



BOARD OF GOVERNORS

AGENDA

September 25, 2015

MEMBERS

Donna Atkinson

Gregory Barker

Mark Dempsey

Tom Dover

Jane Harkins

Rachel Harper

David Lewia

Karen Price

Jan Vineyard

Judy Whipkey

Michelle Wicks

Beverly Jo Harris
President

BOARD OF GOVERNORS

BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE

Little Creek Country Club | The Mayor's Room

99 Fairway Drive, South Charleston, WV 25303

September 25, 2015, 9:00 a.m.

AGENDA

- I. **Call to Order**
- II. **Roll Call**
- III. **Oath of Office for New Members**
 - a. Rachel Harper, Student Representative
 - b. Judy Whipkey, Faculty Representative
- IV. **Approval of Minutes**
 - Minutes of June 12, 2015 1
- V. **President's Report**
 - a. Action Item: Approval of Presidential Goals for 2015-2016..... 5
- VI. **Administrative Items**
 - a. Action Item: Base-Pay Adjustment Program for Faculty Salary Equity 46
 - b. Action Item: Approval of the FY 2015-2016 ATC Full Service Facility Agreement.. 47
 - c. Information Item: BOG Rules Review 51
 - d. Information Item: FY 2014-2015 Budget Update 53
- VII. **Academic and Student Affairs**
 - a. Information Item: Program Inventory Update 56
- VIII. **Possible Executive Session—Legal Contracts**

IX. Additional Board Action and Comments

X. Announcements/Upcoming Events

- a. October 2—Manufacturing Day, ATC – Toyota Hall
- b. October 15—Capital City Pumpkin Drop
- c. October 15—PTU Ribbon-Cutting Ceremony, ATC – Toyota Hall
- d. November 5—Open House, Montgomery
- e. November 10—Open House, South Charleston
- f. November 11-13—WVCCA/WVADE Joint Annual Conference

XI. Next Meeting

Friday, November 20, 2015
9 a.m.
Montgomery Campus, Room 305

XII. Adjournment

XIII. Board Retreat

BOARD OF GOVERNORS

BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE

MINUTES

JUNE 12, 2015

A meeting of the BridgeValley Community and Technical College Board of Governors (Board) was held on Friday, June 12, 2015, at 10:00 a.m. in Room 006 on the South Charleston campus.

Board members present: Donna Atkinson, Greg Barker, Mark Dempsey, David Lewia, Deb McDaniel, Karen Price, Michelle Wicks, and Jan Vineyard. Board members absent: Hannah Cole, Tom Dover, and Jane Harkins. Also in attendance were President Jo Harris, faculty and staff from BridgeValley.

I. Call to Order

Chair Dempsey called the meeting to order at 10:00 a.m.

II. Roll Call

Roll was taken by Alicia Syner noting that a quorum was present.

III. Approval of Minutes

Karen Price moved to approve the meeting minutes of May 1, 2015. David Lewia seconded the motion. Motion carried.

IV. Board Report

a. Presidential Evaluation

Chair Dempsey reported that the Executive Committee met with President Harris on June 5 to review progress on last year's goals. During her review, President Harris asked the Board not to send a recommendation to the WV Council requesting an increase in pay as funding is not available for non-mandatory increases for faculty and staff.

Chair Dempsey thanked President Harris for her leadership and commended her for her work over the last year.

b. Election of Officers

Chair Dempsey moved to accept the following slate of officers for AY 2015-2016: David Lewia, Chair; Jan Vineyard, Vice Chair; and Jane Harkins, Secretary. Greg Barker seconded the motion. Motion carried.

c. Meeting Schedule for 2015-2016

The Board will meet at 9 a.m. on the following dates:

- Friday, September 25, 2015—South Charleston
- Friday, November 20, 2015—Montgomery
- Friday, January 22, 2016—South Charleston
- Friday, March 18, 2016—Montgomery
- Friday, April 22, 2016—South Charleston
- Friday, June 3, 2016—South Charleston (Annual Meeting)

d. Board Resolutions

Chair Dempsey presented Deb McDaniel with a resolution recognizing her service as the faculty representative during AY 2014-2015. A similar resolution will be mailed to Hannah Cole, student representative for the past year.

V. President’s Report/State of the Institution May 2015

President Harris presented the Board with the State of the Institution Address, which was delivered to all faculty and staff at the all-campus retreat in May. The address highlighted multiple data points for the three college priorities: student success, institutional success, and community and industry success.

Dr. Sarah Tucker, Vice Chancellor, has been appointed to serve as the Interim Chancellor. Dr. Harris, representing the CTC presidents on the search committee, noted that it is the desire to have a new chancellor named by September 1.

VI. Administrative Items

a. Action Item: Approval of FY 2015-16 Budget

David Lewia moved the adoption of the following resolution:

Resolved, that the BridgeValley Community and Technical College Board of Governors approves the operating budget for FY 2015-16.

Karen Price seconded the motion. Motion carried.

b. Action Item: Approval of FY 2015-16 Capital Projects

Donna Atkinson moved the adoption of the following resolution:

Resolved, that the BridgeValley Community and Technical College Board of Governors approves the planned major capital projects for fiscal year 2015-16.

Jan Vineyard seconded the motion. Motion carried.

c. Information Item: Constituent Governance Update

President Harris announced new officers for the Student Government Association, Faculty Senate, and Classified Staff Council.

d. Information Item: Tuition and Fee Waiver Report

President Harris provided the Board with a Tuition and Fee Waiver Report for FY 2014-2015 as stipulated in WV Code 18B-10-6A.

VII. Academic and Student Affairs

a. Action Item: Program Review

Deb McDaniel moved the adoption of the following resolution:

Resolved, that the BridgeValley Community and Technical College Board of Governors approves the program review reports for the A.S. in Dental Hygiene and Respiratory Therapy and the A.A.S. in Veterinary Technology.

