BOARD OF GOVERNORS

AGENDA

January 16, 2015

MEMBERS

Donna Atkinson  David Lewia
Gregory Barker  Deb McDaniel
Hannah Cole    Karen Price
Mark Dempsey    Jan Vineyard
Tom Dover       Michelle Wicks
Jane Harkins

Beverly Jo Harris
President
I. Call to Order

II. Roll Call

III. Approval of Minutes

Minutes of November 21, 2014

IV. President’s Report

V. Administrative Items

a. Action Item: Naming of the South Central West Virginia Advanced Technology Center

b. Action Item: Approval of 2015 Presidential Goals

c. Information Item: FY 2014-2015 Budget Update

VI. Academic Affairs


VII. Executive Session—Legal Matters

VIII. Additional Board Action and Comments

IX. Announcements

a. January 23, 2015—Master Plan Steering Committee Meeting, ATC

b. February 3, 2015—Business After Hours, ATC
c. February 21, 2015—Discover Engineering Day at the Clay Center  
d. February 26, 2015—Introduce a Girl to Engineering Day  
e. February 26, 2015—Joint Technical Program Advisory Committee Meeting  
f. March 20, 2015—Founder’s Day  

X. Next Meeting  

TBD  

XI. Adjournment
A meeting of the BridgeValley Community and Technical College Board of Governors (BOG) was held on Friday, November 21, 2014, at 9:00 a.m. at the Montgomery Campus in Room 305.

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

I. Call to Order

Vice Chair Lewia called the meeting to order at 9:05 a.m.

II. Roll Call

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

III. Approval of Minutes

Jan Vineyard moved to approve the meeting minutes of September 26, 2014. David Lewia seconded the motion. Motion carried.

IV. Oath of Office for New Member

Deb McDaniel, BridgeValley Faculty Representative, was sworn into office by Alicia Syner, Notary for the State of West Virginia.

V. Board Report

President Harris asked for volunteers to serve on the BridgeValley Master Plan Steering Committee. Tom Dover and David Lewia agreed to serve on this committee.

VI. President’s Report

President Harris presented the Board with a list of activities and meetings since the September meeting. Highlighted activities included hosting three accreditation visits—
Higher Learning Commission focus visit follow-up—September 29-30; Engineering Technology (ABET)—October 6-7; and Medical Laboratory Technology—November 6-7.

VII. Administrative Items

a. Action Item: Approval of the Audit Reports for Bridgemont and Kanawha Valley

Deb McDaniel moved the adoption of the following resolution:

Resolved, that the BridgeValley Community and Technical College Board of Governors approves the audits of the Bridgemont and Kanawha Valley Community and Technical Colleges Financial Statements for the Fiscal Year ending June 30, 2014.

Tom Dover seconded the motion. Motion carried.


President Harris shared the goal attainment report with the full Board as prepared during the Executive Committee meeting in July. She will meet with the Executive Committee prior to the January Board meeting to set goals for the upcoming year.

c. Information Item: Strategic Plan Update

The Board approved the campus 2014-2019 Strategic Plan in September. President Harris provided an updated version showing quarterly progress to date on tasks and activities outlined in this plan.

d. Information Item: Faculty Evaluation Process

As faculty evaluation expectations, procedures, and timelines differed between Bridgemont and Kanawha Valley, Faculty Senate committees provided input to the administrative staff regarding the BridgeValley process. President Harris shared the newly prepared Faculty Handbook clarifying new expectations, procedures, and timelines.

VIII. Academic Affairs

a. Information Item: Program Inventory Update

Dr. Kristin Mallory announced that the following programs have been added to BridgeValley’s degree inventory: Diagnostic Medical Sonography, A.A.S.; Health Care Management, A.A.S.; Industrial Piping and Design Technology, A.A.S.; and Machine Tool Technology, A.A.S. and C.A.S.
b. **Information Item: Textbook Affordability Report**

Dr. Kristin Mallory provided the Board with a copy of the Textbook Affordability report. The report reflected data from the electronic bookstore and was submitted to the Central Office by the November 1 deadline. She also noted that a Textbook Affordability Committee is being reconstituted to continue to meet the requirements of the BOG Rule and Series 51.

**IX. Possible Executive Session—Legal Matters**

Vice Chair Lewia called for a motion to enter into Executive Session to discuss legal matters. Tom Dover seconded the motion. Motion carried. Executive Session began at 10:10 a.m.

No action was taken during Executive Session.

The regular meeting resumed at 10:54 a.m.

**X. Announcements**

a. December 2, 2014—South Charleston Campus Forum, 12:30 p.m.
b. December 4, 2014—Montgomery Campus Forum, 12:30 p.m.
c. December 5, 2014—Holiday Dinner, 6 p.m., ATC
d. December 11, 2014—Donor Appreciation Reception, 5 p.m., ATC
e. December 17, 2014—BOG Advisory Group Dinner Meeting, 6 p.m., ATC

**XI. Next Meeting**

The next Board of Governors’ meeting is scheduled for Friday, January 16, 2015, at 9 a.m.

**XII. Adjournment**

There being no further business, the meeting was adjourned.

_____________________________________________________, Mark Dempsey, Chair

_____________________________________________________, Jan Vineyard, Secretary
Report of the President
to the Board of Governors

January 16, 2015

Highlighted Activities—late November through mid-January

- Campus Forums (Montgomery and South Charleston)—End-of-Semester Q&A for Faculty, Staff, and Students
- Holiday Events—Employee Dinner, External Partners Cards and Communications
- Beginning-of-Semester Staff Development Training Sessions
- Planning Meetings/Proposals for ATC Capital Campaign

External Meetings and Events

- Presidents’ Steering Committee Meeting—Henry Ford Community College Department of Labor Grant Consortium
- Governor’s Reception
- Sustainability Council Meeting
- Smart 529 Board Meeting
- Meeting with Gestamp
- Educational Alliance Planning Meeting—STEMersion
- Dupont Plant Manager Tour and Meeting
- WV Public Broadcasting Marketing Meeting
- Weekly South Charleston Rotary Meetings
- New River Gorge Regional Development Authority Meeting
- Advantage Valley East District Consortium Meeting
- CTC Presidents’ Meeting and WV Council Meeting

Upcoming Activities

- January-February—Legislative Visits, Issues and Eggs Breakfast
- January 23—Master Plan Steering Committee Initial Meeting
- February 3—Business After Hours South Charleston Chamber of Commerce, Foundation Meeting
- February 21—Discover Engineering Day at the Clay Center
- February 26—Introduce a Girl to Engineering Day
- February 26—Joint Technical Program Advisory Committee
- March 4—Multi-State Advanced Manufacturing Steering Committee—Dearborn, MI
- March 20—Founder’s Day Event
BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
MEETING OF JANUARY 16, 2015

ITEM: Naming of the South Central West Virginia Advanced Technology Center

RECOMMENDED RESOLUTION: Resolved, That the Board of Governors recognizes the contributions of Toyota Motor Manufacturing to the ATC Capital Campaign by naming the academic building “Toyota Hall.”

STAFF MEMBER: Jo Harris

BACKGROUND:

Across college campuses nationwide, academic buildings are typically named to recognize individuals or companies who are major contributors to capital campaigns.

Toyota Motor Manufacturing pledged $1 million cash over a five-year period to support the sustainability of the Advanced Technology Center (see signed Letter of Commitment). The company also committed to continue providing assistance with equipment procurement (contributions to date exceed $200,000), curriculum development, and team members’ time with recruiting and marketing efforts for the Advanced Manufacturing Technology program.

