



# Mid-Year Strategic Plan Implementation Report

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FOR THE 2016-2017 ACADEMIC YEAR

July 1, 2017

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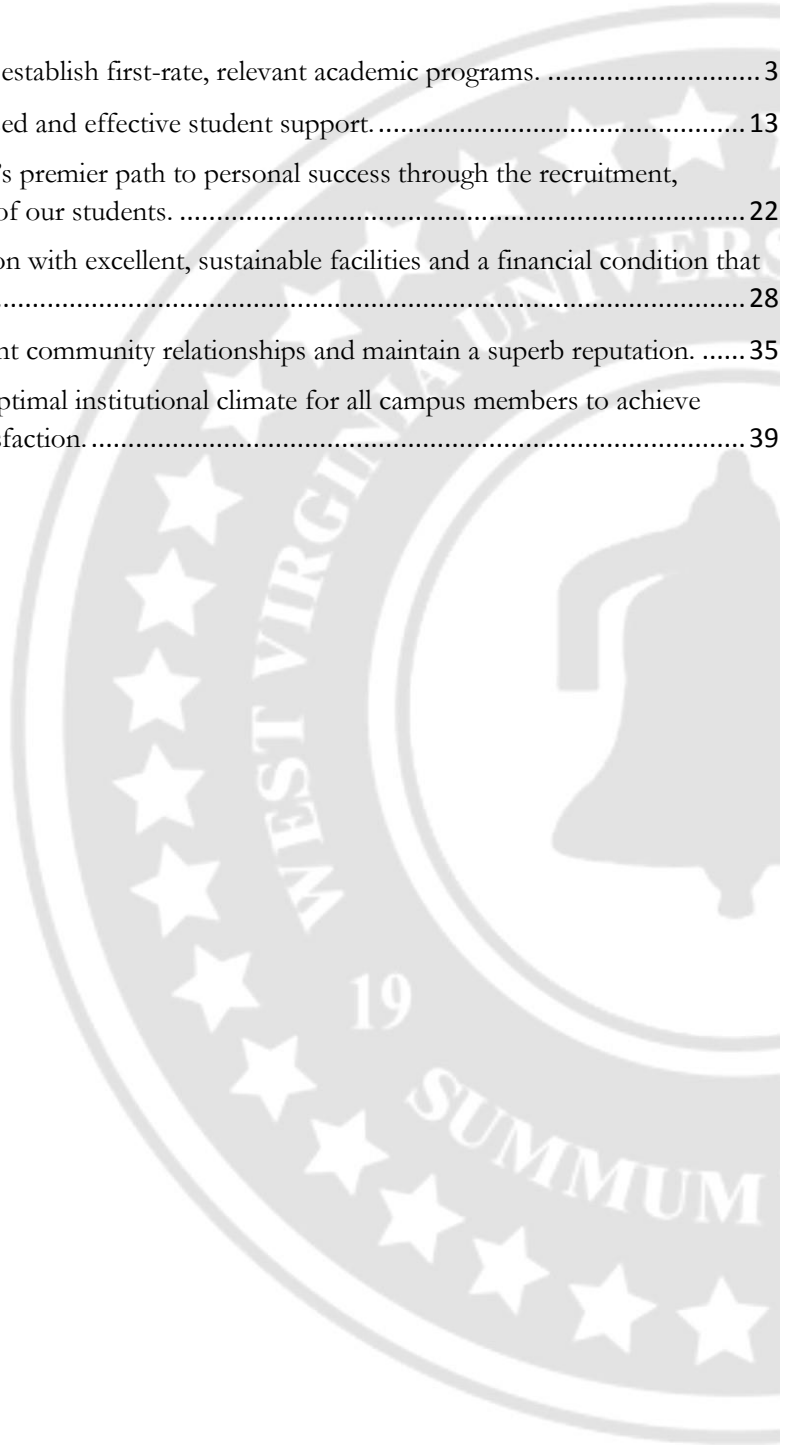
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**GOAL A: The College will maintain and establish first-rate, relevant academic programs.**

<b>A. GOAL: The College will maintain and establish first-rate, relevant academic programs.</b>		
<b><u>Objectives</u></b>	<b><u>Assessments</u></b>	<b><u>HLC Criterion</u></b>
<b>1. Develop new quality certificate, associate, and bachelor degree programs using student interest and market feedback.</b>	1. Number of bachelor degree programs developed, market-based justification and quality assessment. 2. Adherence to projected revenue plan for each program.	Teaching and Learning; Quality, Resources, and Support
<b>Report on Assessments</b>  Based on student interest and the market need for highly-skilled graduates with additional skills in supervision and management, the BAS in Supervisory Management was developed and approved by the Curriculum Committee. Additionally, using information gained from the Sector Strategies meetings, a new Certificate in Information Technology with competitive Learn and Earn opportunities with local employers for students developed. Further opportunities in many areas are being explored, particularly in the health sciences.		
<b>Specific Objective Activities</b>  1. Development of BAS in Supervisory Management 2. Development of Certificate in Information Technology with Learn and Earn		
<b>Proposed Modifications to this Objective</b>  None.		

