year *(Data Mining, Advising)*

|-----------------------------|------------------------|----------------------|-------------------------|
| Objective 1.1:              |                        | – Respond to student requests within one working day  
                             |                        | – Provide training of front-line personnel in customer service | Financial Affairs |
| Objective 1.2:              |                        |                      |                         |
GOAL TWO: INSTITUTIONAL SUCCESS

Objective 2.1: Increase headcount by 5% annually (Recruitment)
Objective 2.2: Increase FTE by 3% annually (Recruitment/Student Load)
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<td>Objective 2.2:</td>
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</table>
| Objective 2.3:            | – Increase grant monitoring by working closely with the grant managers  
– Ensure that grant expenditures are fully utilized | Financial Affairs |
| Objective 2.4:            | – Online payment launch for State and Foundation accounts  
– Reducing bad debt  
– Complete electronic requisition process and P-Card reconciliations  
– Work closely with Student Affairs to improve student drop process  
– Continued aggressive negotiations in the purchasing process  
– Provide continual process training | Financial Affairs |
## Goal Three: Community and Industry Success

Objective 3.1  Increase business/industry contact by 10% per year *(Seminars, Visits, Engaged Advisory Committees)*  
Objective 3.2  Increase participation in community service and civic engagement by 10% per year *(Civic and Professional Groups, Service Projects)*

<table>
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<tr>
<th>Benchmark Metric 2014-2015</th>
<th>Metric/Goal 2015-2016</th>
<th>Strategy/Activities</th>
<th>Person/Unit Responsible</th>
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<tr>
<td>Objective 3.1:</td>
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<tr>
<td>Objective 3.2:</td>
<td>– Increase participation in civic organizations</td>
<td>Financial Affairs</td>
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### GOAL ONE: STUDENT SUCCESS

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<tr>
<td>Objective 1.1:</td>
<td>5%</td>
<td></td>
<td>Various faculty</td>
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|                             | 2%                     | − Gen Ed division will provide faculty advisors for various student organizations  
|                             |                        | − Gen Ed division will explore starting/participating in new student organizations  
|                             |                        | − Upgrade technology access in classroom for instruction  
|                             |                        | − Faculty will work with Academic Advising Center/Orientation programs  
|                             |                        | − Develop/support compressed courses for accelerated degree programs  
|                             |                        | − Collaborate with WVABE to provide accelerated remediation  
|                             | 5%                     |                      | Browning/Roth            |
|                             |                        |                      | Dean, Chairs             |
|                             |                        |                      | Dean, All Faculty        |
|                             |                        |                      | Dean, ENG and Math Chairs |
|                             |                        |                      | ENG and Math Chairs      |
| Objective 1.2:              | 5%                     | − Increase the number of articulation agreements  
|                             |                        | − Collaborate with ACDS program to recruit ECE students  
|                             |                        | − Promote the general education certificate degree to student in “pre” programs  
|                             | 5%                     |                      | ECE Chair, Dean          |
|                             |                        |                      | ECE Chair, Dean          |
|                             |                        |                      | All Faculty/Advisors     |
GOAL TWO: INSTITUTIONAL SUCCESS

Objective 2.1: Increase headcount by 5% annually (Recruitment)
Objective 2.2: Increase FTE by 3% annually (Recruitment/Student Load)
Objective 2.3: Increase external revenue by 10% annually (Grants, Scholarships, Foundation)
Objective 2.4: Increase institutional reserves by 3% annually (Efficiencies/Expenditure Savings/Staffing)

|-----------------------------|------------------------|---------------------------------------------------------|-----------------------------------------|
| Objective 2.1:              | 5%                     | - Support extended learning opportunities in the high schools  
- Speak to high schools and meet with high school counselors  
- General Education Certificate promotion  
- WV Juvenile Rehab—provide instruction/workshops  
- Work with WV DNR and BV Workforce in teaching Master Naturalist Program  
- Initiate and participate in recruiting activities | Chairs, Dean  
ENGL/Math Faculty  
Faculty Advisors  
Lana Andrean  
E. Browning  
All Full-Time Gen Ed. Faculty |
| Objective 2.2:              | 3%                     | - Increase online course offerings (Science and Humanities)  
- Participate in professional development on effective advising  
- Collaborate with WV Council on Deaf to build ASLI program | Various Faculty  
All Faculty  
Ed Studies Chair/Dean |
| Objective 2.3:              | 10%                    | - Seek out grants especially WV Humanities Assoc., NSF, EPA, Target | Various Faculty |
### GOAL THREE: COMMUNITY AND INDUSTRY SUCCESS

