



West Virginia University at Parkersburg

Strategic Plan

2004-2009

West Virginia University at Parkersburg's 2004-2009 strategic plan is the result of a campus-wide process of analysis, goal setting, communication and evaluation with the institution's mission as its core. Members of the college community, including the Planning Council which represents campus constituent groups, have reviewed all relevant documents related to planning in developing this five-year strategic plan.

Mission

West Virginia University at Parkersburg provides community-focused, accessible education dedicated to academic excellence and designed to prepare students to achieve their potential. A regional campus of West Virginia University, WVU at Parkersburg is an open admission institution that delivers academic and career programs ranging from certificates to select baccalaureate degrees. The institution also serves as a host site for graduate education. WVU at Parkersburg with its Jackson County Center offers educational, social and cultural opportunities; encourages life-long learning; supports economic and workforce development; promotes progressive partnerships, and advances regionally and globally responsive education in a student-centered learning environment.

Vision

WVU Parkersburg will be the regional college of choice as a student-centered, accessible learning community, dedicated to excellence in teaching and service, guided by shared values and principles, and committed to exceeding student and workforce development expectations.

Values

West Virginia University at Parkersburg Values:

- Integrity: exemplify personal integrity, intellectual integrity, and ethics in all we do.
- Respect: demonstrate civility and tolerance toward others.
- Inclusiveness: embrace diversity, individual and group, in the broadest sense.

- Partnerships: develop responsive and productive alliances with our campus and communities.
- Creativity and Innovation: encompass creativity and innovation in all aspects of the college.

Strategic Goals

Recruitment and Retention of Faculty and Staff

Recruit highly qualified diverse faculty and staff, and provide an environment that encourages retention.

Objectives:

- *Meet or exceed goals in Affirmative Action Plan.*
- *Offer professional development opportunities and salary that encourages retention.*
- *Provide workspaces that are conducive to academic excellence.*
- *Develop a plan for addressing institutional memory and expertise “brain drain.”*
- *Create opportunities for celebration and social interaction.*
- *Develop strategies for equitable compensation.*
- *Develop strategies for addressing workload.*
- *Develop a program of support services for the college’s cadre of adjunct faculty.*
- *Develop a national recruitment campaign for a diverse pool of faculty and staff.*

Key Indicators:

- *Increase in employee diversity.*
- *Retention rate of employees.*
- *Improved work space.*
- *Progress on salary increases*
- *Professional development.*

Enrollment Management

Meet or exceed enrollment projections made in the Spring 2004 Strategic Planning Report (2% each year) using strategies such as scheduling, course and program delivery, and general student recruitment and retention efforts.

Objectives:

- *Introduce and communicate college goals to community.*
- *Develop class schedule that facilitates access in enrollment.*
- *Make student recruitment will be campus-wide effort.*
- *Develop programs that encourage retention.*
- *Develop an honors program.*
- *Ensure courses and programs meet the needs of the community.*
- *Develop a data collection system on retention of students.*

- *Develop plan for community outreach.*
- *Develop an enrollment management plan.*

Key Indicators:

- *Noel Levitz Survey/Community College Survey of Student Engagement (CCSSE)*
- *Headcount and FTE enrollment.*
- *Courses, class schedule and program delivery (# of course offerings, # of course cancellations).*
- *Course completion, student retention (general population and specific cohorts).*
- *Success rate of transfer students.*
- *Students' achievement of their stated goals (percentage rate).*
- *Graduation rate.*

Technology

Value and embrace the application of technology to improve access, enhance instruction, support student services and facilitate communication and information sharing.

Objectives:

- *Implement online registration.*
- *Enhance internal web based communication capabilities.*
- *Position telecommunications systems to support emerging technologies.*
- *Provide appropriate technology training for all constituencies.*
- *Expand and integrate technology in management of facilities.*
- *Develop Technology Plan.*

Key Indicators:

- *Increased access via technology – online registration/integrated web-based portal.*
- *Expansion of instructional technology - Smart classroom, e-learning platform applications.*
- *Technology to support student services, and facilitate communication and information sharing.*
- *Number of faculty, staff and students who participate in training in the use of technology.*
- *Better control of mechanical system (HVAC, lighting, etc.); reduced utility consumption.*

Environment

Provide a comfortable, safe, aesthetically pleasing, and student-centered atmosphere that will encourage learning and intellectual interaction. The campus will exemplify our commitment to excellence and cultivate a feeling of pride and ownership.

Objectives:

- *Develop a Facilities Master Plan and begin implementation.*
- *Develop a mandatory training program to foster social responsibility and civility among faculty, staff and students.*
- *Develop a safety plan.*

Key Indicators:

- *Comfortable, safe, aesthetically pleasing atmosphere.*
- *Student centered atmosphere.*
- *New efforts to show commitment to excellence and cultivation of a feeling of pride and ownership.*
- *Emphasis on collegial aspect of facilities that fosters greater community connection to the institution.*

Resource Development

Build public and private sector relationships to acquire new resources and revenue streams for college operations (programs, capital projects and general operations.)

Objectives:

- *Build partnership opportunities with community based organizations, school districts, government, business and industry.*
- *Research available grant opportunities and submit applications for those that match college priorities.*
- *Refine processes for fundraising and development.*
- *Retain present donors and cultivate potential donors.*
- *Identify resources needed to achieve strategic plan.*

Key Indicators:

- *Program growth.*
- *Grant applications submitted.*
- *Grants funded.*
- *Number of new partnerships.*
- *Updated list of resources needed.*
- *Foundation has strategic plan.*
- *Growth of donor base.*

Planning Council Members

Marie Foster Gnage, President (Chair)

Joe Badgley, Dean of Academic Affairs

Dottie Bibbee, Faculty Senate Representative

Cindy Kelley, Division Chair Representative

J. B. Skidmore, Staff representative

Kelli Barton, Student representative

Dotty Muir, Dean of Students

David Bell, Dean of Business, Industry & Development Services

Jack Simpkin, Chief Financial Officer
Connie Dziagwa, Executive Director of Communications and Public Relations
Curt Fulmer, Director, Institutional Research and Outcomes Assessment
David Cunningham, Director, Facilities and Services
Pam Braden, Director, Jackson County Center
Dan Williamson, Director, Computer Services
Paul Daugherty, Executive Director of the WVU Parkersburg Foundation

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