A. GOAL: The College will maintain and establish first-rate, relevant academic programs.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
2. Increase overall enrollment in academic programs.	1. Increase enrollment growth of each program by 22% program	Mission
<p><b>Report on Assessments</b></p> <p>The academic division is constantly reviewing opportunities to improve enrollment and retention. This fall we have focused on improving classroom content and delivery.</p>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. Consolidation of number of sections of courses in order to increase efficiency of course loads and improve student success.</li> <li>2. Weekly “War Room” meeting of cross-departmental group for strategies on improving enrollment and retention.</li> <li>3. Spring 2017 training for implementation of “Quality Matters” type courses for two programs and all newly created online courses. Summer 2017 implementation of this best practice in as many courses as possible.</li> <li>4. Use of data to specifically identify students for intervention to improve semester-to-semester retention.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

A. GOAL: The College will maintain and establish first-rate, relevant academic programs.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>3. Develop a new general education program and New Student Seminar for all first-time students by Spring 2017 infused with workforce skills.</b></p>	<ol style="list-style-type: none"> <li>1. Successful development, implementation and inclusion in catalog of new General Education program and New Student Seminar.</li> <li>2. Adhering to Series 11 guidelines and embracing the six strands for General Education requirements will be implemented in every WVUP academic program by Fall 2016.</li> <li>3. More than 85 percent of all incoming new students will enroll in New Student Seminar courses each semester beginning in Fall 2016.</li> </ol>	<p>Teaching and Learning: Quality, Resources, and Support</p>
<p><b>Report on Assessments</b></p> <p>The General Education program was reviewed and major changes were made to all programs during 2015-16. The General Education objectives were implemented for 2016-17. A New Student Seminar (College 101) was piloted for most new students in the Spring 2017 semester and is implemented for 2017-18 for all new students.</p>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. General Education program fully implemented and continued for 2017-18.</li> <li>2. New Student Seminar (College 101) piloted in Spring 2017 and implemented for all new students in Fall 2017.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p> <p>Take workforce skills out of College 101 and create other program which dovetails with actual academic courses. The division would like to initiate a pilot in fall 2017.</p>		

A. GOAL: The College will maintain and establish first-rate, relevant academic programs.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>4. Develop bachelor degree articulation agreements with West Virginia University for programs not currently offered at West Virginia University at Parkersburg.</b></p>	<ol style="list-style-type: none"> <li>1. Increase number of articulations developed to 10.</li> <li>2. Use survey based data to identify what articulations are supported by the regional student base.</li> <li>3. Growth in number of students who transfer to West Virginia University by 10 percent.</li> </ol>	<p>Mission</p> <p>Teaching and Learning: Quality, Resources, and Support</p>
<p><b>Report on Assessments</b></p> <p>Articulations with WVU are now finalized for the following degrees:                      Aerospace Engineering (B.S.); Animal and Nutritional Sciences (B.S., B.S.A.); Biology (B.A., B.S.), Civil Engineering (B.S.); Chemical Engineering (B.S.); Chemistry (B.A., B.S.); Computer Engineering (B.S.); Electrical Engineering (B.S.); Environmental and Energy Resources Management (B.S.); Environmental and Natural Resource Economics (B.S.); Environmental Protection (B.S.A.); Human Nutrition and Foods (B.S.); Industrial Engineering (B.S.); Math (B.A., B.S.); Mechanical Engineering (B.S.); Mining Engineering (B.S.); Physics (B.A., B.S.); Criminology (B.A.); English (B.A.); History (B.A.); International Studies (B.A.); Music (B.A.); Psychology (B.A., B.S.); Sociology/Anthropology (B.A.); Strategic Communications (B.S.)</p>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. STEM Division Chair worked with WVU articulation coordinator to finalize the above articulations (1+3 and 2+2).</li> <li>2. Music Professor worked with WVU music department to complete the only articulation with WVU in Music. Agreement is a 2+2.</li> <li>3. Art Professor, HFA&amp;SS Chair, and VPAA met with WVU art department to continue progress on 2+2 articulation. Work is ongoing.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

<b>A. GOAL: The College will maintain and establish first-rate, relevant academic programs.</b>		
<b><u>Objectives</u></b>	<b><u>Assessments</u></b>	<b><u>HLC Criterion</u></b>
<b>5. Improve quality of online courses.</b>	1. Increase percentage of online courses that are assessed and approved using the Quality Matters Standard for Online Course Design by 20 percent.	Teaching and Learning; Evaluation and Improvement
<b>Report on Assessments</b>		
The academic division has adopted the “Quality Matters” philosophy and is working to infuse those concepts into all courses; especially online courses.		
<b>Specific Objective Activities</b>		
<ol style="list-style-type: none"> <li>1. All academic chairs and the VPAA have administrator access to online components of courses in order to review courses for findability and usability.</li> <li>2. Spring 2017 faculty in online programs participated in Quality Matters training.</li> <li>3. Summer 2017 online courses transitioned from prior LMS to new content, where necessary, utilizing “quality matters” philosophy and practices.</li> <li>4. New courses as well as those in the RN-BSN Degree, Child Development, and BAS in Supervisory Management identified for specific review as a pilot.</li> <li>5. All online courses will be reviewed after completion of the pilot.</li> </ol>		
<b>Proposed Modifications to this Objective</b>		
None.		