**Objective 3.1** Increase business/industry contact by 10% per year *(Seminars, Visits, Engaged Advisory Committees)*

**Objective 3.2** Increase participation in community service and civic engagement by 10% per year *(Civic and Professional Groups, Service Projects)*

|-----------------------------|-----------------------|----------------------|-------------------------|
| Objective 3.1:              | 10%                   | - Create ALSI Advisory Board  
- Investigate potential advisory committees at secondary level  
- Investigate summer courses for secondary school teacher certification | Ed Studies Chair  
Chairs  
Dean/Chairs |
| Objective 3.2:              | 10%                   | - Establish a writing contest for feeder high schools and middle schools  
- Faculty participate in Technology Student Association, Math Field Day, Social Studies Fair, Spelling Bee, Destination Imagination, etc.  
- Create community service projects for students  
- Seek opportunities to work with Boy Scout Camp  
- Attend recruiting events with Admissions | ENGL Faculty  
Various Faculty  
Various Faculty  
Various Faculty  
Various Faculty |
## GOAL ONE: STUDENT SUCCESS

**Objective 1.1** Increase retention rates a minimum of 5% per year *(Student Follow-up, Engagement, Service)*

**Objective 1.2** Increase number of graduates in certificate and associate degree programs 5% per year *(Data Mining, Advising)*

|-----------------------------|------------------------|----------------------|--------------------------|
| Objective 1.1:              | Increase retention rates of majors by 5% | – Faculty identification of at risk students using Early Alert System and Student Services  
– Identify a Student Organization for each program area and require activities  
– Assess strength of admission criteria  
– Identify current Health Division scholarships available and award | Faculty  
Chairs and Program Coordinators  
Dean |
| Objective 1.2:              | Increase number of graduates in certificate and associate degree programs by 5% per year | – Require KUDER for all Health Sciences majors.  
– Identify students who could complete Health Sciences AAS  
– Career counseling to explore other health care options offered by the college. | Dean, Educational Counselor and Chair of Health Sciences |
| Objective 1:3               | Increase classroom availability options to address large class sizes and technology needs | – Flip or Flop the 4th floor  
– Love it or List It for the 4th floor  
– Rehab addict for ATC utilization for Health programs  
– Classroom Hunters for the Kanawha Valley – Schoenbaum, Building 704, CAMC, WVU Tech buildings | Dean to explore possibilities |
## 2015-2016 HEALTH DIVISION UNIT STRATEGIC PLAN

### GOAL TWO: INSTITUTIONAL SUCCESS

**Objective 2.1** Increase headcount by 5% annually *(Recruitment)*  
**Objective 2.2** Increase FTE by 3% annually *(Recruitment/Student Load)*  
**Objective 2.3** Increase external revenue by 10% annually *(Grants, Scholarships, Foundation)*  
**Objective 2.4** Increase institutional reserves by 3% annually *(Efficiencies/Expenditure Savings/Staffing)*

|----------------------------|-----------------------|---------------------|------------------------|
| **Objective 2.1:** | Increase headcount by 5% annually  
Increase and maintain non-selective admission health programs |  
- Organize Health Division open houses focused on specific populations. ie. High school  
- Host Health Fair  
- Each department area to complete two recruitment activities each semester  
- Utilize brochures and curriculum information at clinical sites  
- Develop an advertising plan for Health Division programs, i.e., billboards, TV commercials, closed circuit video for high schools and vocational schools, health care facilities, etc.  
- Move Respiratory Therapy and Vet Tech programs to Health and retain current coordinator  
- Complete EMS accreditation process  
- Continue DMS process towards accreditation  
- Explore offering Medical Assistant program on SC campus (3/4 of courses already available) | All Chairs and Program Coordinators to Participate Faculty and Staff  
Dean, Chairs, Marketing Deans to discuss  
EMS Prog. Coord./Dean  
DMS Prog. Coord.  
Health Sciences/MA Chair |
| **Objective 2.2:** | Explore additional selective admission health programs |  
- Survey advisory committees  
- Assess workforce needs | Chairs and Program Coordinators |
### Objective 2.3:
Increase external funding opportunities for the division by 2 courses per year