Greg Barker seconded the motion. Motion carried.

b. Information Item: Post-Audit Reports

Dr. Mallory presented post-audit reports for A.A.S. in Early Childhood Education and CAS in Simulation and Game Development; she also noted that the reports will be submitted to the WV Council for Community and Technical College Education.

c. Information Item: Faculty Promotions

Dr. Mallory announced faculty promotions effective August 1, 2015.

VIII. Additional Board Action and Comments

Deb McDaniel asked about the status of the faculty equity program payments. After fall enrollment is completed and budget is finalized, the Board will determine whether the program can be funded at one-third or one-half during AY 2015-2016.

On behalf of the entire Board, Donna Atkinson thanked Mark Dempsey for his service to the Board as chairman.

IX. Announcements

- a. June 13—Jack Nuckols’ Retirement Dinner
- b. June 15-19—STEAM Camp Week 1
- c. June 22-26—STEAM Camp Week 2/STEMersion Project
- d. August 17—First Day of Fall Term

X. Next Meeting

Friday, September 25, 2015
9 a.m.
South Charleston Campus

XI. Adjournment

There being no further business, the meeting was adjourned.

_____, David Lewia, Chair

_____, Jane Harkins, Secretary

**BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
MEETING OF SEPTEMBER 25, 2015**

ITEM: **Presidential Goals**

RECOMMENDED RESOLUTION: *Resolved*, That the BridgeValley Community and Technical College Board of Governors approves the attached AY 2015-2016 Presidential Goals.

STAFF MEMBER: Jo Harris

BACKGROUND:

Annually, the Board of Governors, through its Executive Committee, reviews with the President goal performance and establishment of goals for the upcoming year. Goal performance was addressed by the full Board at the annual meeting in June.

Goals for the upcoming year are attached for Board review; these are synchronized with the Strategic Plan and Compact, the goals announced during 2015-2016 all-campus opening convocation in August, and personal goals.

Presidential Goals AY 2015-2016 BridgeValley Community and Technical College

The President of BridgeValley Community and Technical College will work toward both institutional and personal goals as outlined in this agreement with the Board of Governors.

INSTITUTIONAL GOALS

The institutional goals for the President are aligned with the Strategic Plan for the institution and with statewide initiatives for community college education as defined by the West Virginia Council for Community and Technical College Education (Council) and outlined in the institutional compact.

The President will, in conjunction with academic affairs, student affairs, financial affairs, operations, and workforce development, oversee work and progress on attainment of the institutional and unit goals as outlined on the attached annual Strategic Plan. During the 2015-2016 Opening Convocation, the President announced “Year of Focus” initiatives, as outlined below, as they relate to the three institutional priorities.

I. Student Success—Key Word: Service

Focus Areas

- Exemplary Services
- Refined Processes
- Quality Academic Programs

Measurements

- Completion of LEAN Pilot Project: (1) Yield Rates and (2) Response Times (Phone, E-mail)
- Increased Course/Program Access between Campuses and On-line
- Improved Retention and Graduation Rates
- Maintenance of Quality Program Validation/Accreditation

II. Institutional Success—Key Word: Efficiencies

Focus Areas

- Data-Driven Decisions
- Unit Strategic Plans: Metrics/Updates
- Action Plan Matrix—Major Projects; Slogs

Measurements

- Completion of LEAN Pilot Projects: (1) On-line Payments: College and Foundation (2) Efficiencies in Response Time/Completion of All Administrative Functions
- Completion of Master and Space Utilization Plans
- Increase Institutional and Foundation Resources
- Continued Improvement in Sustainable Practices
- Elimination of Non-Viable Programs

III. Community and Industry Success—Key Word: Relationships

Focus Areas

- Bridging the Gap
- Workforce Training
- Advisory Committees
- Outreach to Community, Alumni, K-12

Measurements

- Completion of LEAN Pilot Projects: (1) Grant Management Process and (2) Workforce Contracts/Project Viability Study
- Development and Implementation of Sector-Based Strategy Initiatives
- Delivery of Education and Training in All 6 Counties
- Hosting of Alumni/Community Events
- Achievement of Bridging the Gap Deliverables

PERSONAL GOALS

The personal goals of the President are aligned with official duties and personal/professional enrichment.

Professional Development

- Serve as Chair of the West Virginia Community College Association and host the annual West Virginia Community College Association/West Virginia Association for Developmental Education Conference
- Attend the Higher Learning Commission Annual Conference
- Participate in a minimum of two additional state, regional, or national educational conferences

External Relations

- Host an appreciation event for Foundation donors and emeritus faculty
- Engage delegates, senators, and other government officials in information sessions/tours
- Host a minimum of ten business lunches per year
- Serve on a minimum of three local civic and communities boards or groups across the region
- Speak at a minimum of three external events

Building the College Community

- Meet regularly with faculty, staff, and student constituent groups and/or leadership
- Host at least one social event per semester for employees
- Communicate weekly to all employees through the “Connection”
- Focus on continuous improvement in institutional policies, practices and procedures



2015-2016 BUSINESS, LEGAL, AND HUMAN 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)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
<p>Objective 1.1:</p> <p>PC/Recruiter leads provided to faculty = 0</p> <p>Each Student Org. held at least 1 event</p>	<p>Increase to at least 50 leads generated by PC/Recruiter</p> <p>2 Events held by each Student Org.</p>	<ul style="list-style-type: none"> - 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, LAPSWV, Gerontology Club, IAAP) 	<p>Peer coaches/Recruiter</p> <p>Advisors and Students</p>
<p>Objective 1.2:</p> <p>Number of Graduates 2014-15=223</p>	<p>20 New Internship/Practicums Identified</p> <p>Increase Graduates by 5% in 2015-16 = 234.15</p>	<ul style="list-style-type: none"> - 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 	<p>Faculty</p> <p>Faculty and Registrar</p> <p>Faculty</p> <p>Faculty</p> <p>Faculty</p>