A. GOAL: The College will maintain and establish first-rate, relevant academic programs.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>6. Provide realistic career pathways for students by offering excellent advising and career services guidance.</b></p>	<ol style="list-style-type: none"> <li>1. Identify number of documented students that use career guidance activities using Academic Year 2015-2016 as a base line.</li> <li>2. Increase student satisfaction with New Student Advising and Academic Advisors as determined by regular semester survey.</li> <li>3. Reduce by 10 percent the number of students who exceed the maximum hour limitation of federal financial aid on a yearly basis with Academic Year 2015-2016 as a base line.</li> </ol>	<p>Mission</p> <p>Integrity: Ethical and Responsible Conduct</p> <p>Teaching and Learning: Quality, Resources, and Support</p>
<p><b>Report on Assessments</b></p> <p>Career Services has been moved to the Institutional Advancement Division to improve connection with the Center for Student Services and the Professional Advising Center during the student orientation process, continue providing in-class seminars and workshops, and build community employment connections.</p>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. Professional Advising Center has been operational for one year serving all new students.</li> <li>2. All degrees have implemented the GPS model for student advising and created Academic Maps for an identifiable pathway to degrees.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

A. GOAL: The College will maintain and establish first-rate, relevant academic programs.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>7. Increase experiential and work-based learning opportunities including field placement, workplace learning opportunities, cooperative education, and credit for prior learning.</b></p>	<ol style="list-style-type: none"> <li>1. Increase the number students in field placement by 15 percent.</li> <li>2. Increase the number of students involved in workplace learning opportunities by 15 percent.</li> <li>3. Increasing the number of students participating in cooperative learning by 15 percent.</li> <li>4. Increasing the number of students granted credit for prior learning.</li> <li>5. Increasing the number of academic programs accepting credit for prior learning from four to six.</li> </ol>	<p>Mission</p> <p>Teaching and Learning: Evaluation and Improvement</p>
<p><b>Report on Assessments</b></p> <p>With increased overall enrollment over time field placements will increase in the Health Sciences and Education divisions. Continuing development of Learn and Earn opportunities with industry in programs such as CIT, E&amp;I, IM, MTEC, and Process Technology. Cooperative education will be evaluated for effectiveness to increase student participation. Prior learning credit opportunities exist in BOG, RBA, Occupational Development, and Technical Studies and are being evaluated in other degree programs. Also, articulations and true +2 degrees are in process.</p>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. Learn and Earn continued in E&amp;I, Process Technology, and CIT.</li> <li>2. New Learn and Earn agreement in process for MTEC.</li> <li>3. Cooperative education to be evaluated by Academic Affairs and Career Services.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

A. GOAL: The College will maintain and establish first-rate, relevant academic programs.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>8. Develop and implement world-class semester class schedules that promote day, evening or online tracks for increased student enrollment. Ensure standard start times for each class period across the curriculum to create easy access to increased student enrollment.</b></p>	<ol style="list-style-type: none"> <li>1. Spring 2017 schedule will be completely revamped using student enrollment and success principles.</li> <li>2. Increase enrollment by 3-5 percent each term, beginning Spring 2017</li> </ol>	<p>Mission</p> <p>Teaching and Learning: Quality, Resources, and Support</p>
<p><b>Report on Assessments</b></p> <p>Class schedules have been re-structured and being implemented for spring 2017.</p>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. Standard start times implemented.</li> <li>2. Day, evening, online tracks continued.</li> <li>3. Increase in average class size and number of FTEs in Spring 2017.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

<b>A. GOAL: The College will maintain and establish first-rate, relevant academic programs.</b>		
<b>Objectives</b>	<b>Assessments</b>	<b>HLC Criterion</b>
<p><b>9. Develop and implement the Guided Pathway to Success model.</b></p>	<ol style="list-style-type: none"> <li>1. Revise and implement academic maps that embed all GPS principles.</li> <li>2. Launch full-time professional advising center by summer 2016.</li> <li>3. By fall 2017, ensure all classes in academic maps are available for students to take during each designated term.</li> </ol>	<p>Mission</p> <p>Teaching and Learning: Quality, Resources, and Support</p>
<p><b>Report on Assessments</b></p> <p>GPS implemented in Spring 2017. Academic Maps implemented and finalized for all degrees for Fall 2017.</p>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. Math and English in first semester of all academic programs.</li> <li>2. COLL 101 created and piloted Spring 2017, implemented for all new students Fall 2017.</li> <li>3. Professional Advising Center in operation for one year.</li> <li>4. Academic Maps finalized for 2017-18 catalog.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

<b>A. GOAL: The College will maintain and establish first-rate, relevant academic programs.</b>		
<b>Objectives</b>	<b>Assessments</b>	<b>HLC Criterion</b>
<p><b>10. Reorganize Workforce to expand mission to include economic development and increased engagement in the community.</b></p>	<ol style="list-style-type: none"> <li>1. Combine all disparate functions of workforce across the campus into one fully functioning high functioning unit by summer 2016.</li> <li>2. Develop metrics to create consistent movement toward increased operability and profitability during 2016-7</li> <li>3. Develop and implement business incubator concept to promote regional economic entrepreneurship and viability by fall 2017.</li> </ol>	<p>Mission</p> <p>Resources, Planning, and Institutional Effectiveness</p>
<p><b>Report on Assessments</b></p> <p>Workforce was reorganized to Workforce and Economic Development in Summer 2016</p>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. In addition to executive director, WED has an account executive with specified metrics and sales goals.</li> <li>2. WED exceeded revenue goal for 2017-18.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p> <p>Regional business incubator is being established by Mid-Ohio Valley community leaders and WVUP faculty and representatives are actively involved with the group. Therefore, necessary to consider change to business incubator to a student-focused incubator or “maker space.”</p>		