- Explore the possibility of offering professional development courses
- Explore grant possibilities
- Increase faculty and staff participation in Foundation
- Explore/improve alumni relationships in each program area

<table>
<thead>
<tr>
<th>Chairs and Program Coordinators</th>
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</thead>
<tbody>
<tr>
<td>Dean and Chairs</td>
</tr>
<tr>
<td>Chairs and Program Coordinators</td>
</tr>
</tbody>
</table>

### Objective 2.4:
Practice Fiscal Responsibility

- Increase department level input in the budgeting process
- Monitor balances/posts to ensure correct/appropriate spending
- Review program fee structure
- Investigate shared health program core courses
- Ensure adequacy and timeliness of business office processes for budget management
- Require all forms be submitted electronically

<table>
<thead>
<tr>
<th>Dean, Chairs and Program Coordinators</th>
</tr>
</thead>
<tbody>
<tr>
<td>All faculty and staff</td>
</tr>
</tbody>
</table>
## GOAL THREE: COMMUNITY AND INDUSTRY SUCCESS

**Objective 3.1** Increase business/industry contact by 10% per year *(Seminars, Visits, Engaged Advisory Committees)*

**Objective 3.2** Increase participation in community service and civic engagement by 10% per year *(Civic and Professional Groups, Service Projects)*

|-----------------------------|-----------------------|---------------------|-------------------------|
| **Objective 3.1:**          | Investigate expansion of clinical sites by 2 per year | – Assess current sites for adequacy and secure additional sites as needed  
– Identify new sites/agreements for DMS program | Chairs and Program Coordinators  
DMS Program Coordinator |
| **Objective 3.2:**          | Increase participation in community service and civic engagement by 5 events per year | – All program areas to investigate the possibility of offering professional development courses  
– Offer inter-professional community service activities in the community (i.e., Health Fair) | All areas  
All program areas |
## GOAL ONE: STUDENT SUCCESS

Objective 1.1 Increase retention rates a minimum of 5% per year *(Student Follow-up, Engagement, Service)*  
Objective 1.2 Increase number of graduates in certificate and associate degree programs 5% per year *(Data Mining, Advising)*

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<tr>
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<tbody>
<tr>
<td>Objective 1.1:</td>
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<tr>
<td>Objective 1.2:</td>
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</tbody>
</table>
## GOAL TWO: INSTITUTIONAL SUCCESS

*Objective 2.1* Increase headcount by 5% annually *(Recruitment)*  
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<td><strong>Objective 2.2:</strong></td>
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<td><strong>Objective 2.3:</strong></td>
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</table>
| **Objective 2.4:** | Decrease employee turnover by 5% | Search Committee Improvements  
− Candidate Qualification Outline- assist supervisors in developing the qualifications of the ideal candidate and better describe the actual work  
− Identify additional advertising resources to help attract a diverse, well-qualified pool  
− Mobilize an active, engaged mentoring process  
Onboarding Improvements  
− Mission-centered onboarding  
− Customer service emphasis  
− Finalize checklist, provide docs with information  
− Include safety components/information  
Professional Development Seminars  
− Civility and Inclusiveness  
− Bystander intervention (SAVE Act)  
− Conflict Management | HR |
| **9 Sessions** | **12 Sessions** | | |

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GOAL THREE: COMMUNITY AND INDUSTRY SUCCESS

Objective 3.1  Increase business/industry contact by 10% per year *(Seminars, Visits, Engaged Advisory Committees)*
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</tbody>
</table>
| Objective 3.2:              | 3                      | 6/year (at least one per employee) | Attend civic group meetings and committees  
  – Outreach to passive candidates for employment  
  – Outreach to potential contract training pool  
  – Coordinate with area retiree groups for training/speakers |
## GOAL ONE: STUDENT SUCCESS