2015-2016 BUSINESS, LEGAL, AND HUMAN SERVICES 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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
<p>Objective 2.1: No Recruiter</p> <p>Enrollment Headcount Fall 2014 = 396 Spring 2015 = 352</p> <p>N/A</p>	<p>Addition of Recruiter</p> <p>5% Increase Headcount Fall 2015 = 416 Spring 2016 = 370</p> <p>9 New online courses Created</p>	<ul style="list-style-type: none"> - 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: >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 	<p>Dean, HR, VP, Pres. Faculty</p> <p>Faculty, CMO</p> <p>Faculty, Connie Fox</p> <p>As above</p>

2015-2016 BUSINESS, LEGAL, AND HUMAN SERVICES DIVISION UNIT STRATEGIC PLAN

<p>Objective 2.2: FTE Fall 2014 = 289.6 Spring 2015 = 259.6</p> <p>0 Telepresence Courses</p> <p>0 Offsite Courses</p> <p>5 Classes offered online</p>	<p>3 % Increase FTE Fall 2015 = 298.29 Spring 2016 = 267.39</p> <p>Increase to at least 4 Telepresence Courses</p> <p>2 Offsite Courses</p> <p>14 Classes offered online (9 New Classes Offered online)</p>	<ul style="list-style-type: none"> – 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 	<p>Faculty and Chairs</p> <p>Connie Fox</p>
<p>Objective 2.3: 0 Database of Alumni Contacts maintained</p> <p>3 Donate to Foundation</p>	<p>Increase to 50 Alumni entered into database</p> <p>9 Donate to Foundation</p>	<ul style="list-style-type: none"> – 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 	<p>Faculty, Admin., CMO</p> <p>Faculty, Admin., CMO</p> <p>Faculty and Staff</p> <p>Faculty</p> <p>Faculty/Recruiter</p>
<p>Objective 2.4: A fraction of program fees provided to Division</p>	<p>50% increase in the amount of programmatic fees received by division</p>	<ul style="list-style-type: none"> – 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 	<p>Faculty and Staff</p> <p>Faculty and Staff</p> <p>Faculty and Staff</p>

2015-2016 BUSINESS, LEGAL, AND HUMAN SERVICES DIVISION UNIT STRATEGIC PLAN

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)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
<p>Objective 3.1: 84 Industry Contacts</p> <p>Members</p>	<p>10% Increase = 92 Industry Contacts</p> <p>Increase by 10% or 1 Board Member per program board</p>	<ul style="list-style-type: none"> – 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. 	<p>Faculty</p> <p>Faculty</p> <p>Faculty</p>
<p>Objective 3.2: Each Student Org Held At least 1 Event</p> <p>1 Event per program on campus</p>	<p>2 Events held by each student organization</p> <p>1 Event per program on campus</p>	<ul style="list-style-type: none"> – Student org. activities such as: Legal Studies Goal: Host <i>We the People</i> 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. 	<p>Advisors and Students Faculty and Staff</p>

2015-2016 BUSINESS, LEGAL, AND HUMAN SERVICES DIVISION UNIT STRATEGIC PLAN

HARD SLOG

HARD SLOG			
BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 4.1:		– Entering attendance reporting for ALL students. Change it to D/F students only. Add a “no students affected” checkbox to ensure compliance	Faculty, Admin., IT

2015-2016 ENROLLMENT MANAGEMENT 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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 1.1:	Set benchmark this year and increase by 25 students	<ul style="list-style-type: none"> – Develop strategy for students on Satisfactory Academic Progress suspension to increase completion and academic standing in all their courses <ul style="list-style-type: none"> ○ Schedule appointments with advisors ○ Counsel on services available/and who to contact ○ Counsel on funding ○ Follow-up during semester for progress 	Financial Aid
Objective 1.2:	Set benchmark this year and increase by 25 students Set benchmark this year	<ul style="list-style-type: none"> – Create strategy to keep students with Academic plans focused on completion <ul style="list-style-type: none"> ○ Monitor withdrawals every semester ○ Notify advisors when failure to follow plan ○ Keep student in contact with advisor ○ Review at the end of each semester – Review students' records during counseling sessions advising students of other possible credentials, certificates, and degrees. 	Financial Aid Financial Aid

2015-2016 ENROLLMENT MANAGEMENT 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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.1: 117 Events	150 Events 25 Events 3 Additional Off Campus Workshops	<ul style="list-style-type: none"> – Develop strategic recruitment plans to increase participation and presence at recruiting events <ul style="list-style-type: none"> ○ high schools ○ career centers ○ community events – Develop recruitment plans to target special groups <ul style="list-style-type: none"> ○ Adult populations ○ Veterans ○ Displaced and underemployed workers – Develop strategies to increase FAFSA completion <ul style="list-style-type: none"> ○ Increase completion before state deadlines ○ Increase FAFSA workshop offerings 	Enrollment Services Enrollment Services Financial Aid
Objective 2.2:	5 groups 5 Facebook posts/week 5 Tweets/week	<ul style="list-style-type: none"> – Increase group tours on campus showcasing our programs <ul style="list-style-type: none"> ○ middle school outreach ○ gear-up students ○ high school groups – Increase use in Social Media to increase awareness of BridgeValley, branding, activities, and programs 	Enrollment Services Enrollment Services Financial Aid

2015-2016 ENROLLMENT MANAGEMENT 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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.3: 1 Scholarship	Set benchmark this year- review all accounts Increase to 3	<ul style="list-style-type: none"> – 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
Objective 2.4: 5,000 Documents	5 Facebook/week 5 Twitter/week	<ul style="list-style-type: none"> – 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

2015-2016 ENROLLMENT MANAGEMENT DIVISION UNIT STRATEGIC PLAN

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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 3.1:	2 visit/weekly	<ul style="list-style-type: none"> – Create weekly plan to increase visits to business partners – Research companies with tuition reimbursement possibilities for workers 	Enrollment Services Workforce
Objective 3.2:	10 events per year	<ul style="list-style-type: none"> – Increase participation in community and civic events <ul style="list-style-type: none"> ○ Parades ○ Street fairs and festivals ○ Civic Events –business after hours ○ Social events 	Enrollment Services