**GOAL B: The College will provide focused and effective student support.**

<b>B. GOAL: The College will provide focused and effective student support.</b>		
<b>Objectives</b>	<b>Assessments</b>	<b>HLC Criterion</b>
<p><b>1. Ensure that all students are provided with sufficient financial support and have full access to eligible benefits.</b></p>	<p>1. Implement Benefits Access Counselor position.</p> <p>2. Increase the number of students using the Benefits Access Counselor Office by 20%, using 2016-2017 as a base line year.</p>	<p>Teaching and Learning: Quality, Resources, and Support</p>
<p><b>Report on Assessments</b></p> <p>1. The Temporary Assistance for Needy Families (TANF) counselor, Director of Student Support and the Office of the Vice President for Student Services have taken over the functions of the Benefits Access Counselor.</p> <p>2. Baseline Established. See Below.</p>		
<p><b>Specific Objective Activities</b></p> <p>1. Benefits counseling is now being primarily handled through the Office of Student Support (OSS), which oversees Student Counseling, ADA accommodation, Veteran Resources, and TANF counseling. These activities are supported by the Student Emergency Fund from the college's foundation. The OSS has assisted 26 students with emergency funding, 123 students with ADA benefits and accommodations, and 720 with counseling contacts for the 2016-17 academic year.</p> <p>2. The Division of Student Services assists student with book loans when necessary. We provided 110 loans for text books for the 2016-17 academic year.</p> <p>3. Temporary Assistance for Needy Families (TANF) counselor has been fully implemented and has assisted 32 students and is currently assisting 16 students for the 2016-17 academic year.</p> <p>4. Funding for the TANF counselor has been extended through the 2017-2018 Academic year.</p>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

**B. GOAL: The College will provide focused and effective student support.**

<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<b>2. Increase the quality and efficacy of enrollment support services.</b>	<ol style="list-style-type: none"> <li>1. Implement the Student One-Stop Service Center Plan.</li> <li>2. Complete documented cross-training for all Student Services support personnel.</li> <li>3. Using Academic Year 2016-2017 as a benchmark year, reduce documented service completion time in the time by Student One-Stop Service Center by 10%.</li> <li>4. Using Academic Year 2016-2017 as a benchmark year, increase the surveyed quality of student interaction with the Student One-Stop Service Center by 15%</li> <li>5. The student loan default rate will be 20% or less.</li> <li>6. The percentage of students on federal financial aid probation will be decreased by 15%</li> </ol>	Teaching and Learning: Quality, Resources, and Support

**Report on Assessments**

1. The One-Stop Service Center Plan was fully implemented on March 10, 2016.
2. Cross-training is ongoing and purposeful.
3. Using the OSTicket system the average service and response time in the Center for Student Service, not including the registration and orientation process, for Academic Year 2016-17 which will service as the statistical baseline:

Department	Opened	Assigned	Overdue	Closed	Reopened	Service Time	Response Time
<b>Administration</b>	67	80	19	67	1	2.1	1.5
<b>Admissions</b>	484	492	13	612	7	0.3	0.5
<b>Financial Aid</b>	1468	1679	68	1477	17	0.4	0.3
<b>Records</b>	328	402	6	392	1	0.2	0.1
<b>Student Support and Engagement</b>	10	14	2	9	0	2.1	3
<b>Support</b>	11	12	4	11	0	2.1	2.8

4. Student satisfaction with the new student intake process is measured by a five question survey administered as they complete the process. This measurement began Spring 2017. Total for that six month period are:

Survey Question	July 2017 Average	Fall 2017 Registration Average (April 17—July 17)	Academic Year (2016-17) N=588

The Orientation Videos were informative, easy to follow, and helpful.	4.65	4.76	4.75
The information for advising was clear and easy to understand.	4.76	4.81	4.80
The information regarding registration was clear and easy to understand.	4.73	4.79	4.77
Information for financial aid, including FSA ID and FAFSA, was clear and easy to understand.	4.52	4.61	4.58
The information regarding tuition and fee payment was clear and easy to understand.	4.65	4.72	4.70

5. College loan default rates are measured in three year cohorts. The 2015 cohort has a rate currently of 16.9% (18.2%-1.3% in rehabs). Our worst case rate for the 2015 cohort is 20.5%. This is only 0.5% from our 2020 strategic goal.
6. For the objective of measuring a decrease in 15% of students using the Fall 2015 and Spring 2016 as base line measures, the college did see a decrease in financial aid probation status as a percentage of active, financial aid applicants from Spring 2016 to Spring 2017. In Spring 2016 29% of financial aid applicants were in a negative SAP standing while in Spring 2017 23% were in a negative standing.

**Specific Objective Activities**

1. Continue to monitor of processes and quality control feedback through student services surveys and reports at the Center for Student Services.
2. Implemented a self-check-in procedure for Center for Student Services that has accelerated and documented service.



3. Maintained EdFinancial contract to further service our loan default cohorts.

**Proposed Modifications to this Objective**

None.



<b>B. GOAL: The College will provide focused and effective student support.</b>						
<b>Objectives</b>		<b>Assessments</b>			<b>HLC Criterion</b>	
<b>3. Increase the volume of service in the Tutoring Center and improve quality and diversity of services.</b>		1. Increase the number of students using the tutoring center by 15%. 2. Using a semester survey of students who use the tutoring center, improve reported quality indicators across the life of this plan.			Teaching and Learning: Evaluation and Improvement	
<b>Report on Assessments</b>						
<b>1. Tutoring Center Use for Fall 2016 (Partial Benchmark)</b>						
	<b>Total Students</b>	<b>Number students who dropped course and/or tutoring</b>	<b>Number students who completed course and tutoring</b>	<b>Percent students who completed course with tutoring</b>	<b>Number Tutored Students who passed course successfully</b>	<b>Percent of successful students who stayed in tutoring</b>
<b>Total</b>	480	36	444	93%	418	94%
<b>Specific Objective Activities</b>						
1. Remodeling and move of tutoring center complete.						
<b>Proposed Modifications to this Objective</b>						
Academic Year 2016-2017 used as a benchmark.						