Based on the magnitude of Toyota’s support, the President, in consultation with the Foundation Board and in accordance with the ATC capital campaign guidelines, recommends naming the Advanced Technology Center “Toyota Hall” as the academic building identifier for BridgeValley, which is consistent with the following:

BOG Policy A-1

“It will be the policy of BridgeValley Community and Technical College Board of Governors (Board) to establish an official name of a building or school at the college upon recommendation of the President of the College with the concurrence of his or her Board, when appropriate.”

Foundation Operating Policy OP-4-13

“Buildings may be named for a citizen or organization who/which has made a substantial monetary or personal service contribution to the College.”
Letter of Commitment

In consideration of our interest in addressing the emerging needs of West Virginia in offering a well-trained, technically advanced workforce and to maintain the state-of-the-art Advanced Technology Center (ATC) at the West Virginia Regional Technology Park in South Charleston, Toyota Motor Manufacturing, West Virginia, Inc. ("Toyota") pledges and promises to contribute the sum of $1 million to the Bridgewater Community and Technical College Foundation (FOUNDATION) for ATC’s Moving West Virginia Forward: The Campaign for Technical Innovation and Partnerships.

Toyota’s gift shall be used to maintain and enhance the state-of-the-art ATC in providing the latest technologies, programs, and expertise; the Advanced Technology Center building will be named Toyota Hall. Additionally, the Advanced Manufacturing Laboratory will be named Toyota Advanced Manufacturing Laboratory as a result of Toyota’s continued in-kind equipment donations to this laboratory and to the Advanced Manufacturing Technician program.

Toyota expects to make a total gift of $1 million over a five-year period beginning Fiscal Year 2015 with equal payments of $200,000 each year. Toyota recognizes that the Foundation will rely on our gift in securing the pledges of others. Further, the FOUNDATION may anticipate our gift in authorizing the payment of expenses for the ATC consistent with the purposes described above.

In the event of unforeseen circumstances, Toyota will contact officials at the FOUNDATION so as to develop a new pledge schedule should that be necessary.

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*Toyoat Motor Manufacturing, WV Inc.*

Donor Name

*Mike Marshall President*

Company Contact Name/Title

Date: 12/12/14

*12/12/14*

Date
BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
MEETING OF JANUARY 16, 2015

ITEM: Presidential Goals

RECOMMENDED RESOLUTION: Resolved, that the BridgeValley Board of Governors approves the attached 2015 Presidential Goals.

STAFF MEMBER: Jo Harris

BACKGROUND:

Annually, the Board of Governors, through its Executive Committee, reviews with the President goal performance and establishes goals for the upcoming year.

Attached are goals that the Executive Committee and President reviewed and concurred should guide the President during the year. The goals, as in former years, are based on the agreed-upon initiatives in the Strategic Plan, Council Compact, and personal professional development goals.
Presidential Goals 2014-2015
BridgeValley Community and Technical College

The President of BridgeValley Community and Technical College, a newly consolidated institution, agrees to work toward both institutional and personal goals in this agreement with the Board of Governors.

INSTITUTIONAL GOALS

The institutional goals for the President are aligned with the Strategic Plan for the institutions 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 work with and delegate to direct reports in academic affairs, student affairs, financial affairs, operations, and workforce development for attainment of the institutional goals as stated on the Strategic Plan.

Direct the Student Success Initiative

A major emphasis and strategic priority for the state and the institutions is to produce more graduates. Having signed the Call to Action for College Completion through the American Association of Community Colleges, the President, working with academic affairs, student affairs, and workforce development shall:

- Increase access to courses and programs at both campuses by offering additional videoconferencing and/or web courses
- Increase the number of 2+2 or articulation agreements with baccalaureate institutions
- Transition workforce participants to degree programs
- Promote the Board of Governor’s adult degree completion program
- Guide implementation of effective retention strategies as defined in the Strategic Plan
- Promote professional development opportunities for faculty and staff in the area of retention and use of educational technology
- Begin phase-in of Degree Works
- Launch Freshman Advising Centers on both campuses

Measurement: Increased number of certificate and associate degree graduates as compared to the May 2014

Ensure Institutional Success

Through the advice and work of the Chief Financial Officer and Financial Affairs staff and all Cabinet members, the President will oversee systems and strategies for revenue creation and expense efficiencies, improving reserve balances.

Strategies:

- Continue to Increase revenues by
  - Increased headcount and/or FTE enrollment
  - Emphasis on ATC Capital Campaign
  - Increased fee revenue from ATC rentals
Acquisition of grant and contract projects through workforce development and academic affairs initiatives.
- Increased contributions of in-kind and/or cash donations by employees and industry partners
- Increased branding/marketing for BridgeValley
- Achieve cost savings through
  - Consolidation of contracts and volume purchasing.
  - Emphasis on sustainable practices at both campuses (e.g., energy efficiencies)
  - Effective budget management by all unit budget managers

Measurement: (1) Improvement in year-end reserve balances for the institution; (2) increased year-end balances for the Foundation; (3) Acquisition of major gifts for the ATC campaign.

**Promote Community and Industry Success**

The President, in coordination with Office of Workforce and Economic Development, the Office of Advancement, and Academic and Student Affairs, shall increase college involvement with the communities and industries of the expanded service region.

Strategies:
- Lead Year 2 activities for the $25 million Bridging the Gap Consortium, engaging industry partners, apprenticeship programs, and sister colleges
- Promote usage of the ATC with business, industry, public school, and government entities
- Continue collaboration with public schools through outreach events, College Transition and/or early enrollment course offerings
- Increase the number of outreach and community service projects

Measurement: (1) A minimum of ten events per semester hosted for community, industry, or public school/college partners; (2) Attainment of Year 2 goals through the BTG grant.

**PERSONAL GOALS**

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

**Professional Development**
- Serve as Vice-Chair of the West Virginia Community College Association
- 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 four external events

**Building Unity**

• Meet regularly with faculty, staff, and student constituent groups and/or leadership
• Host at least one joint social event per semester
• Communicate weekly through the “Connection” at both campuses
• Deliver State of the Institution(s) address in early spring
• Ensure continued progress on consolidating policies, practices and procedures
BOARD OF GOVERNORS
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
MEETING OF JANUARY 16, 2015

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

RECOMMENDED RESOLUTION: Information Only

STAFF MEMBER: Pat Hunt

BACKGROUND:

At the September 26, 2014 meeting of the BridgeValley Community and Technical College Board of Governors, the revised fiscal year 2014-15 budget was approved. With the completion of the first six months of the fiscal year, what follows is the budget update comparing year-to-date actual spending for the half of this fiscal year to budget.

Some important items are as follows:

- Actual revenue (2nd quarter target, 50%). Overall revenue is at 42.7% of budget overall and below target:
  - State appropriations are at 42% of budget due to the allocation formula that the State utilizes where less allocation is in the first half of the year and the remaining 58% occurs in the second half of the fiscal year.
  - All tuition and fees accounts are below target with Education and General at 44%, Auxiliary at 32%, and Capital at 45.1%. This revenue shortfall reflects lower enrollment than was projected for fall. It should be noted that a 50% target for the first six months of the fiscal year is a good indication of tuition revenue as most of the collections from the fall semester have occurred.