Objective 1.1 Increase retention rates a minimum of 5% per year *(Student Follow-up, Engagement, Service)*
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<tr>
<td>Objective 1.1:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 1.2:</td>
<td>4 Units</td>
<td>10 Total Units</td>
<td>IT/Operations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>– Implement studio quality distance delivery environment/Audio and video enhancements in the classrooms. Add 6 additional distance delivery rooms.</td>
<td></td>
</tr>
</tbody>
</table>
### GOAL TWO: INSTITUTIONAL SUCCESS

Objective 2.1  Increase headcount by 5% annually *(Recruitment)*
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<thead>
<tr>
<th>BENCHMARK METRIC 2014-2015</th>
<th>METRIC GOAL 2015-2016</th>
<th>STRATEGY ACTIVITIES</th>
<th>PERSON UNIT RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2.1:</td>
<td>TBD</td>
<td>Classroom utilization study. Increase seating capacity where possible.</td>
<td>Operations</td>
</tr>
<tr>
<td>Objective 2.2:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Objective 2.3:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2.4:</td>
<td>14 Sessions</td>
<td>Increase Operations professional development by 10%</td>
<td>Operations</td>
</tr>
<tr>
<td></td>
<td>16 Sessions</td>
<td></td>
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</tbody>
</table>
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<tbody>
<tr>
<td>Objective 1.1:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– 100 FB Post</td>
<td>Increase Social Media</td>
<td>– Employ social media to increase awareness of campus activities, events, and upcoming deadlines.</td>
<td>Marketing &amp; Advancement</td>
</tr>
<tr>
<td>– 76 Tweets</td>
<td>– 8 FB Posts/Week</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– 176 DMS Screens</td>
<td>– 8 Tweets/Week</td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Increase by 10%</td>
<td>– 4 Instagrams/ Week</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>– Post all DMS responses within 2 business days from when SpiceWorks Tickets are assigned to Marketing</td>
<td>Marketing &amp; Advancement</td>
</tr>
<tr>
<td>Objective 1.2:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N/A</td>
<td>Set Benchmark of Integrated Messages concerning academic deadlines</td>
<td>– Create an integrated communication strategy for posting deadlines on Facebook, Twitter, Academic Calendar, DMS, and website ads when applicable</td>
<td>Marketing &amp; Advancement</td>
</tr>
<tr>
<td>N/A</td>
<td>N/A</td>
<td>– Revisit website calendar display and aggregation</td>
<td>Marketing &amp; Advancement</td>
</tr>
</tbody>
</table>
## GOAL TWO: INSTITUTIONAL SUCCESS

**Objective 2.1** Increase headcount by 5% annually *(Recruitment)*

**Objective 2.2** Increase FTE by 3% annually *(Recruitment/Student Load)*

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### BENCHMARK METRIC

<table>
<thead>
<tr>
<th>Objective</th>
<th>Metric/Goal</th>
<th>Strategy/Activities</th>
<th>Person/Unit Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 2.1:</strong></td>
<td>127 Brochures and Ads</td>
<td>Increase production by 10%</td>
<td>Focus on creating program specific support and publications, in conjunction with institution wide branding initiatives.</td>
</tr>
<tr>
<td><strong>Objective 2.2:</strong></td>
<td>$69K in media, 42 Press Releases</td>
<td>Increase media spending by 15%</td>
<td>Create an integrated media strategy consisting of a constant branding presence with flight buys around the beginning of semesters and open houses</td>
</tr>
<tr>
<td><strong>Objective 2.3:</strong></td>
<td>4 Industry Partner Marketing</td>
<td>Increase by 25%</td>
<td>Create website solutions for recruitment, publications, media relations, and ODAA to foster a positive and beneficial partnerships with industry</td>
</tr>
<tr>
<td><strong>Objective 2.4:</strong></td>
<td>Support Foundations and Institutional Development</td>
<td>Increase time spent supporting the Foundation and Institutional Development by 10</td>
<td>Add donation button to the website, create foundation website, and formulate alumni engagement activity</td>
</tr>
</tbody>
</table>
## GOAL THREE: COMMUNITY AND INDUSTRY SUCCESS