<b>B. GOAL: The College will provide focused and effective student support.</b>		
<b>Objectives</b>	<b>Assessments</b>	<b>HLC Criterion</b>
<p><b>4. Ensure appropriate technology and process for Americans with Disabilities Act compliance and effective accommodation.</b></p>	<ol style="list-style-type: none"> <li>1. Maintaining a comprehensive list of assistive technologies with a clear process for maintaining current technological access.</li> <li>2. 90 percent of full-time faculty and staff and 75 percent of adjunct faculty will complete a training program to ensure compliance and accommodation.</li> <li>3. Accessed student satisfaction with Americans with Disabilities Act services will increase by 10%.</li> </ol>	<p>Resources, Planning, and Institutional Effectiveness</p> <p>Teaching and Learning: Evaluation and Improvement</p>
<p><b>Report on Assessments</b></p> <ol style="list-style-type: none"> <li>1. This list has been compiled and completed and is available to students once they have been assessed in need of assistive technology. This list includes:               <ol style="list-style-type: none"> <li>a. JAWS (Screen reader): JAWS (Job Access With Speech) is the most powerful screen reader and uses an integrated voice synthesizer and your computer's sound card to output the content of your computer screen to speakers. More information on JAWS can be found at: <a href="http://www.freedomscientific.com/products/fs/jaws-product-page.asp">http://www.freedomscientific.com/products/fs/jaws-product-page.asp</a></li> <li>b. Kurzweil: Kurzweil provides both audible and visual accessibility to word documents and web pages. The company is recognized as the leading developer of reading technology for people with learning difficulties and those who are blind or visually impaired. More information on Kurzweil can be found at: <a href="http://www.kurzweiled.com/default.html">http://www.kurzweiled.com/default.html</a></li> <li>c. ZoomText (Screen magnifier): ZoomText, the world's leading low-vision solution, is available as a screen magnifier or integrated magnifier/reader. With magnification up to 16x, ZoomText enlarges and enhances everything on the screen, making all your applications easy to see and use. More information on Zoomtext can be found at: <a href="http://www.aisquared.com/zoomtext">http://www.aisquared.com/zoomtext</a></li> <li>d. FM Systems (electronic amplification/hearing system): FM systems works like a small radio transmitter and radio receiver. A parent or teacher wears the FM transmitter and microphone. The receiver picks up the signal from the microphone and routes it to a personal hearing aid, cochlear implant processor or other device.</li> <li>e. UBI Duo (electronic communication device): Ubi-Duo Is an electronic communication device used by individuals with hearing impairments to enable instant communication.</li> <li>f. Sorenson Video Relay Service (SVRS): Sorenson Video Relay Service® (SVRS®) is a free, 24-hour service that enables users to place and receive calls through a professional American Sign Language (ASL) interpreter via a videophone and a high-speed internet connection. The service is available in the Student Counseling Center &amp; Disability Services Office Complex (Room 1019A). Access after normal business hours is accomplished with the assistance of Campus Security.</li> <li>g. Enlarged key keyboards</li> <li>h. Scanners</li> <li>i. Text in Alternative Formats</li> </ol> </li> </ol>		

**Specific Objective Activities**

1. Self-Paced training video created.
2. Beginning Spring 2017 student using the provisions of the Americans with Disabilities Act will be surveyed for their service satisfaction.

**Proposed Modifications to this Objective**

None.



<b>B. GOAL: The College will provide focused and effective student support.</b>			
<b>Objectives</b>	<b>Assessments</b>		<b>HLC Criterion</b>
<b>5. Implement an on-demand new student in-take process will be deployed that will allow for the completion of admission, financial aid counseling, self-paced orientation and registration in one sitting.</b>	1. Average amount of service time for this process for each student will be under two hours. 2. Average student satisfaction with service will be at least four out of five on a Likert-type scale.		Teaching and Learning: Quality, Resources, and Support
<b>Report on Assessments</b>			
1. The average in-take time for Spring 2017 was 1 hour, 47 minutes, 13 minutes below target. 2. Student Satisfaction with service:			
<b>Survey Question</b>	<b>July 2017 Average</b>	<b>Fall 2017 Registration Average (April 17—July 17)</b>	<b>Academic Year (2016-17) N=588</b>
The Orientation Videos were informative, easy to follow, and helpful.	4.65	4.76	4.75
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**Specific Objective Activities**

1. Performance is currently exceeding expectations.

**Proposed Modifications to this Objective**

None.



**GOAL C:** The College will be the region’s premier path to personal success through the recruitment, retention, graduation and job placement of our students.