- Expenses (2nd quarter target, 50%):
  - Salary and benefits are at 49.4% and on target.
  - Non-payroll expenses are well below budget at 29.1%. Some large expenses currently are unpaid due to timing of the expenses, contract
negotiations, or unbilled. With the payment of these expenses, non-payroll expenses would be on target at 50.1%. These expenses are as follows:

- $610K – Tech Park Leases
- $153K – Annual lease payable in May
- $140K – WNET Contracts
- $68K – Interagency payments
- $971K – Total

➢ Fund Balances:

- While fund balances remain healthy at this point in the fiscal year, part of the reason behind these higher fund balances are due to the payment of the large expenses discussed above.
## General Revenue & Tuition and Fees Budget

### Total Projected Funds Available:

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 Approved Budget</th>
<th>FY 2015 YTD Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Appropriations</td>
<td>$7,774,924 (55.2%)</td>
<td>$3,265,468 (42.0%)</td>
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<tr>
<td>E&amp;G Tuition and Fees</td>
<td>$5,250,000 (37.3%)</td>
<td>$2,308,359 (44.0%)</td>
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<tr>
<td>Auxiliary Tuition and Fees</td>
<td>$258,000 (1.8%)</td>
<td>$82,441 (32.0%)</td>
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<tr>
<td>Capital Tuition and Fees</td>
<td>$792,000 (5.6%)</td>
<td>$357,246 (45.1%)</td>
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<tr>
<td><strong>Total Available Funds</strong></td>
<td><strong>$14,074,924 (100.0%)</strong></td>
<td><strong>$6,013,514 (42.7%)</strong></td>
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</tbody>
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### Expenses:

#### Payroll

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<tr>
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<th>FY 2015 Approved Budget</th>
<th>FY 2015 YTD Actual</th>
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</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$8,460,444 (81.2%)</td>
<td>$4,170,042 (49.3%)</td>
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<tr>
<td>Benefits</td>
<td>$1,958,664 (18.8%)</td>
<td>$979,228 (50.0%)</td>
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<tr>
<td><strong>Total Salaries and Benefits</strong></td>
<td><strong>$10,419,108 (69.3%)</strong></td>
<td><strong>$5,149,270 (49.4%)</strong></td>
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</table>

#### Non-Payroll - Current Year

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<tr>
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<th>FY 2015 Approved Budget</th>
<th>FY 2015 YTD Actual</th>
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</thead>
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<tr>
<td>Institutional Support</td>
<td>$553,384 (12.0%)</td>
<td>$364,328 (65.8%)</td>
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<tr>
<td>Academic Affairs</td>
<td>$805,310 (17.4%)</td>
<td>$180,344 (22.4%)</td>
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<tr>
<td>Student Affairs</td>
<td>$120,300 (2.6%)</td>
<td>$94,165 (78.3%)</td>
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<tr>
<td>Financial Affairs &amp; General College</td>
<td>$438,605 (9.5%)</td>
<td>$234,432 (53.4%)</td>
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<tr>
<td>Payment of Capital Debt &amp; Leases</td>
<td>$1,887,402 (40.8%)</td>
<td>$101,069 (5.4%)</td>
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<tr>
<td>Capital Projects</td>
<td>$50,000 (1.1%)</td>
<td>$50,058 (100.1%)</td>
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<td>Safety &amp; Facilities</td>
<td>$770,000 (16.6%)</td>
<td>$321,774 (41.8%)</td>
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<td><strong>Total Non-Payroll Expenses</strong></td>
<td><strong>$4,625,001 (30.7%)</strong></td>
<td><strong>$1,346,169 (29.1%)</strong></td>
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### Total Expenses

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<td><strong>Total Expenses</strong></td>
<td>$15,044,109 (100.0%)</td>
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### Increase / Decrease in Net Assets

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<td>Increase / Decrease in Net Assets</td>
<td>$(969,185)</td>
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### Prior Year Expenses Paid in FY 2015

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<td>Prior Year Expenses Paid in FY 2015</td>
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### Beginning Fund Balances

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<tr>
<td>Beginning Fund Balances</td>
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### Ending Fund Balances

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<tr>
<td>Ending Fund Balances</td>
<td>$1,271,488</td>
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BOARD OF GOVERNORS  
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE  
MEETING OF JANUARY 16, 2015

ITEM: Higher Learning Commission Report

RECOMMENDED RESOLUTION: Information Only

STAFF MEMBER: Kristin L. Mallory

BACKGROUND:

BridgeValley received the final report from the Higher Learning Commission (HLC) following the September 2014 site-visit. Highlights of the report are listed below:

Recommendation of Team
The Team recommends no additional follow-up is needed on the topics identified as a part of this monitoring focus visit and would recommend that the next comprehensive visit occur in five years, or 2019-2020.

Evidence sufficiently demonstrated. No Commission follow-up recommended.
The Team has ascertained that the Change of Control, Structure and Organization as approved for BridgeValley Community and Technical College was appropriate and that the College has complied with any commitments made as a part of this consolidation. Additionally, the College is complying with the Eligibility Requirements and the Criteria for Accreditation. The Team reviewed both the Campus Regulations on the required academic credentials for faculty and the actual hiring practices as related to faculty currently under contract and found them to meet the expectations of an institution of higher learning. BridgeValley Community and Technical has met the expectations for the creation of a Strategic Plan for the newly consolidated College.

Rationale for the Team Recommendation
The Team was exceedingly impressed with the comprehensiveness in which the Board, the administration, the faculty and staff, not only tackled a number of issues required for the consolidation of two separate institutions within a very short period of time—but used this process to lay the groundwork for a collaborative culture, focusing on using this as an opportunity for improvement. The mission for BridgeValley has been identified, the new Board and Administration are in place, a single set of policies have been developed, faculty have created a single curriculum for the institution and numerous processes have been revised and improved. From the single graduation last May to the single college catalog and fall course registration process, BridgeValley is truly operating as a single institution.
REPORT OF A
COMMISSION-MANDATED FOCUSED VISIT

Assurance Section

TO
BRIDGEVALLEY COMMUNITY AND TECHNICAL COLLEGE
South Charleston, West Virginia
9/29/2014 – 9/30/2014

The Higher Learning Commission
A Commission of the North Central Association of Colleges and Schools

EVALUATION TEAM
Dr. Kathy Brock, Adjunct Faculty, Morningside College, Sioux City, IA, 51106
(Chairperson)
Dr. Steven J Kurtz, President, Mineral Area College, Park Hills, MO 63601,
Dr. JoAnn M. Foriest, Emeritus Faculty-English and Reading, Prairie State College,
Chicago Heights, IL 60411
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I. CONTEXT AND NATURE OF VISIT

A. Purpose of Visit

The purpose of this focus visit to BridgeValley Community and Technical College was to ascertain the appropriateness of the approval of a merger of Bridgemont and Kanawha Valley Community and Technical Colleges into a single institution, and to confirm that the newly formed institution has complied with any commitments made in the Change of Control Application, and that the institution is in compliance with the Eligibility Requirements and the Criteria for Accreditation. During this focus visit the team was to also evaluate the institution’s protocol for hiring faculty members who have professional or technical experiences in lieu of academic credentials to ensure that the policy is sufficiently detailed and well understood across the institution. Additionally the team was to review the consolidated institution’s strategic plan.

B. Accreditation Status

On March 20, 2014, the two previously independently accredited institutions of Bridgemont Community and Technical College and Kanawha Valley Community and Technical College merged to form BridgeValley Community and Technical College.

BridgeValley Community and Technical College is accredited. The Higher Learning Commission Board of Trustees approved the extension of accreditation to BridgeValley at its February 27, 2014 meeting.