**Objective 3.1** Increase business/industry contact by 10% per year *(Seminars, Visits, Engaged Advisory Committees)*  
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</thead>
<tbody>
<tr>
<td>Objective 3.1:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 Brochures</td>
<td>25 Brochures and Ads</td>
<td>– Create strong branding and engagement publications for the Workforce Division</td>
<td>Marketing &amp; Advancement</td>
</tr>
<tr>
<td>Objective 3.2:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N/A</td>
<td>30 Community Events</td>
<td>– Create monthly engagement goals for each member of our department</td>
<td>Marketing &amp; Advancement</td>
</tr>
<tr>
<td>N/A</td>
<td>N/A</td>
<td>– Continuing to provide media relations, publications, and photography/video</td>
<td>Marketing &amp; Advancement</td>
</tr>
</tbody>
</table>
## 2015-2016 Student Services Division Unit Strategic Plan

### Goal One: Student Success

**Objective 1.1** Increase retention rates a minimum of 5% per year *(Student Follow-up, Engagement, Service)*

**Objective 1.2** Increase number of graduates in certificate and associate degree programs 5% per year *(Data Mining, Advising)*

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<tr>
<td><strong>Objective 1.1:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>117</td>
<td>300</td>
<td>– Increase referrals to enhance the early alert program</td>
<td>Connie Keiffer</td>
</tr>
<tr>
<td>108</td>
<td>95</td>
<td>– Implement a process to decrease the number of complete withdraws</td>
<td>James McDougle</td>
</tr>
<tr>
<td>20</td>
<td>30</td>
<td>– Increase engagement events for non-club members</td>
<td>Jeanne Smith</td>
</tr>
<tr>
<td>71%</td>
<td>75%</td>
<td>– Increase the certified Veterans retention rate (fall to spring)</td>
<td>Misi Lair</td>
</tr>
<tr>
<td>73</td>
<td>80</td>
<td>– Increase the number of participants in disability services program</td>
<td>Tammy Bibbee</td>
</tr>
<tr>
<td>15</td>
<td>30</td>
<td>– Enhance partnership with GNST courses by increasing classroom visits</td>
<td>Student Services</td>
</tr>
<tr>
<td>39%</td>
<td>44%</td>
<td>– Increase fall to fall retention rate by 5%</td>
<td>Student Services</td>
</tr>
<tr>
<td>81%</td>
<td>84%</td>
<td>– Increase the students with disabilities retention rate (fall to spring)</td>
<td>Tammy Bibbee</td>
</tr>
<tr>
<td><strong>Objective 1.2:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>178</td>
<td>225</td>
<td>– Increase awareness and participation in Career Services to develop skills matching for students through Kuder Journey, etc.</td>
<td>James McDougle / Judy Whipkey</td>
</tr>
<tr>
<td>52</td>
<td>62</td>
<td>– Increase the number of certified Veteran students</td>
<td>Misi Lair</td>
</tr>
<tr>
<td>0</td>
<td>50</td>
<td>– Implement student success plans/goal setting for students with disabilities</td>
<td>Tammy Bibbee</td>
</tr>
<tr>
<td>0</td>
<td>5</td>
<td>– Develop and utilize Student Success Skills workshops</td>
<td>Christie Linger</td>
</tr>
<tr>
<td>17</td>
<td>22</td>
<td>– Increase faculty participation with Student Success Center through tutoring services</td>
<td>Tim Moore</td>
</tr>
<tr>
<td>113</td>
<td>210</td>
<td>– Increase participation and enhance services in freshman advising center</td>
<td>Connie Keiffer</td>
</tr>
<tr>
<td>80%</td>
<td>90%</td>
<td>– Increase participation in Academic Success workshops for probation students</td>
<td>Connie Keiffer</td>
</tr>
<tr>
<td>82</td>
<td>150</td>
<td>– Increase the number of students enrolled in College Central</td>
<td>James McDougle / Judy Whipkey</td>
</tr>
</tbody>
</table>
## GOAL TWO: INSTITUTIONAL SUCCESS