<b>C. GOAL: The College will be the region’s premier path to personal success through the recruitment, retention, graduation and job placement of our students.</b>		
<b>Objectives</b>	<b>Assessments</b>	<b>HLC Criterion</b>
<p>1. The college will increase and stabilize enrollment through recruitment and retention efforts focused on student success, community partnerships, non-academic student support, and data driven outreach and marketing services.</p>	<p>1. Increase overall number of enrolled students (Full Time Equivalent and Head Count) by 22%.</p> <p>2. Increase retention rate to 60%</p> <p>3. Increase transfer admission to the college by 22%.</p>	<p>Teaching and Learning: Evaluation and Improvement</p>

**Report on Assessments**

1. Enrollment for Spring 2017 FTE was effectively flat when compared to Spring 2016. This was due to a significant increase in quality of schedule and registration per student indicators (as of January 11, 2017 for Spring 2017)

	<b>Spring 2016</b>	<b>Spring 2017</b>	<b>Change (%)</b>
<b>Total Credits Attempted</b>	23,163.0	25,047.0	<b>1,884.0 (+8.13%)</b>
<b>Average Classes Per Student</b>	3.44	3.82	<b>0.38 (+11.03%)</b>
<b>Average Credits Attempted per Student</b>	9.8	10.8	<b>1.0 (+10.2%)</b>

2. This enrollment growth is especially pronounced in the freshmen class, who are the students who have gone through the new in-take and advising procedures:

	<b>Spring 2015</b>	<b>Spring 2016</b>	<b>Spring 2017 (1 yr % change)</b>

<b>Freshmen</b>	2,798	2,638	<b>3,538 (34.1%)</b>
<b>Sophomore</b>	1,904	1,692	<b>1,632 (3.5%)</b>
<b>Junior</b>	1,459	1,428	<b>1,318 (7.7%)</b>
<b>Senior</b>	2,195	1,912	<b>1,998 (4.3%)</b>

3. The most recent measure of the year-to-year retention rate has increased to 54%, only 6% short of our 2020 goal. For Fall 2017 we have unofficial indications that retention may have increased as much as 10%

**Specific Objective Activities**

1. Registration Projection Index—As part of the college’s effort to use predictive modeling Jeremy Starkey of Institutional Research has developed a statistical model that predicts a current student’s likelihood of registration for the following semester. Now, each student has a registration projection index (RPI) score. The RPI will be used to prioritize outreach campaigns, making sure the college invests its resources into those projects and cases most likely to reinforce enrollment. Ultimately this is the first step in reliably predicting overall enrollment. Of the top 53 students by the index of return, 38 have successfully registered since last Friday, a rate of 71.6%.

**Proposed Modifications to this Objective**

None.





C. GOAL: The College will be the region’s premier path to personal success through the recruitment, retention, graduation and job placement of our students.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>2. The college will increase outreach to high schools and increase enrollment of high school students in Early College Program and attract new students to enroll in WVU Parkersburg programs</b></p>	<ol style="list-style-type: none"> <li>1. Establish a quality and comprehensive Early College program with significant on-campus elements that will increase the number of early admission students taking college credit courses by 22%.                             <ol style="list-style-type: none"> <li>a. average credits attempted per student</li> <li>b. average registrations per student</li> <li>c. classes dropped after the start of term</li> </ol> </li> <li>2. Increase the percentage of early admission students who enroll at the college immediately after high school graduation by 22%.</li> <li>3. Increase the completed credit hours of early admission students before high school graduation by 22%.</li> </ol>	<p>Teaching and Learning: Quality, Resources, and Support</p>
<p><b>Report on Assessments</b></p> <ol style="list-style-type: none"> <li>1. All early admission students, inclusive of Early College, fell from 483 in Spring 2016 to 400 in Fall 2017 (8/18/2017)                             <ol style="list-style-type: none"> <li>a. Increase in average credits attempted per student (4.0 to 4.2)</li> <li>b. Increase in average registrations per student (1.4 to 1.5)</li> <li>c. Increase in classes dropped after the start of term (5.38% to 6.94%)</li> </ol> </li> <li>2. It is too early to assess point 2.</li> <li>3. It is too early to assess point 3.</li> </ol>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. Simplification and reinforcement of coordination between Wood County Public School Technical Education Center and the college for the awarding of dual credit and use of facilities and resources.</li> <li>2. Completed and ongoing: Redesigning on-campus CTE recruitment events to integrate industry sector employers into the college promotion process, connecting post-secondary education and access to technical careers.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p>		

C. GOAL: The College will be the region’s premier path to personal success through the recruitment, retention, graduation and job placement of our students.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>3. Increase and enhance student engagement events.</b></p>	<ol style="list-style-type: none"> <li>1. Increase the aggregate student attendance at college-sponsored events.</li> <li>2. Increase the number and variety of college sponsored events.</li> <li>3. Increase the percentage of the student body that participates in college-sponsored events.</li> </ol>	<p>Mission</p>
<p><b>Report on Assessments</b></p> <p>N/A – See Below</p>		
<p><b>Specific Objective Activities</b></p> <p>The student engagement offering of the college are currently in a state of redesign. The college in in the early stages of constructing an experience that will focus more on leadership development and training, cultural broadening community engagement and networking.</p>		
<p><b>Proposed Modifications to this Objective</b></p> <p>This item and attached assessment may have to be reconsidered to properly address the possible change in direction for student engagement at the college.</p>		

**C. GOAL: The College will be the region’s premier path to personal success through the recruitment, retention, graduation and job placement of our students.**

<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
4. <b>Increase the job placement rates of recent graduates.</b>	<ol style="list-style-type: none"> <li>1. Create a process and benchmark for the measurement of the job placement or professional school admission rate for recent graduates with academic year 2015-16 as a benchmark.</li> <li>2. Increase this measure by 20%.</li> </ol>	Teaching and Learning: Evaluation and Improvement

**Report on Assessments**

The college conducts a graduate survey each semester and includes questions about career plans and current employment. While valuable, it is felt that a six month follow up survey will be necessary.