C. Organizational Context

Bridgemont Community and Technical College, Montgomery, West Virginia, is a public associate degree granting institution with its main campus in Montgomery and locations at Charleston, South Charleston, and Mount Olive, West Virginia. It was first accredited in 2004 with the next reaffirmation previously scheduled for 2018-19.

Kanawha Valley Community and Technical College, South Charleston, West Virginia was also a public associate degree granting institution with a single campus in South Charleston. It was also first accredited as a separate institution in 2004 and had been scheduled for a reaffirmation of accreditation on 2019-20.

In the spring of 2013 the West Virginia Legislature, with the passage of Senate Bill 438 mandated the consolidation of Bridgemont and Kanawha Valley Community and Technical Colleges into a single institution which
was later identified as BridgeValley Community and Technical College. The effective date of consolidation was March 20, 2014. These institutions are located in close proximity in the greater Charleston area and were serving overlapping areas. The legislature identified that the creation of a single multi-campus institution would allow for continued and enhanced education delivery in the region while supporting efficiency in instructional delivery.

Senate Bill 438 also outlined that the current locations and campuses would remain, that a new board of governors for the consolidated institution would be in place by June 1, 2013, that this new board would choose a name for the new college and select a president. The consolidated institution retained the assets of the two merging colleges and were to employ the faculty and staff of the previously separate institutions, eliminating overlapping and redundant positions. Students from each of the colleges became the students of the consolidated institution. It was also specified in the legislation that the consolidated institution would complete the accreditation process by July 1, 2014.

Because of the geographic proximity of these two institutions they have shared resources and collaborated in the past and had even contemplated consolidation. However no specific actions had been taken. It was after the former president of Kanawha Community and Technical College decided in 2013 to retire, that the Chancellor of the West Virginia Community and Technical College System formally proposed a consolidation plan to the Legislature. The West Virginia Community and Technical College System was also anticipating budget cuts of 7.5%. This consolidation was identified as having the potential to provide efficiencies for both institutions.

D. **Unique Aspects of Visit**

This visit is a follow-up to the Fact-Finding Visit which occurred in the fall of 2013 and the actions of the Commission in February of 2014 which approved BridgeValley’s application subject to a focus evaluation which was to occur within six months of the effective date of merger. Such a visit is a requirement of both Commission policy and federal regulations.

E. **Interactions with Organizational Constituencies**

- Board of Governors (3)
- College President
- Senior Vice President of Academic and Student Affairs
- Senior Financial Officer
- Associate Chief CFO
- Manager of Financial and Student Systems
- Chief Human Resources Officer
F. Principal Documents, Materials, and Web Pages Reviewed

Letter March 20, 2014 from Beverly Jo Harris, President to Dr. Sylvia Manning—Effective date of merger

Letter March 18, 2014 from James L Skidmore, Chancellor, West Virginia Council for Community and Technical College Education, to Sylvia Manning- Confirmation of effective date of merger

Senate Bill No. 483

Letter March 10, 2014 from Sylvia Manning, HLC to Dr. Beverly Jo Harris, President.

Public Disclosure Notice on Bridgemont Community and Technical College and Kanawha Valley Community and Technical College

Staff Summary Report to the Board of Trustees for the Change of Control, Structure or Organization- January 30, 2013

Letter 1-30-2014 from Karen Solinski to Dr. Beverly Jo Harris, President


Organizational Profile- BridgeValley Community and Technical College

Letter September 12, 2013 from Karen Solinski to Beverly Jo Harris, President

Letter June 5, 2013 from Joseph L Badgley, President Kanawha Valley and Beverly Jo Harris, President Bridgemont to Karen Solinski, HLC
Letter April 9, 2013 from James L Skidmore, Chancellor, West Virginia Council for Community and Technical College Education, to Sylvia Manning

Institutional Update 2012-1013 Bridgemont Community and Technical College

Institutional Update 2012-2013 Kanawha Valley Community and Technical College

Report of Change Visit, Bridgemont Community and Technical College, June 11-12, 2012

Assurance Section- Comprehensive Visit CTC at WVU Tech

Assurance Section- Comprehensive Visit Kanawha Valley Community and Technical College

Board Policy A-4 - Board of Governors Meetings
Board Policy A-5 - Sexual Harassment Policy
Board Policy A-6 - Title IX Revised
Board Policy A-8 - Sports Programs
Board Policy B-1 - Academic Freedom, Professional Responsibility, Promotion, and Tenure
Board Policy B-3 - Changes in Organization
Board Policy B-5 - Adjunct Faculty
Board Policy B-8 - Faculty and Administrative Productivity
Board Policy B-11 - Professional Development
Board Policy B-12 - Work Scheduling
Board Policy B-13 - Salary Policy
Board Policy B-14 - Salary Enhancement for Academic Achievement
Board Policy B-16 - Affirmative Action and Equal Employment
Board Policy B-17 - Emeritus Status
Board Policy C-1 - Program Review
Board Policy C-3 - Assignment of Credit and Financing Non Credit Instruction
Board Policy C-4 - Accreditation and Degree Standards
Board Policy C-5 - Program Review and Termination
Board Policy D-1 - Student Rights and Responsibilities
Board Policy D-2 - Student Academic Rights

Agenda - Board of Governors Meeting - September 26, 2014
Agenda - Board of Governors Meeting - June 6, 2014
Agenda & Minutes - Board of Governors Meeting - May 9, 2014
II. AREA(S) OF FOCUS

This Report will look at three areas of focus. They are as follows:

1) Appropriateness of the Board Approval (including Compliance with Prior Commitments, Eligibility Requirements and Criteria)
2) Protocol for Hiring Faculty
3) Consolidated Institutions' Strategic Planning
A-1. Statement of Focus

The Focus Visit Team reviewed information provided by the College and visited with multiple constituents to determine the appropriateness of the Board Approval for a change of control. This included the College’s Compliance with prior commitments, eligibility requirements and Criteria.

B-1. Statements of Evidence

- Evidence that demonstrates adequate progress in the area of focus.

Mission

The new mission statement for BridgeValley Community and Technical College was adopted in July 2013 after undergoing an extensive process of soliciting faculty and staff input from both campuses. It is publically displayed on the institution website. The team did not note it displayed on either of the campuses. However, the team has no doubt that there will be continuity of the mission in educational programs.

Board

As reported by the previous review team in the January 2013 Staff Summary Report, the Board of Governors of a temporary “consolidated” institution conducted meetings and fulfilled responsibilities related to a new institution. Interviews with the Board of Trustees, administration and inspection of Board policies, agendas, and minutes reveal that the 16-member transition Board of Governors of the “consolidated” institution governed the institution through July 1, 2014, upon which date the Board composition changed to 12 members as outlined in West Virginia Senate Bill 438. Additional interviews, along with an inspection of Board policy and mission and strategic planning documents, reveals that the Board moved forward with significant functions such as planning and budgeting. The actions of the Board confirm that it is sufficiently autonomous to make decisions in the best interest of the institution and to insure the institution’s integrity.

Policies

As stated in the January 30, 2014, report, BridgeValley was in the process of updating policies and procedures pursuant to the consolidation. Interviews with the Board, faculty and staff and an inspection of the College website reveal that this task is complete with all
current policies listed on the website. An inspection of Board minutes reveals that the Board is engaged in policy review. BridgeValley has fulfilled its commitment to the consolidated institution with the establishment of fair and ethical policies and processes by its governing Board.