2015-2016 FINANCIAL AFFAIRS 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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 1.1:		<ul style="list-style-type: none"> – Respond to student requests within one working day – Provide training of front-line personnel in customer service 	Financial Affairs
Objective 1.2:			

2015-2016 FINANCIAL AFFAIRS 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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.1:			
Objective 2.2:			
Objective 2.3:		<ul style="list-style-type: none"> – Increase grant monitoring by working closely with the grant managers – Ensure that grant expenditures are fully utilized 	Financial Affairs
Objective 2.4:		<ul style="list-style-type: none"> – 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

2015-2016 FINANCIAL AFFAIRS UNIT STRATEGIC PLAN

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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 3.1:			
Objective 3.2:		– Increase participation in civic organizations	Financial Affairs

2015-2016 GENERAL EDUCATION 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)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 1.1:	5% 2%	<ul style="list-style-type: none"> – 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 	Various faculty Browning/Roth Dean, Chairs Dean, All Faculty Dean, ENG and Math Chairs ENG and Math Chairs
Objective 1.2:	5%	<ul style="list-style-type: none"> – 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 	ECE Chair, Dean ECE Chair, Dean All Faculty/Advisors

2015-2016 GENERAL EDUCATION 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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.1:	5%	<ul style="list-style-type: none"> – 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 Andread E. Browning All Full-Time Gen Ed. Faculty
Objective 2.2:	3%	<ul style="list-style-type: none"> – 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%	<ul style="list-style-type: none"> – Seek out grants especially WV Humanities Assoc., NSF, EPA, Target 	Various Faculty

2015-2016 GENERAL EDUCATION DIVISION UNIT STRATEGIC PLAN

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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 3.1:	10%	<ul style="list-style-type: none"> – 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%	<ul style="list-style-type: none"> – 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

2015-2016 HEALTH 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)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 1.1:	Increase retention rates of majors by 5%	<ul style="list-style-type: none"> – 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 	<p>Faculty</p> <p>Chairs and Program Coordinators</p> <p>Dean</p>
Objective 1.2:	Increase number of graduates in certificate and associate degree programs by 5% per year	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – 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)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.1:	Increase headcount by 5% annually Increase and maintain non-selective admission health programs	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Survey advisory committees - Assess workforce needs 	Chairs and Program Coordinators

2015-2016 HEALTH DIVISION UNIT STRATEGIC PLAN

Objective 2.3:	Increase external funding opportunities for the division by 2 courses per year	<ul style="list-style-type: none"> – 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 	Chairs and Program Coordinators Dean and Chairs Chairs and Program Coordinators
Objective 2.4:	Practice Fiscal Responsibility	<ul style="list-style-type: none"> – 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 	Dean, Chairs and Program Coordinators All faculty and staff

2015-2016 HEALTH DIVISION UNIT STRATEGIC PLAN

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)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 3.1:	Investigate expansion of clinical sites by 2 per year	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – 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

2015-2016 HUMAN RESOURCES 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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 1.1:			
Objective 1.2:			

2015-2016 HUMAN RESOURCES 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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.1:			
Objective 2.2:			
Objective 2.3:			
Objective 2.4:	Decrease employee turnover by 5%	Search Committee Improvements <ul style="list-style-type: none"> – 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 	HR
	Decrease employee turnover by 5%	Onboarding Improvements <ul style="list-style-type: none"> – Mission-centered onboarding – Customer service emphasis – Finalize checklist, provide docs with information – Include safety components/information 	HR
9 Sessions	12 Sessions	Professional Development Seminars <ul style="list-style-type: none"> – Civility and Inclusiveness – Bystander intervention (SAVE Act) – Conflict Management 	HR

2015-2016 HUMAN RESOURCES UNIT STRATEGIC PLAN

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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 3.1:			
Objective 3.2: 3	6/year (at least one per employee)	Attend civic group meetings and committees <ul style="list-style-type: none"> - Outreach to passive candidates for employment - Outreach to potential contract training pool - Coordinate with area retiree groups for training/speakers 	

2015-2016 IT AND OPERATIONS 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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 1.1:			
Objective 1.2: 4 Units	10 Total Units	– Implement studio quality distance delivery environment/Audio and video enhancements in the classrooms. Add 6 additional distance delivery rooms.	IT/Operations

2015-2016 IT AND OPERATIONS 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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.1: TBD	TBD	– Classroom utilization study. Increase seating capacity where possible.	Operations
Objective 2.2:			
Objective 2.3:			
Objective 2.4: 14 Sessions	16 Sessions	– Increase Operations professional development by 10%	Operations

2015-2016 IT AND OPERATIONS UNIT STRATEGIC PLAN

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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 3.1:			
Objective 3.2:			

2015-2016 MARKETING/ADVANCEMENT 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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 1.1: – 100 FB Post – 76 Tweets – 176 DMS Screens	Increase Social Media – 8 FB Posts/Week – 8 Tweets/Week – 4 Instagrams/ Week Increase by 10%	– Employ social media to increase awareness of campus activities, events, and upcoming deadlines. – Post all DMS responses within 2 business days from when SpiceWorks Tickets are assigned to Marketing	Marketing & Advancement Marketing & Advancement
Objective 1.2: N/A N/A	Set Benchmark of Integrated Messages concerning academic deadlines N/A	– Create an integrated communication strategy for posting deadlines on Facebook, Twitter, Academic Calendar, DMS, and website ads when applicable – Revisit website calendar display and aggregation	Marketing & Advancement Marketing & Advancement

2015-2016 MARKETING/ADVANCEMENT 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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.1: 127 Brochures and Ads	Increase production by 10%	– Focus on creating program specific support and publications, in conjunction with institution wide branding initiatives.	Marketing & Advancement
Objective 2.2: \$69K in media 42 Press Releases	Increase media spending by 15%	– Create an integrated media strategy consisting of a constant branding presence with flight buys around the beginning of semesters and open houses	Marketing & Advancement
Objective 2.3: 4 Industry Partner Marketing	Increase by 25%	– Create website solutions for recruitment, publications, media relations, and ODAA to foster a positive and beneficial partnerships with industry	Marketing & Advancement
Objective 2.4: Support Foundations and Institutional Development	Increase time spent supporting the Foundation and Institutional Development by 10	– Add donation button to the website, create foundation website, and formulate alumni engagement activity	Marketing & Advancement