NOTE: Only 21 graduates completed the survey, creating a significant measurement problem.

Results for Spring 2017 Graduates  
n=21

**Post-Graduation Plans at the time of Graduation:**

- 38.10% are planning to enter the workforce.
- 14.29% are continuing their education at WVU Parkersburg
- 38.10% are continuing their education at another institution

**Current Employment:**

n=4

- 100% stated they were currently employed

**Specific Objective Activities**

As part of the Strategic Plan, the college is to create and implement an instrument to measure the job placement or professional school admission rate for recent graduates. The offices of Career Services and Alumni Affairs have joined to address the creation and implementation of an instrument to measure the job placement or professional school admission rate for recent graduates. A survey that was created is being reviewed for accurate and up to date questions.

The Institutional Research Office will be responsible for sending the survey to graduates and disseminating response results to Alumni Affairs, Career Services, and other appropriate college offices. A script for notifying graduates of the survey has been created and a team of callers will be identified prior to sending the survey. It is strongly suggested that the survey be sent again six months later.

To facilitate this process Career Services has been moved to Institutional Advancement and been given an office in a high traffic area near other student service areas.

**Proposed Modifications to this Objective**

N/A



**GOAL D:** The College will lead our region with excellent, sustainable facilities and a financial condition that supports long-term institutional success.

<b>D. GOAL: The College will lead our region with excellent, sustainable facilities and a financial condition that supports long-term institutional success.</b>		
<b>Objectives</b>	<b>Assessments</b>	<b>HLC Criterion</b>
<p><b>1. Ensure long-term sustainability through sound fiscal planning and management.</b></p>	<p>1. The college will provide a balanced Budget Assessment through:</p> <ul style="list-style-type: none"> <li>a. Reviewing budget documents to ensure expected revenues meet or exceed expenditures.</li> <li>b. Increase communication to budget managers outlining the college's strategic goals for resource allocation.</li> <li>c. Develop a contingency pool for unanticipated expenses.</li> <li>d. Maintain an expenditure priority to instruction, academic support and student services of 50% or higher.</li> </ul>	<p>Resources, Planning, and Institutional Effectiveness</p>

**Report on Assessments**

During the fiscal year ended June 30, 2017, the College is projected to increase its cash balance by approximately \$1,000,000. By doing so, the college increased its number of days of expenses in unrestricted net assets from 104 days in fiscal year 2016 to 122 days in fiscal year 2017. These improvements were possible due to conservative and strategic budgeting and planning.

Our budget monitoring system has improved with each budget manager receiving accurate and timely budget to actual reports on a monthly basis. Additionally, each budget manager is provided the opportunity to meet with a Senior Budget Analyst as often as necessary to assist them in understanding the budget. During the recently completed FY 18 budget development process, each budget manager was asked to submit a written justification explaining how their budget request related to the strategic goals and objectives of the college.

In response to the Fall 2016 budget survey, a new step was added to the budget development process. Each Division of the colleges was provided an opportunity to attend a budget justification workshop. These workshops were open to any member of the college who wished to attend and provided an opportunity for WVUP employees to learn more about how their budget request fit into the over-all budget. Additionally, in an effort to increase transparency, the administrative budget was shared with each division.

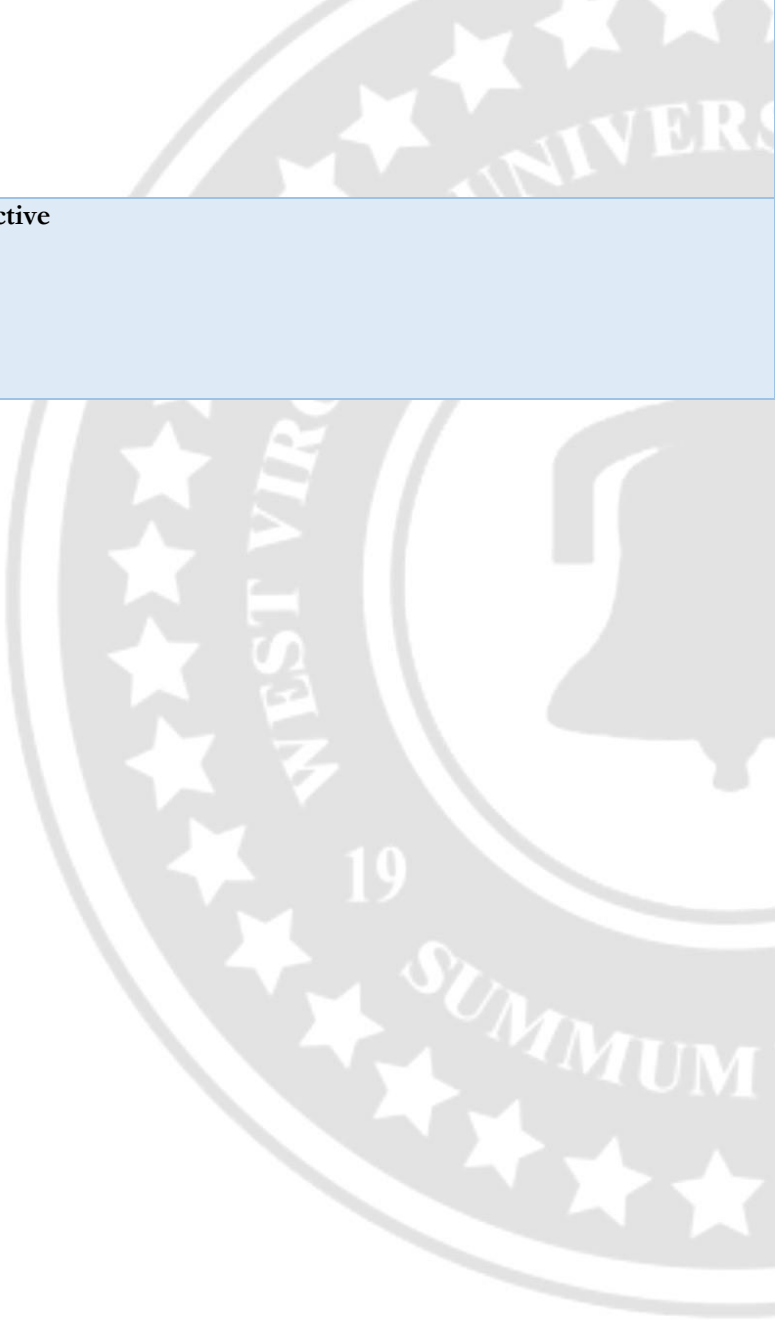
In order to provide for unanticipated expenses and the likelihood of further reductions to our State Appropriations, the College budget for fiscal year 2018 includes a contingency line item totaling \$229,336. This contingency reserve was used by the college in June 2017 to absorb the cut we received when the State of West Virginia approved its final budget. By providing for this contingency during the planning process the college helped to ensure that we will continue to operate without the necessity to further cut programs and/or staff.