Since the HLC visit in October of 2013, all employee policies have been reviewed, developed and vetted through the respective Intra-Campus Councils (ICC) to ensure a unified approach in the consolidated institution. After ICC approval, the policies are approved by Cabinet and then posted for a 30-day public comment period. The Human Resource Department worked closely to develop the internal structure for BridgeValley. The evaluation team was impressed by the opportunity for input into Board policy development. Each subgroup was responsible for the development of policy pertaining to retention, recruitment, information technology, safety, facilities, and academics & workforce. Every subgroup appeared to have representation from administration, faculty and staff. Most of the work was completed by July 1, 2014. The opportunity for input into Board policy and procedure demonstrates the College’s willingness to engage in shared governance.

Change Process

The consolidation of Bridgemont and Kanawha Valley Community and Technical Colleges into BridgeValley Community and Technical College provides one comprehensive community college for Charleston, West Virginia and its surrounding counties. While there were originally some skeptics who voiced concerns about the consolidation as noted in the Fact Finding Report (10/2013), it was reiterated by the Board of Governors and the President that there would be no jobs lost at the two campus locations during the consolidation of the two colleges and the resulting reorganization. The President of the college indicated it would allow her to redefine jobs to build a better, stronger college. The same promise that no one would lose their job from the consolidation was stated at meetings with administrators, faculty and staff. Although it was noted that not every employee would continue to have the same position given the redundancy that would exist after the consolidation, no employees, even those who found themselves in a new position, would be impacted by a pay reduction. During the Focus Visit (9/2014), faculty and staff verified that they had, in fact, received continuous employment. The college had committed to the fact that no one would lose their job, and they have lived up to that commitment. It was noted that not a single grievance had emerged during this process. A number of staff mentioned that their positions had shifted, but they were still employed. The human resources department has verified that team building has been done with classified staff to improve relations among staff in general and with those who have changed positions. Two staff members at the South Charleston location verified they had been retrained for new responsibilities.
Additionally, some attrition had occurred due to retirement but vacant positions were filled with existing personnel.

Any change of this significance can raise concerns for employees given the uncertainty and a specific concern for how they as individuals may be impacted. Participants in every employee group the Team visited noted that there was constant communication throughout the process. It was noted that at every opportunity the President was reassuring. Faculty and staff expressed that the President was exceedingly approachable through the process, allowing individuals to express their concerns and keeping everyone as informed as possible.

Students were also kept informed during the consolidation process. Students on both campuses noted that they were continually receiving e-mail this past spring to keep them informed of what was occurring. They also were provided the opportunity for input on such topics as the school colors and mascot for BridgeValley Community and Technical College.

Providing ease in the interaction of employees within the new consolidated college is important not only for an effective transition but also ongoing operations. In conversations with faculty the Team learned that faculty were relocated to new areas on the campuses based on the newly formed departments thus supporting the new structures. A process has been initiated which will allow mail delivery between the campuses daily. All groups noted that individuals who serve both campus are being seen on both campuses. To promote efficiencies for the College coordination of transportation between the campuses is also occurring.

Conditions of Employment

A concern noted in the Fact Finding Report (October 30-31, 2013) was a difference in pay and tenure requirements of the previous two institutions. Interviews with faculty, administration, and inspection of Board policy confirms that the Board of Governors approved policy changes that eliminate the pay gap over the next three years and also approved a new promotion and tenure policy that applies to all faculty. The actions of the Board of Governors reaffirm its commitment for governance and administrative structures that promote effective leadership.

A concern noted in the Fact Finding Report (October 30-31, 2013) was a difference in working conditions with the classified staff between the two former institutions. Interviews with administration (Human Resources) and staff confirm that the decisions concerning working conditions involving salary placement, working hours, and benefits are defined in state statute and that most staff are very satisfied with the consolidation efforts of the administration. The College has taken steps to ensure
communication within this group of employees through the merger of the classified staff councils from the previously two independent colleges. The team concludes that the institution operates with integrity with its personnel functions.

Fiscal

As stated in the January 30, 2014, report, BridgeValley demonstrated “sufficient fiscal, human and other resources to support its educational program and enhance and strengthen its future.” At that time, the Board played an important role with the establishment of a planning and budgeting process. Interviews with administration, faculty and staff reveal that the College finalized the accounting function with the Board and administration operating with one set of financial statements and one budget beginning with the FY2015. The quick action of the Board and administration confirms that the College operates with integrity in its fiscal responsibilities and processes.

Curriculum and Instruction

The General Education requirements are at the center of each program of study at BridgeValley Community and Technical College and the consolidated college through an inclusive process has determined the general education requirements for all programs at this newly formed institution. All students who attend must complete the necessary general education requirements for their degree. Each academic department at the college is obliged to select the appropriate courses for students to meet their requirements. The reviewing of the general education requirements for this newly consolidated institution was voiced by faculty as a comprehensive process. The academic deans noted that they started with the general education outcomes and looked at what they wanted the new college to look like academically. Their work moved them from five to four outcomes: (1) Communicate effectively by listening, speaking, and writing using appropriate technology; (2) Use quantitative and scientific knowledge effectively to solve problems, manipulate and interpret data, and communicate findings; (3) Demonstrate interpersonal skills and ethical behavior appropriate for living and working in a diverse society, and (4) Apply critical thinking skills to analyze problems and make informed decisions. Faculty were instrumental in the consolidation and transformation of the two general education curriculum to a single general education program for BridgeValley Community and Technical College.

Faculty committees were involved in revising the courses, course descriptions, prerequisites, sequencing and in renaming, and re-numbering of courses. Faculty should be lauded for efforts to get this accomplished in a timely fashion allowing for inclusion of their new single
set of course information in the Fall 2014 course schedule. Moving forward as an ongoing process, faculty from both campuses will come together on committees to recommend courses and course changes in each discipline to the Curriculum Committee and administrators.

In conversation with students and faculty at both campuses, support was shown for the recent implementation of the practice of providing online course shells for all courses within the new consolidated college. Based on students comments it is expected that moving forward students will have an increased expectation of effective use of the online shells to support instructional delivery of on-ground as well as on-line courses.

Students also spoke favorably of the fact that as the College made the needed technological changes for the new institution they also improved ease in usage through the creation of a single-log in system.

As state legislatures have worked to revamp the K-12 system of education, developmental education in higher education was the next logical area of focus. As an outgrowth of common core standards, 44 states have taken aim at making sure high school graduates are ready for college. But a recent shift has been on how well colleges are handling students who must enroll in developmental/remedial education courses. Since developmental course haven't worked as well as expected or produced more college graduates, the President of BridgeValley identified that the developmental education program be overhauled/revamped based on six criteria: (1) identifying baseline performance to determine more successful approaches; (2) developing an evaluation plan early in the coursework; (3) pilot new programs before launching whole college or across the college programs; (4) allowing for flexibility in implementation due to the uniqueness of different colleges; (5) providing professional development to help faculty with new mandates; and (6) involving those who will be implementing the mandates in the planning process. Given these parameters, BridgeValley began viewing its developmental program and placement testing differently. Step one was to implement the initiative of tying the Freshmen Advising Center to developmental education students/program by viewing placement testing in a different way. As noted in the Fact Finding Report (October 2013), the Developmental Coordinator at BridgeValley is competent and ready to make innovative changes in the program. In the Strategic Plan (2014-2015), it has been identified that the College will provide faculty with additional opportunities regarding emerging technology and teaching strategies for developmental students by providing access to education, training and enrichment opportunities on both campuses. Implemented in May 2014, efforts have begun at the college to envision developmental education in a different way. Pathways to Math and Pathways to English permit the faculty and staff to deliver the revised curriculum, Since BridgeValley is already driven by “a culture of assessment to complete
the feedback loop’, faculty and staff have begun the work to achieve state mandates to ensure greater student success.