**Objective 2.1** Increase headcount by 5% annually *(Recruitment)*

**Objective 2.2** Increase FTE by 3% annually *(Recruitment/Student Load)*

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</thead>
<tbody>
<tr>
<td>Objective 2.1:</td>
<td>6</td>
<td>12</td>
<td>Increase staff presence at Veteran’s specific events to assist with the recruitment of Veteran students</td>
</tr>
<tr>
<td>Objective 2.2:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2.3:</td>
<td>234</td>
<td>300</td>
<td>Increase the number of revenue generating test through the testing center (CLEP, TEAS, etc.)</td>
</tr>
<tr>
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<td>1</td>
<td>3</td>
<td>Develop/Increase foundation accounts for specific departments within Student Services</td>
</tr>
<tr>
<td>Objective 2.4:</td>
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</tr>
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<td>Objective 3.1:</td>
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</tr>
<tr>
<td>377</td>
<td>425</td>
<td>Increase the number of participants for open community events (family night, blood drives, fall bazaar, etc.)</td>
<td>Jeanne Smith</td>
</tr>
<tr>
<td>70</td>
<td>85</td>
<td>Increase number of business/employer contacts for Career Services</td>
<td>James McDougle</td>
</tr>
<tr>
<td>Objective 3.2:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>20</td>
<td>Increase partnerships with civic organizations to provide more community service opportunities</td>
<td>Jeanne Smith</td>
</tr>
<tr>
<td>9</td>
<td>15</td>
<td>Increase the number of community service events for students</td>
<td>Jeanne Smith</td>
</tr>
</tbody>
</table>
## GOAL ONE: STUDENT SUCCESS

Objective 1.1 Increase retention rates a minimum of 5% per year *(Student Follow-up, Engagement, Service)*  
Objective 1.2 Increase number of graduates in certificate and associate degree programs 5% per year *(Data Mining, Advising)*

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<tbody>
<tr>
<td>Objective 1.1:</td>
<td>Provide (0/1) 5% increase in retention [Target 75%] (This must remain in % due to the variable nature of the data.)</td>
<td>– Provide student support</td>
<td>MSAMC Success Coach BTG Outreach and Retention</td>
</tr>
<tr>
<td>Objective 1.2:</td>
<td>Increase degree awards 5% [Target 165]</td>
<td>– Embed certificate programs AAS to improve graduation completion</td>
<td>Chairs and Program Coordinators</td>
</tr>
</tbody>
</table>
GOAL TWO: INSTITUTIONAL SUCCESS

Objective 2.1  Increase headcount by 5% annually (Recruitment)
Objective 2.2  Increase FTE by 3% annually (Recruitment/Student Load)
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<tbody>
<tr>
<td>Objective 2.1:</td>
<td>&gt;= 35 Visits 5% increase in head count [Target 525-Fall]</td>
<td>– One recruiting visit for each faculty member per year</td>
<td>Dean Chairs Program Coordinators</td>
</tr>
<tr>
<td>Objective 2.2:</td>
<td>FTE 3% Increase (No FTE data on SharePoint)</td>
<td>– Early enrollment technology classes/programs</td>
<td>Chairs Dean of Extended Learning</td>
</tr>
<tr>
<td>Objective 2.3:</td>
<td>&gt;= $400,000 in grant applications and donations (Note most of these are done in conjunction with other entities, such as Learn and Earns, but technology is doing the work.)</td>
<td>– Grant writing – Phase II MSAMC, TPD, Advance, and HB3009 – Industrial partner outreach - Involvement with professional societies</td>
<td>Dean Chairs Program Coordinators</td>
</tr>
<tr>
<td>Objective 2.4:</td>
<td>Identify 3 processes for improvement</td>
<td>– Evaluate and incorporate lean methodologies for Education – Replace inefficient accounting mechanisms o Banner Finance (at least for internal division use) o Encourage greater process automation, Banner Schedule</td>
<td>Deans Chairs</td>
</tr>
</tbody>
</table>
### Goal Three: Community and Industry Success

Objective 3.1: Increase business/industry contact by 10% per year *(Seminars, Visits, Engaged Advisory Committees)*

Objective 3.2: Increase participation in community service and civic engagement by 10% per year *(Civic and Professional Groups, Service Projects)*