2015-2016 MARKETING/ADVANCEMENT UNIT STRATEGIC PLAN

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)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 3.1:			
20 Brochures	25 Brochures and Ads	– Create strong branding and engagement publications for the Workforce Division	Marketing & Advancement
Objective 3.2:			
N/A	30 Community Events	– Create monthly engagement goals for our each member of our department	Marketing & Advancement
N/A	N/A	– Continuing to provide media relations, publications, and photography/video	Marketing & Advancement

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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 1.1:			
117	300	– Increase referrals to enhance the early alert program	Connie Keiffer
108	95	– Implement a process to decrease the number of complete withdraws	James McDougale
20	30	– Increase engagement events for non-club members	Jeanne Smith
71%	75%	– Increase the certified Veterans retention rate (fall to spring)	Misi Lair
73	80	– Increase the number of participants in disability services program	Tammy Bibbee
15	30	– Enhance partnership with GNST courses by increasing classroom visits	Student Services
39%	44%	– Increase fall to fall retention rate by 5%	Student Services
81%	84%	– Increase the students with disabilities retention rate (fall to spring)	Tammy Bibbee
Objective 1.2:			
178	225	– Increase awareness and participation in Career Services to develop skills matching for students through Kuder Journey, etc.	James McDougale / Judy Whipkey
52	62	– Increase the number of certified Veteran students	Misi Lair
0	50	– Implement student success plans/goal setting for students with disabilities	Tammy Bibbee
0	5	– Develop and utilize Student Success Skills workshops	Christie Linger
17	22	– Increase faculty participation with Student Success Center through tutoring services	Tim Moore
113	210	– Increase participation and enhance services in freshman advising center	Connie Keiffer
80%	90%	– Increase participation in Academic Success workshops for probation students	Connie Keiffer
82	150	– Increase the number of students enrolled in College Central	James McDougale / Judy Whipkey

2015-2016 STUDENT SERVICES 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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.1: 6	12	– Increase staff presence at Veteran’s specific events to assist with the recruitment of Veteran students	Misi Lair
Objective 2.2:			
Objective 2.3: 234 1	300 3	– Increase the number of revenue generating test through the testing center (CLEP, TEAS, etc.) – Develop/Increase foundation accounts for specific departments within Student Services	Tim Moore Student Services
Objective 2.4:			

2015-2016 STUDENT SERVICES DIVISION UNIT STRATEGIC PLAN

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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 3.1: 377 70	425	– Increase the number of participants for open community events (family night, blood drives, fall bazaar, etc.)	Jeanne Smith
	85	– Increase number of business/employer contacts for Career Services	James McDougle
Objective 3.2: 10 9	20	– Increase partnerships with civic organizations to provide more community service opportunities	Jeanne Smith
	15	– Increase the number of community service events for students	Jeanne Smith

2015-2016 TECHNOLOGY 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)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 1.1:	Provide (0/1) 5% increase in retention [Target 75%] (This must remain in % due to the variable nature of the data.)	– Provide student support	MSAMC Success Coach BTG Outreach and Retention
Objective 1.2:	Increase degree awards 5% [Target 165]	– Embed certificate programs AAS to improve graduation completion	Chairs and Program Coordinators

2015-2016 TECHNOLOGY 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**)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.1:	>= 35 Visits 5% increase in head count [Target 525-Fall]	– One recruiting visit for each faculty member per year	Dean Chairs Program Coordinators
Objective 2.2:	FTE 3% Increase (No FTE data on SharePoint)	– Early enrollment technology classes/programs	Chairs Dean of Extended Learning
Objective 2.3:	>= \$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.)	– Grant writing – Phase II MSAMC, TPD, Advance, and HB3009 – Industrial partner outreach - Involvement with professional societies	Dean Chairs Program Coordinators
Objective 2.4:	Identify 3 processes for improvement	– Evaluate and incorporate lean methodologies for Education – Replace inefficient accounting mechanisms <ul style="list-style-type: none"> ○ Banner Finance (at least for internal division use) ○ Encourage greater process automation, Banner Schedule 	Deans Chairs

2015-2016 TECHNOLOGY DIVISION UNIT STRATEGIC PLAN

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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 3.1:	>= 5 work shop programs 11 new advisory committee members Launch 1 consortium	<ul style="list-style-type: none"> – Offer workshops and professional development seminars – Increase the membership of advisory committees <ul style="list-style-type: none"> ○ <i>(Actually our advisory committees are in general pretty good)</i> – Coordinate with sector/industrial consortia, i.e., WVFAME 	Chairs MSAMC Program Coordinators
Objective 3.2:	Target 50% membership of Technology faculty in a professional society Civic Organization Membership Service project participation (Each faculty member will participate in at least one item)	<ul style="list-style-type: none"> – Involvement with professional societies – Club involvement for service projects – Faculty involvement with service projects 	Dean Chair Faculty

2015-2016 WORKFORCE AND ECONOMIC DEVELOPMENT 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)**

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 1.1:	Add three new Learn and Earn Programs at the College. From 5 to 8	<ul style="list-style-type: none"> - Work with academic programs to increase the number of Learn and Earn offerings <ul style="list-style-type: none"> 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 	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:			

2015-2016 WORKFORCE AND ECONOMIC DEVELOPMENT 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)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 2.1: (ALL)	Add three new Learn and Earn Programs at the College. From 5 to 8 Add two skill sets programs to market to industry	<ul style="list-style-type: none"> - Work with academic programs to increase the number of Learn and Earn offerings <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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) Workforce in collaboration with Academic Affairs
Objective 2.2:			
Objective 2.3:			
Objective 2.4:			

2015-2016 WORKFORCE AND ECONOMIC DEVELOPMENT DIVISION UNIT STRATEGIC PLAN

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)