BridgeValley has continued its efforts to meet the needs of the region. The College has received multiple grants in the amount of $220,000 per program from the state to add new programming. Despite the time demands of the transition, several new programs have been added to the curriculum at the newly formed BridgeValley. They are Diagnostic Medical Sonography, Machine Tool Technology, and Cyber Security.

Course delivery has been integrated across the previously two independent colleges, with faculty at both campuses identifying that they were teaching sections that used either Mondo Pad or Tandberg Technology to provide instruction to students on both campuses simultaneously. One instructor identified that the majority of their current load is being delivered in this format and that it is expected that all courses they will be teaching this spring will be offered across campuses. This practice will support that this is a single institutions while providing the college with efficiencies in course delivery and the opportunity to provide expanded opportunities to students at both campus locations.

In conversation with Workforce Division staff it was noted that the consolidation of these two institutions eliminated the previous competition that existed between Bridgemont Community and Technical College and Kanawha Valley Community and Technical College as each reached out to provide training to employers within the same region. The co-location of these previously independent and competitive divisions to a single location was noted as having been very effective in the establishment a single cohesive unit. This elimination of redundant marketing and outreach should result in efficiency in time and resources and thus allow the College to focus on improved workforce training in the region.

College Processes

As part of the transition process, the administration of BridgeValley Community and Technical College had a task of aligning key deadlines. The administration, working with input from faculty and staff, changed the student refund policy to align with federal regulations concerning financial aid. Interviews with faculty and staff and information in Board policy reveal a “win-win” situation providing greater efficiency for staff and a situation for students to avoid paying back federal financial aid after dropping classes. The actions of the College exhibit a commitment to effective administrative functions.

BridgeValley has not only focused on the combining but also the improvement of service to students during this transition. A new Student ID process has been initiated. The combined catalog is complete and
ready for print. For the first time this fall there was a single combined registration. The application process has also been simplified. Services in financial aid, registration and disability services are being shared across campuses, with employees in these key functional areas alternating their time between the campuses.

Technology

The Board, administration and staff are commended for their time and effort to align the many different processes/systems involving information technology. Data back-up is one of those areas where the alignment is complete. Before the consolidation, there were wide differences between the two former institutions concerning the various systems involving data including email, data backup, internet domains, computer systems, telephone, and disaster recovery. In foresight, the administrations started “sharing” vital positions to assist in the transition to a new consolidated institution, and that decision appeared to assist with a relatively smooth migrating of the different systems. The new information technology department implemented a centralized help desk ticketing process that led to the movement of resources to key areas of concern. According to interviews with the administration, faculty and staff, most are very satisfied with the new consolidated information systems. Although the transition was not perfect, the staff of BridgeValley acknowledged that there were still many minor glitches remaining as the College has not completed a full semester cycle. The foresight by the College demonstrates the commitment to provide high quality services to the students, staff, and community with the goal of minimizing disruptions to all involved.

Graduation

BridgeValley Community and Technical College has moved forward with the implementation of those processes that would designate it as a newly consolidated institution. One of those key processes is the issuance of diploma and degrees to students who have completed their program of study and the holding of the graduation ceremony to celebrate the graduates’ success. This past May a single combined graduation ceremony was held with students receiving a diploma issued by the new consolidated institution of BridgeValley Community and Technical College. Recognizing the potential of students identifying with either Bridgemont or Kanawha Valley, and being sensitive to student desires, students were also provided an opportunity to receive a graduation certificate which would designate the name of the institution in which they originally enrolled.

Freshman Advising Center
The newly created Freshman Advising Center (FAC) was formed to support the needs of students enrolled in the consolidated institution. The primary aim is to provide appropriate placement into college level courses for those students entering BridgeValley. It also provides access to developmental coursework, tutoring and study assistance. In the Strategic Plan (2014-2019), the Freshmen Advising Center was developed to ensure a student centered learning environment and provide adequate support during the critical first semester of attendance at the college. Using FAC allows students to access basic academic services via an on-line portal so they can view grades, register and check on line databases. The FAC could also serve as an early alert system similar to the previous Bridgemont’s early alert system which brings trusted and up-to-date information to students as they negotiate the new college academic environment. Student Services is primarily responsible for its operation. After the first semester, students are assigned to a permanent faculty advisor. The Freshman Advising Center is a concrete example of implementation of the Strategic Plan. In an open forum, one staff member verified that her previous position had been redefined and that the operation of the Center on both campuses was her responsibility. This is an example of the President’s message to staff of redefining rather than eliminating jobs for the purpose of creating a better, stronger consolidated institution.

Students Government/ Activities

The Student Government at the consolidated institution BridgeValley Community and Technical College had representation at meetings at the two campus locations in South Charleston and Montgomery during the Focus Visit (September, 2014). Both groups discussed involvement in the consolidated institution and confirmed they met regularly with the administration to discuss relevant issues during the consolidation based on the Fact Finding Report (October, 2013). Student Government members verified their satisfaction with the single course schedule and were pleased with the expanded course schedule. Given a two day a week class schedule at a different location either South Charleston or Montgomery, they would be interested in taking additional coursework at either campus. Students indicated that a new common e-mail address now exists with the consolidated campuses. Student Government officers for the 2014-2015 have been elected based on the consolidated institution. The team members are satisfied that SGA and other student organizations are acclimated to the newly formed academic environment.

The College engages in a cross-campus “Student Enrichment Hour” on Tuesdays and Thursdays from 1:00 to 2:00 p.m. with the purpose of increasing student participation in clubs and other extracurricular activities. There are no classes going on at this time enabling students and faculty to participate in activities that enrich students’ academic experience.
Branding/Marketing

BridgeValley Community and Technical College has a five year marketing plan to rebrand the college into one unified brand. Prior to July 2009, marketing services were provided through a service agreement with former baccalaureate institutions at both community colleges. At a meeting with the Board of Governors, one member verified that branding and name recognition effort is a high priority and they retained a marketing consultant for the consolidated institution who provides exceptional work in this effort. Further it was noted branding was a key initiative for the public to begin to assimilate the two institutions coming together.

Through the use of multi-media promotions, thus far the marketing consultant has blanketed both campuses. Signage is predominately displayed throughout both campuses. The facilities on the South Charleston campus and in Montgomery reveal an abundant amount of venues displaying signage: building and wall lettering, office signs, door mats and directional/locational signs. Administrators, faculty, and staff don name tags and t-shirts. Individual staff have purchased custom made clothing based on their own personal preferences for clothing items. This public display of BridgeValley branded clothing projects a new found pride in the consolidated campus. One staff member when asked was excited to discuss the meaning behind the logo symbol demonstrating a complete understanding of the branding. The staff was completely abreast of the combo symbol. Branding has helped to bond together administrators, faculty and staff on both campuses.

The consolidated institution has the funds sufficient to support the BridgeValley branding efforts. The new brand represents a combining of various aspects of each of the previously existing brands which speaks to a wide audience of constituents. During registration, students acknowledged they received free t-shirts and student planners that display the brand. The BridgeValley website, a primary source of open communication to the public, and the displayed logo assures name recognition to the public about the unified campuses. At the 2013-2014 graduation, students were pleased to see the new consolidated name on their diplomas with the brand logo symbol as they recognized the importance of the first combined graduation ceremony for the newly formed BridgeValley Community and Technical Community College.