<table>
<thead>
<tr>
<th>Benchmark Metric 2014-2015</th>
<th>Metric/Goal 2015-2016</th>
<th>Strategy/Activities</th>
<th>Person/Unit Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 3.1:</td>
<td>&gt;= 5 workshop programs</td>
<td>Offer workshops and professional development seminars</td>
<td>Chairs, MSAMC Program Coordinators</td>
</tr>
</tbody>
</table>
|                             | 11 new advisory committee members | Increase the membership of advisory committees  
|                             | Launch 1 consortium | Coordinate with sector/industrial consortia, i.e., WVAME |
| Objective 3.2:              | Target 50% membership of Technology faculty in a professional society  
|                             | Civic Organization Membership  
|                             | Service project participation | Involvement with professional societies  
|                             | (Each faculty member will participate in at least one item) | Club involvement for service projects  
|                             | Faculty involvement with service projects | Dean, Chair, Faculty |
GOAL ONE: STUDENT SUCCESS

Objective 1.1 Increase retention rates a minimum of 5% per year *(Student Follow-up, Engagement, Service)*
Objective 1.2 Increase number of graduates in certificate and associate degree programs 5% per year *(Data Mining, Advising)*

|---------------------------|-----------------------|----------------------|-------------------------|
| Objective 1.1:            | Add three new Learn and Earn Programs at the College. From 5 to 8 | – Work with academic programs to increase the number of Learn and Earn offerings  
  ○ Offer Fall workshop for Academic faculty to describe Learn and Earn and the steps to incorporate into academic programs  
  ○ Developing internal marketing materials to outline the steps involved in starting Learn and Earn | Workforce and Academic Chairs promote Learn and Earn to industry. Academic Chairs gather MOU and Letter of Support from employers. Knapp and/or McCullough writes the grant. Kersey coordinates the Learn and Earn experience with faculty. Kersey and Porterfield process reimbursement to companies. Knapp and/or McCullough reports on the grant. |
| Objective 1.2:            |                       |                      |                         |
GOAL TWO: INSTITUTIONAL SUCCESS

Objective 2.1  Increase headcount by 5% annually  *(Recruitment)*
Objective 2.2 Increase FTE by 3% annually  *(Recruitment/Student Load)*
Objective 2.3  Increase external revenue by 10% annually  *(Grants, Scholarships, Foundation)*
Objective 2.4  Increase institutional reserves by 3% annually  *(Efficiencies/Expenditure Savings/Staffing)*

|---------------------------|------------------------|----------------------|-------------------------|
| Objective 2.1: (ALL)      | Add three new Learn and Earn Programs at the College. From 5 to 8 | Work with academic programs to increase the number of Learn and Earn offerings  
  o Offer Fall workshop for Academic faculty to describe Learn and Earn and the steps to incorporate into academic programs  
  o Developing internal marketing materials to outline the steps involved in starting Learn and Earn  
  Start new program and open enrollment offerings  
  o Analyze skill sets offered by the College to target open enrollment opportunities to provide pathways into academic degree programs  
  o Collaboration between Workforce, Enrollment Management and Academic Affairs to market pathways from CTEs to BridgeValley | Workforce and Academic Chairs (see goal one) |
|                           | Add two skill sets programs to market to industry | | Workforce in collaboration with Academic Affairs |

Objective 2.2:

Objective 2.3:

Objective 2.4:
## Goal Three: Community and Industry Success

Objective 3.1 Increase business/industry contact by 10% per year *(Seminars, Visits, Engaged Advisory Committees)*

Objective 3.2 Increase participation in community service and civic engagement by 10% per year *(Civic and Professional Groups, Service Projects)*

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<tbody>
<tr>
<td>Objective 3.1:</td>
<td>Four (one per sector) meetings per quarter</td>
<td>– Hold quarterly sector advisory meetings with employers in the Manufacturing, Chemical/Energy, IT, Construction and Healthcare industries</td>
<td>Workforce and Academic Affairs</td>
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<tr>
<td>Objective 3.2:</td>
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APPENDIX B: CAMPUS FACILITIES MASTER PLAN
(Under Construction)