BENCHMARK METRIC 2014-2015	METRIC/GOAL 2015-2016	STRATEGY/ACTIVITIES	PERSON/UNIT RESPONSIBLE
Objective 3.1:	Four (one per sector) meetings per quarter	– Hold quarterly sector advisory meetings with employers in the Manufacturing, Chemical/Energy, IT, Construction and Healthcare industries	Workforce and Academic Affairs
Objective 3.2:			

**BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
MEETING OF SEPTEMBER 25, 2015**

ITEM: **Base-Pay Adjustment Program for Faculty Salary Equity**

RECOMMENDED RESOLUTION: Information Only

STAFF MEMBER: Jo Harris/Michelle Bissell/Pat Hunt

BACKGROUND:

On September 26, 2014, the Board of Governors approved a Base!Pay Adjustment program for South Charleston faculty hired prior to Fall of 2014. The adjustment was designed based upon a similar program previously implemented on the Montgomery campus to relieve the compression of base faculty salaries. An adjustment totaling one-third of the total difference in the 9-month base salary amount for applicable faculty will be made effective October 1, 2015. The dollar amount for the adjustment of salaries is approximately \$42,500. This adjustment is made in accordance with the three-year plan approved by the Board.

**BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
MEETING OF SEPTEMBER 25, 2015**

ITEM: **Approval of the Fiscal Year 2015-16
Advanced Technology Center Full Service
Facility Agreement**

RECOMMENDED RESOLUTION: *Resolved,* That the BridgeValley Community and Technical College Board of Governors approves the full service facility agreement for the Advanced Technology Center for Fiscal Year 2015-16.

STAFF MEMBER: Pat Hunt / Jo Harris

BACKGROUND:

BridgeValley Community and Technical College staff have been in negotiations with the West Virginia Regional Technology Park to resolve leases for three facilities located on the College's South Charleston Campus. One of these leases for the Advanced Technology Center is at an acceptable rate including primarily payment for shared services and utilities only. BridgeValley staff recommend approval of this lease as a good faith measure to show payment for some of the leased facilities for this fiscal year. The entire lease is attached for the Board's review.

**FIRST AMENDMENT
TO THE SERVICE AND FACILITY AGREEMENT**

THIS FIRST AMENDMENT TO THE SERVICE AND FACILITY AGREEMENT (the “First Amendment”) dated effective as of July 1, 2015, is entered into by and between **BRIDGEVALLEY COMMUNITY & TECHNICAL COLLEGE (BVCTC)** and **WEST VIRGINIA HIGHER EDUCATION POLICY COMMISSION**, a state agency existing under the laws of the State of West Virginia (“Facility Provider”, and together with BVCTC, the “Parties”), acting through its duly appointed fiscal agent, **WV REGIONAL TECHNOLOGY PARK CORP.**, with an office at 1740 Union Carbide Drive, South Charleston, WV 25303 (“WVRTPC”).

WITNESSETH:

WHEREAS, pursuant to that Service and Facility Agreement dated July 6, 2011, (as the “Original Agreement”), BVCTC is utilizing certain premises described as:

- a) The facility located at the West Virginia Regional Technology Park known as the Advanced Technology Center, containing 55,039 square feet of space which is located at 1201 Science Park Drive, in the City of South Charleston, Kanawha County, West Virginia (the “Premises”).

WHEREAS, the Parties now mutually desire to further amend the Original Agreement in order to make certain other changes mutually acceptable to the Parties upon the terms and conditions set forth below.

NOW, THEREFORE, in consideration of the mutual covenants and obligations contained herein, the parties hereby amend the Original Agreement as follows:

1. Definitions. Capitalized terms used herein shall have the same meaning as defined in the Original Agreement unless they are otherwise defined herein.

2. Conflicts. In the event of a conflict between the provisions of this First Amendment and those of the Original Agreement, the provisions of this First Amendment shall govern and control.

3. Amendment.

- a) Section 1 TERM AND NOTICES of the Original Agreement is hereby deleted in its entirety and replaced with the following:

“The term of this Agreement shall begin on July 1, 2015 (“Effective Date”) and end at midnight on June 30, 2016 (the “Term”). This Agreement may only be terminated: (a) by mutual written agreement of the Parties; (b) by Facility Recipient upon thirty (30) days’ written notice; (c) by Facility Provider upon one hundred twenty (120) days’ written notice; **or (d) in accordance with the terms of Section 11 below.**”

4. Miscellaneous. The Original Agreement, as amended by this First Amendment, contains the entire agreement of the Parties with respect to the subject matter hereof, and hereby expressly supersedes and replaces any other agreement, whether written or oral, with respect thereto. The Original Agreement is hereby ratified and affirmed, and all terms, covenants and conditions of the Original Agreement, as modified herein, shall remain otherwise unchanged and

in full force and effect in all respects whatsoever. This First Amendment shall be governed by and construed and enforced in accordance with the laws of the State of West Virginia. This First Amendment shall be binding upon and shall inure to the benefit of the Parties, and their respective successors and assigns. This First Amendment may be executed in two or more counterparts, each of which shall be deemed an original, but all of which shall be considered one and the same agreement, and shall become effective when one or more counterparts have been signed by each of the Parties hereto and delivered to the other Party hereto

[Signature page follows this page.]

IN WITNESS WHEREOF, the parties hereto have caused this First Amendment to be executed on their behalf by their duly authorized representatives as of the date first set forth above.

WEST VIRGINIA HIGHER EDUCATION POLICY
COMMISSION

By: WV Regional Technology Park Corp., its
fiscal agent

By: _____
Name: Russell P. Kruzlock
Title: Chief Executive Officer and
Executive Director

BRIDGEVALLEY COMMUNITY & TECHNICAL
COLLEGE.