Consistent with the Strategic Plan, the college is developing a Marketing Council consisting of faculty and staff to assess the marketing strategies used to promote the college to the community and industry through recruiting, marketing, branding and events. The Marketing Council
highlighted in the Strategic Plan (2014-2015) should find ways to market the BridgeValley brand with employers in West Virginia to help students readily find jobs by the new name recognition of the college. The Team believes BridgeValley will continue to fulfill its commitment to brand/market the single college moving forward.

- **Evidence that demonstrates that further organizational attention is require in the area of focus.**

As the College moved forward in the offering of courses this fall it needed to identify a method that could be in place for students to obtain their needed text books. This was accomplished. However it should be noted that students on both campuses expressed frustration with the service being provided by the current vendor. Faculty also expressed concerns and frustrations related to students who did not have their text well into the semester. Although not uniquely the result of the consolidation the College would serve its students well to continue conversation with students learning the specifics of the concerns and researching the effectiveness of other alternatives. The college could reach out to other colleges, seeking those that appear to be pleased with their text book provider. Additionally the college should research what some colleges have done to reduce student text book cost through the use of open-source text books.

In conversation with students questions were raised as to whether the local community would recognize the newly consolidated college as they had the previous institutions. Specifically, students had identified community discounts that had been provided to possibly one of the two colleges and were uncertain if these same businesses would honor the new student ID. As the College proceeds in clarifying this for students it will also have an opportunity to educate the community concerning the formation of the new consolidated BridgeValley Community and Technical College.

- **Evidence that demonstrates that further organizational attention and Commission follow-up are required.**

None was noted

- **Evidence is insufficient and demonstrates that Commission sanction is warranted.**

None was noted.
A-2. Statement of Focus

It was identified that the Team should review and evaluate BridgeValley’s protocol for hiring faculty who have professional or technical experience in lieu of academic credential to ensure the policy is sufficiently detailed and well understood across the institution.

B-2. Statements of Evidence

- Evidence that demonstrates adequate progress in the area of focus.

BridgeValley Community and Technical College identifies its commitment to the hiring of qualified faculty and articulates its expectation relative to faculty qualifications clearly and concisely in Campus Regulation CR-B-14-2, which became effective August 1, 2014. In reviewing board policy the Team noted that the minimum qualifications for General Education Faculty include either the completion of a master’s degree in the discipline or a master’s degree and 18 credits in discipline. Technical Degree Faculty may meet minimum requirements through various means which include a degree one level above what is being taught, specific certifications or licensure, or a BA degree. If minimum qualifications are not met conditional appointment of technical degree faculty may be granted base upon completion of 6-9 credits annually toward the expected degree. A review of not only full-time but also adjunct faculty indicate that the college has well qualified instructors and that any instructors hired as a conditional appointment are truly required to fulfill the expectations as outlined in the policy. It was noted in conversation that faculty in the past who have not met this expectation were not hired back.

The State of West Virginia has implemented a Board of Governor’s Degree which has been specifically designed for individuals from industry who may not have a BA but would now like to teach at the post-secondary level. This program which awards credit for work related knowledge learned outside of a classroom is a highly accepted program. BridgeValley encourages all technical faculty who may not have their BA to pursue this opportunity.
• Evidence that demonstrates that further organizational attention is required in the area of focus.

The Team reviewed the degree level completion and the teaching assignments for all adjunct general education faculty. It was noted that with the exception of one individual who has been teaching for many years at the college all adjunct faculty meet the policy relative to teaching qualifications. In speaking with the college administration it was determined that this individual was being grandfathered under the new policy but that it was the College’ intention to grandfather no other individuals in the future. To avoid any potential confusion or questioning in the future it is the Team’s recommendation that the College place into writing that they would not be allowing for any additional exceptions in the future.

• Evidence that demonstrates that further organizational attention and Commission follow-up are required.

None was noted.

• Evidence is insufficient and demonstrates that Commission sanction is warranted.

None was noted.

A-3. Statement of Focus

As the College had not completed a strategic plan for the new institution at the time of the fact finding visit, the Focus Visit Team was to review the consolidated institution’s strategic plan.

B-3. Statements of Evidence

• Evidence that demonstrates adequate progress in the area of focus.

BridgeValley CTC’s Board approved a five-year strategic plan for the new consolidated institution on September 26, 2014 which is based on the
College’s Mission Statement. The Strategic Plan (2014- 2019) represents the main goals of the consolidated institution in the three major divisions - Academic & Student Affairs, Administrative Support and Workforce & Economic Development. It focuses the College’s attention on student success, institutional success, and community & industry success.

Interviews with the Board, faculty, staff, and students confirmed that the College, in the development of the strategic plan had implemented an appropriately inclusive planning process. The planning process was cross functional and involved everyone at the institution. The College hosted an all-employee day and provided many other opportunities for input into the strategic plan. All work divisions –Business & Legal Studies, Enrollment, Extended Learning, Financial Affairs, General & Transfer Education, Health, Human Resources, Information & Operations, Library Services, Marketing, Office of the Registrar, Student Services Division, Technology, and Workforce & Economic Development were involved in the creation of the Strategic Plan, identifying areas within their scope that needed work over the next five years. Group meetings occurred that included discussion of both immediate and long-term areas of focus. The plan includes three to four strategic goals for each of the 14 main systems for the next five years.

Based on the Monitoring Report (July, 2011) the consolidated institution described that the previous planning began with the mission and goals of the institution and are linked to the budget and the informed data from assessment of student learning performance processes. State priorities for public institutions of higher education in West Virginia drive the planning and is reflected in the college’s budget.

Faculty spoke to several examples of the strategic plan being put into action. These included reorganization by moving faculty offices which are consistent with defined divisions; a new department formed in Business & Legal Studies; departmental meetings including activity related to the curriculum and the development of the portfolio system; general education and the catalog; replacing signage throughout the campuses; and changing the general education outcomes from five to four outcomes.

Inspection of the strategic plan and interviews with the Board and administration confirm that there will be an annual review and update to the plan where the College may monitor key results and link the plan to the annual budget development process. Based on the Focused Visit, the team is satisfied that the newly consolidated institution using the Strategic Plan 2014-2015 has planned effectively and is moving forward with the plan meeting deadlines as projected.
• Evidence that demonstrates that further organizational attention is required in the area of focus.

None were noted.

• Evidence that demonstrates that further organizational attention and Commission follow-up are required.

None were noted.

• Evidence is insufficient and demonstrates that Commission sanction is warranted.

None were noted.

C. Other Accreditation Issues [If applicable]

None applicable

D. Recommendation of Team

The Team recommends no additional follow-up is needed on the topics identified as a part of this monitoring focus visit and would recommend that the next comprehensive visit occur in five year, or 2019-2020

• Evidence sufficiently demonstrated. No Commission follow-up recommended.

The Team has ascertained that the Change of Control, Structure and Organization as approved for BridgeValley Community and Technical College was appropriate and that the College has complied with any commitments made as a part of this consolidation. Additionally the College is complying with the Eligibility Requirements and the Criteria for Accreditation.

The Team reviewed both the Campus Regulations on the required academic credentials for faculty and the actual hiring practices as related to faculty currently under contract and found them to meet the expectations of an institution of higher learning.

BridgeValley Community and Technical has met the expectations for the creation of a Strategic Plan for the newly consolidated College.
F. Rationale for the Team Recommendation

The Team was exceedingly impressed with the comprehensiveness in which the Board, the administration, the faculty and staff, not only tackled a number of issues required for the consolidation of two separate institutions within a very short period of time—but used this process to lay the groundwork for a collaborative culture, focusing on using this as an opportunity for improvement. The mission for BridgeValley has been identified, the new Board and Administration are in place, a single set of policies have been developed, faculty have created a single curriculum for the institution and numerous process, have been revised and improved. From the single graduation last May to the single college catalog, and fall course registration process BridgeValley is truly operating as a single institution.

III. STATEMENT OF AFFILIATION STATUS

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<tr>
<th>Affiliation Status</th>
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<td>Nature of Organization</td>
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<td>Legal status</td>
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<td>Degrees awarded</td>
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<td>Conditions of Affiliation</td>
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<td>Approval of degree sites</td>
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Campuses- South Charleston WV and Montgomery WV
Additional Locations - Carver Career Center - Charleston, WV; Charleston Job Corps Center - Charleston, WV; Mt. Olive Correctional Center - Mt. Olive, WV;

Approval of distance education degree
The Commission is applying changes to stipulations for distance education approval. Some institutions are currently under review to ensure conformity with the policies. This entry will be updated in the coming months following completion of that review.

Reports required

Progress Report
None required

Monitoring Report
None required

Contingency Report
None required

Other Visits Scheduled
None

Commission Sanction or Adverse Action
Not Applicable

Requirements for Removal of Probation
Not Applicable

Summary of Commission Review
Year for next comprehensive evaluation 2019-2020
STATEMENT OF AFFILIATION STATUS WORKSHEET

INSTITUTION and STATE: BridgeValley Community and Technical College WV

TYPE OF REVIEW: Focused Visits

DESCRIPTION OF REVIEW: A visit no later than September 2014 focused on ascertaining the appropriateness of the Change of Control, Structure, or Organization approval and the institution's compliance with any commitments made in the Change of Control application and with the Eligibility Requirements and the Criteria for Accreditation. In this review, the team will also evaluate the institution's protocol for hiring faculty members who have professional or technical experience in lieu of academic credentials to ensure that the policy is sufficiently detailed and well understood across the institution, and the team should review the consolidated institution's strategic plan.

DATES OF REVIEW: 09/29/2014 - 09/30/2014

☐ No Change in Statement of Affiliation Status

Nature of Organization

CONTROL: Public

RECOMMENDATION: None

DEGREES AWARDED: Associates, Certificate

RECOMMENDATION: None

Conditions of Affiliation

STIPULATIONS ON AFFILIATION STATUS:
Prior Commission approval is required for substantive change as stated in Commission policy.

RECOMMENDATION: None

APPROVAL OF NEW ADDITIONAL LOCATIONS:
Prior Commission approval required.

RECOMMENDATION: None
Recommendations for the
STATEMENT OF AFFILIATION STATUS

APPROVAL OF DISTANCE EDUCATION DEGREES:
The Commission's policies and definitions for distance and correspondence education recently underwent significant change. Some institutions are currently under review to ensure conformity with the revised policies. This entry will be updated in the coming months following completion of that review.

RECOMMENDATION: Approved for distance education courses and programs. The institution has not been approved for correspondence education.

ACCREDITATION ACTIVITIES:
Monitoring, Focused Visit: 09/29/2014
A visit no later than September 2014 focused on ascertaining the appropriateness of the Change of Control, Structure, or Organization approval and the institution's compliance with any commitments made in the Change of Control application and with the Eligibility Requirements and the Criteria for Accreditation. In this review, the team will also evaluate the institution's protocol for hiring faculty members who have professional or technical experience in lieu of academic credentials to ensure that the policy is sufficiently detailed and well understood across the institution, and the team should review the consolidated institution's strategic plan.
Multi Campus Visits, Campus Evaluation Visit: 05/22/2013
A visit to the new main campus at 2000 Union Carbide Drive, South Charleston, WV 25303 is required within six months initiation of instruction and matriculation of students.

RECOMMENDATION:

Summary of Commission Review

YEAR OF LAST REAFFIRMATION OF ACCREDITATION: 2009 - 2010

YEAR FOR NEXT REAFFIRMATION OF ACCREDITATION: 2019 - 2020

RECOMMENDATION: No change.
INSTITUTION and STATE: 2851 BridgeValley Community and Technical College  WV

TYPE OF REVIEW: Monitoring: Focused Visits

DESCRIPTION OF REVIEW: A visit no later than September 2014 focused on ascertaining the appropriateness of the Change of Control, Structure, or Organization approval and the institution's compliance with any commitments made in the Change of Control application and with the Eligibility Requirements and the Criteria for Accreditation. In this review, the team will also evaluate the institution's protocol for hiring faculty members who have professional or technical experience in lieu of academic credentials to ensure that the policy is sufficiently detailed and well understood across the institution, and the team should review the consolidated institution's strategic plan.

☐ No change to Organization Profile

Educational Programs
Programs leading to Undergraduate
Associates 50
Bachelors 0

Programs leading to Graduate
Doctors 0
Masters 0
Specialist 0

Certificate programs
Certificate 30

Recommended Change:

Off-Campus Activities:
In State - Present Activity
Campuses: None.

Additional Locations:
Carver Career Center - Charleston, WV
Charleston Job Corps Center - Charleston, WV
Mt. Olive Correctional Center - Mt. Olive, WV
**Recommended Change:** In addition to the above additional locations, add the following campuses: South Charleston, WV and Montgomery, WV

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<thead>
<tr>
<th>Out Of State - Present Activity</th>
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<tbody>
<tr>
<td>Campuses: None.</td>
</tr>
<tr>
<td>Additional Locations: None.</td>
</tr>
</tbody>
</table>

**Recommended Change:** No change

<table>
<thead>
<tr>
<th>Out of USA - Present Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campuses: None.</td>
</tr>
<tr>
<td>Additional Locations: None.</td>
</tr>
</tbody>
</table>

**Recommended Change:** No change

**Distance Education Programs:**

**Present Offerings:**
- Associate 41.9999 Science Technologies/Technicians, Other AAS Technical Studies: Highway Engineering Technician Internet
- Associate 24.0101 Liberal Arts and Sciences/Liberal Studies AS General Studies Internet
- Associate 46.0505 Blasting/Blaster AAS Blasting Technology Internet
- Associate 24.0102 General Studies A.S. in General Studies Internet

**Recommended Change:** The institution has Commission approval to offer courses and programs through distance learning.

**Correspondence Education Programs:**

**Present Offerings:**
- None.

**Recommended Change:** None

**Contractual Relationships:**

**Present Offerings:**
- None.

**Recommended Change:** None

**Consortial Relationships:**

**Present Offerings:**
Associate 12.0503 Culinary Arts/Chef Training Associate - 12.0503 Culinary Arts/Chef Training (Culinary Arts, A.A.S.)

Associate 51.0808 Veterinary/Animal Health Technology/Technician and Veterinary Assistant Associate - 51.0808 Veterinary/Animal Health Technology/Technician and Veterinary Assistant (Veterinary Technology, A.A.S.)

Associate 51.0908 Respiratory Care Therapy/Therapist Associate - 51.0908 Respiratory Care Therapy/Therapist (Respiratory Therapy, A.S.)

Certificate 15.0699 Industrial Production Technologies/Technicians, Other Certificate - 15.0699 Industrial Production Technologies/Technicians, Other (Advanced Manufacturing Technology, Chemical Operators Concentration)

**Recommended Change:** None