By: _____
Name: Beverly Jo Harris
Title: President

**BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
MEETING OF SEPTEMBER 25, 2015**

ITEM: **BOG Rules Review**

RECOMMENDED RESOLUTION: Information Only

STAFF MEMBER: Jo Harris

BACKGROUND:

All employees were asked at the opening convocation to review by September 15 all Board of Governors Rules and college policies and procedures and provide a sign-off when completed to the Office of Human Resources. As BridgeValley was in the midst of creating and revising many policies over the past two years, this exercise provided an opportunity for all returning employees to reacquaint themselves with the many rules passed and for new employees to orient themselves to the college environment.

The attached chart indicates edits and revisions needed to current Board rules and action to be taken:

- Non-Substantive Grammatical Errors and Edits. Changes in bold will be made to Rules as indicated without posting/comment.
- Substantive Edits (No Committee Action Required). Changes are to be made for compliance with state rules or adopted college procedure/standards. No posting or comment required.
- Substantive Edits (Committee Action Required). Revisions must be submitted to Rules Committee for discussion and submitted for 30-day comment to campus community.

Edits to Board of Governors' Rules

Non-Substantive Grammatical Errors and Edits	Substantive Edits (No Committee Action Required)	Substantive Edits (Committee Action Required)
<p>Policy B-1, Academic Freedom, Professional Responsibility, Promotion and Tenure</p> <p><i>Added "Professor"/Instructional Specialist</i></p>	<p>Policy A-2, Alcoholic Beverages on Campus</p> <p><i>Added Approval Form as noted in policy</i></p>	<p>Policy B-5, Adjunct Faculty</p> <p><i>2.1.1. "Such appointments may not exceed 0.60 full-time equivalent (FTE)". (ACA implications)</i></p> <p><i>4.1.1. "...term instructional specialist...correct omission of this designation</i></p>
<p>Policy B-2, Sabbatical Leave</p> <p><i>Changed all references of Vice President for Academic and Students Affairs to "Chief Academic Officer"</i></p>	<p>Policy A-4, Board of Governors' Meetings</p> <p><i>"Meetings will ordinarily be held on the campus of BridgeValley in Montgomery or South Charleston..."</i></p>	<p>Policy B-10, Employee Leave</p> <p><i>May need changed upon implementation of WV OASIS project</i></p>
<p>Policy B-15, Annual Increment Payments</p> <p><i>Changed "University" to "College."</i></p>	<p>Policy C-8, Guidelines for College Courses for High School Students</p> <p>Substitute new language required by Council Series revision.</p> <p><i>7.2 "Special tuition for high school students established by any West Virginia public higher education institution must be set, at a minimum, at \$25.00 per credit hour. All high school students must be charged the special tuition or the regular tuition/fees approved for the institution granting the credit. The credit-granting institution may use tuition/fee waivers or third-party sponsors to support the student's cost of the course."</i></p> <p><i>Changed all references of Vice President for Academic and Students Affairs to "Chief Academic Officer"</i></p>	<p>New/Revised Policy Promulgation Pending</p> <p>(CTCS Series out for Comment until September 28)</p> <ul style="list-style-type: none"> • Series 17: Transferability of Credits and Grades at West Virginia Colleges and Universities • Series 21: Freshman Assessment and Placement Standards • Series 59: Awarding Undergraduate College Credit for Prior Learning
<p>Policy C-4, Accreditation and Degree Standards</p> <p><i>Changed baccalaureate degree to associate degree; removed references to North Central Association or NCA(no longer used in conjunction with Higher Learning Commission)</i></p>	<p>Policy E-5, Assessment, Payment, and Refund of Tuition and Fees</p> <p><i>Remove 5.1 "A late registration fee shall be imposed on students who register for class(es) after the prescribed registration period." College no longer permits late registration</i></p>	
<p>Policy C-5, Program Approval and Termination</p> <p><i>Changed all references of Academic Affairs Committee to Academic Standards Committee (committee was renamed)</i></p>		
<p>Policy C-7, Standards and Procedures for Undergraduate Admissions</p> <p><i>Corrected misspelling of TOEFL</i></p>		
<p>Policy F-3, Regulation of Parking and Traffic</p> <p><i>Removed WVU Tech references</i></p>		

**BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
MEETING OF SEPTEMBER 25, 2015**

ITEM: **Fiscal Year End 2014-15 Update for
BridgeValley Community and Technical
College**

RECOMMENDED RESOLUTION: Information Only

STAFF MEMBER: Pat Hunt

BACKGROUND:

At the June 12, 2015 meeting of the BridgeValley Community and Technical College Board of Governors (Board) approved the fiscal year 2015-16 operating budget. Over the summer, this approved budget was allocated down to the department level and budgets were distributed. Typically the Board receives a budget update at the end of each quarter. As the first quarter of the new fiscal year is not yet complete, this budget update will focus on how BridgeValley Community and Technical College finished fiscal year 2015 compared with budget.

Some important items are as follows:

- Actual revenue was nearly 1.6% above budget. As this is a cash budget, some of the increase was due to the timing of cash collections for summer school, increase in tuition rates, and collections of prior year tuition.
- Expenses overall were nearly 2% below budget primarily related to payroll:
 - Salary and benefits were nearly 4% below budget as the budget was based upon the assumption that all positions would be filled the entire year.
 - Non-payroll expenses were near 3% above budget. The actual expenses reflect payment of all large invoices through June 30th.
- Fund Balances:
 - Fund balances were relatively healthy at this point in the fiscal year, part of the reason for these higher fund balances is due to summer school

revenue received by June 30th and salaries and other expenses related to summer school are not paid until next fiscal year.

While the actual revenues and expenses came in better than expected, preliminary results from the audit reflect BridgeValley's overall financial position needs to improve. The College's operating budget is on a cash basis and the audited financial statements are accrual. There are some large accrued expenses that impacted the audited financial statements and will be discussed in more detail at the Board's retreat.

BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
Fiscal Year 2015 Budget Compared with Total year Actual as of June 30, 2015

<u>General Revenue & Tuition and Fees Budget</u>	<u>FY 2015 Approved Budget</u>		<u>FY 2015 Total Year Actual</u>	
	<u>Annual Amount</u>	<u>%</u>	<u>Amount</u>	<u>% to Budget</u>
Total Projected Funds Available:				
General Appropriations	\$ 7,774,924	55.2%	\$ 7,774,924	100.0%
E&G Tuition and Fees	5,250,000	37.3%	5,461,226	104.0%
Auxiliary Tuition and Fees	258,000	1.8%	251,626	97.5%
Capital Tuition and Fees	792,000	5.6%	810,794	102.4%
Total Available Funds	\$ 14,074,924	100.0%	\$ 14,298,570	101.6%
Expenses:				
Payroll				
Salaries	\$ 8,460,444	81.2%	\$ 8,057,333	95.2%
Benefits	1,958,664	18.8%	1,957,094	99.9%
<i>Total Salaries and Benefits</i>	<i>\$ 10,419,108</i>	<i>69.3%</i>	<i>\$ 10,014,428</i>	<i>96.1%</i>
Non-Payroll - Current Year				
Institutional Support	\$ 553,384	12.0%	\$ 834,970	150.9%
Academic Affairs	805,310	17.4%	637,490	79.2%
Student Affairs	120,300	2.6%	147,619	122.7%
Financial Affairs & General College Obligations	438,605	9.5%	397,560	90.6%
Payment of Capital Debt & Leases	1,887,402	40.8%	1,858,057	98.4%
Capital Projects	50,000	1.1%	85,932	171.9%
Safety & Facilities	770,000	16.6%	815,647	105.9%
<i>Total Non-Payroll Expenses</i>	<i>\$ 4,625,001</i>	<i>30.7%</i>	<i>\$ 4,777,276</i>	<i>103.3%</i>
Total Expenses	\$ 15,044,109	100.0%	\$ 14,791,704	98.3%
Increase / Decrease in Net Assets	<u>\$ (969,185)</u>		<u>\$ (493,134)</u>	
Prior Year Expenses Paid in FY 2015	\$ 790,282		\$ 790,282	
Beginning Fund Balances	\$ 3,030,955		\$ 3,030,955	
Ending Fund Balances	<u>\$ 1,271,488</u>		<u>\$ 1,747,539</u>	

**BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
MEETING OF SEPTEMBER 25, 2015**

ITEM: **Program Inventory Update**

RECOMMENDED RESOLUTION: Information Only

STAFF MEMBER: Kristin L. Mallory

BACKGROUND:

The following programs were added to BridgeValley's degree inventory:

Technology Division

Blasting Management, A.A.S.- Online Delivery
Electrical Mechanical Instrumentation, A.A.S.
Instrumentation Technology, A.A.S.
Mechatronics, C.A.S.

All programs were added in response to requests from business partners and industry and will undergo a Post Audit review in three years. In addition, all programs were awarded grants to assist in curricular development and purchase of relevant equipment.

The following programs were suspended and will no longer be offered.

Technology Division

Blasting Technician, A.A.S.
Power Plant Technology, A.A.S.
Sustainable Building Technology, C.A.S.
Telecommunication Technology, C.A.S.

Business, Legal, and Human Services Division

Hospitality Management, A.A.S.

Students currently enrolled in suspended programs are offered plans for completion of the degree under specific parameters of a "teach-out" pathway.

A complete list of BridgeValley programs is attached for your information.

Major	Degree	Degree	Campus
Accounting	AAS	CAS	S
Administrative Professional Technology: Executive Conc.	AAS		Both
Advanced Manufacturing	AAS	CAS	S
Advertising	CAS		S
Banking & Finance	CAS		S
Blasting Management	AAS		M
Board of Governors	AAS		Both
Chemical Operations	CAS		S
Civil Engineering Technology	AS		M
Computer Maintenance and Networking	CAS		M
Computer Management Information Systems	AAS		S
Computer Science Technology	AAS		S
Construction Management	AAS		S
Criminal Justice	AAS	CAS	S
Cyber Security	AAS		Both
Dental Hygiene	AS		M
Diagnostic Medical Sonography	AAS		S
Diesel Technology	AAS	CAS	Both
Digital Imaging	CAS		M
Drafting and Design Engineering Technology	AS		M
Early Childhood Education	AAS	CAS	S
Electrical Engineering Technology	AS		M
Emergency Medical Services- Paramedic/ EMT	AAS	CAS	S
EMI	AAS		S
Entrepreneurship	CAS		Both
Finance	AAS		S
General Studies	AA	AS, CAS	S
Gerontology	AAS		S
Graphic Design & Print Communication	AS		M
Health Sciences	AAS	CAS	Both
Healthcare Management	AAS		Both
Highway Engineering Technology - Bridge Inspection	AAS		M
Highways Engineering Technology	AAS		M

Major	Degree	Degree	Campus
HSRS- Peer Support Specialists Conc.	AAS	CAS	S
HSRS-Addictions Concentration	AAS	CAS	S
HSRS-Autism Concentration	AAS	CAS	S
HSRS-Youth Concentration	AAS	CAS	S
Human Services and Rehabilitation Studies	AAS	CAS	S
Industrial Piping Design Technology	AAS	CAS	Both
Information Technology	AS		Both
Instrumentation Technology	AAS		S
Machine Tool Technology	AAS	CAS	S
Management	AAS		Both
Marketing	AAS		S
Mechanical Engineering Technology	AS		M
Mechatronics	CAS		S
Medical Assisting	AAS		M
Medical Coding	CAS		S
Medical Laboratory Technology	AAS		S
Nuclear Medicine Tech	AAS		S
Nursing	AAS		S
Occupational Development	AAS	CAS	Both
Paralegal Studies	AAS		S
Paraprofessional Education	CAS		S
Pre Engineering	CAS		Both
Press Technology	CAS		M
Process Technology	AAS		S
Respiratory Therapy	AS		M
Sales	CAS		S
Simulation, Gaming & Apps Development	CAS		Both
Technical Studies	AAS	CAS	Both
Veterinary Technology	AAS		M
Web Design & Development Technology	AAS		Both
Welding Technology	AAS		Both