**Specific Objective Activities**

Please see above.

**Proposed Modifications to this Objective**

None.



D. GOAL: The College will lead our region with excellent, sustainable facilities and a financial condition that supports long-term institutional success.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>2. Provide effective and safe stewardship of physical plant and all campus facilities.</b></p>	<p>1. The College will:</p> <ul style="list-style-type: none"> <li>a. Maintain and review crime statistics maintained by campus security department.</li> <li>b. Budgeted and actual expenditures reflect allocation of resources to address deferred maintenance issues.</li> <li>c. Maintain a completed projects listing each year.</li> </ul>	<p>Resources, Planning, and Institutional Effectiveness</p> <p>Integrity: Ethical and Responsible Conduct</p>
<p><b>Report on Assessments</b></p> <p>WVU at Parkersburg’s campus police prepare incident reports for any crime or accident that occurs on campus. These statistics are maintained and reported as required to all state and federal agencies.</p> <p>During the fiscal year ended June 30, 2017, the College has made significant strides in addressing deferred maintenance issues. The College replaced two of the main building’s original air handlers, replaced the roof over the library wing of the main building, repaired the foundation of the activities wing, replaced the main sewer line, completed a remodel of the main building’s 3<sup>rd</sup> floor classrooms, and paved a significant portion of its west parking lot. The fiscal year 2018 budget includes funding to replace the remaining original air handlers and replace non-energy efficient lighting in the main building and parking lot for energy saving LED light fixtures. Completed projects and deferred projects lists are maintained by the WVUP Business Office.</p>		
<p><b>Specific Objective Activities</b></p> <p>See above.</p>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

D. GOAL: The College will lead our region with excellent, sustainable facilities and a financial condition that supports long-term institutional success.		
Objectives	Assessments	HLC Criterion
<p><b>3. Promote effective and supportive external partnerships.</b></p>	<p>1. Outside Revenue Assessment</p> <p style="padding-left: 20px;">a. Develop a formal plan identifying the types of grants the college and WVUP Foundation should pursue and tie it to academic, plant and administrative needs.</p> <p style="padding-left: 20px;">b. Perform a feasibility study before accepting any new program start up grants to ensure long-term sustainability.</p>	<p>Resources, Planning, and Institutional Effectiveness</p> <p>Mission</p>

**Report on Assessments**

1. The college, using a competitive process, selected a firm to support its grant seeking activities. The firm:
  - a. Meets with appropriate WVUP personnel to determine project priorities, prior projects, future projects, and grant history.
  - b. Researches federal, state, and local government as well as private funding sources on behalf of West Virginia University-Parkersburg in order to identify contacts and resources of support for projects identified by WVUP.
  - c. Determines grants to apply for funding. Develop timelines and responsible contacts for necessary information. Contact/meet with appropriate parties and perform research to gather information needed for applications.
  - d. Reviews, drafts, and finalizes grant applications in a timely and efficient manner to foundations, corporations, government agencies, and other sources.
  - e. Prepares finalized grant applications including all attachments needed to complete a professional application.
  - f. Provides any follow-up information needed on grant application.
  - g. Developed Advancement a process of assessing organizational needs and goals regarding possible grants and future projects.
  - h. Prepares and submits to WVUP monthly report describing the activities that transpired during the prior monthly period.
  - i. Attends necessary related meeting as determined by the WVUP Vice President for Institutional Advancement. Meets with the WVUP Vice President for Institutional Advancement on at least a monthly basis to review grant possibilities, applications, status of project, etc.
  
2. Division chairs meet weekly with the President and Vice President of Academic Affairs to evaluate current and future needs. Proposed new programs must be accompanying by a business plan and be tied to the needs of local businesses. Representatives of WVUP’s Career



Services group provide the linkages with the industry sectors represented in the college service area. Together these activities provide the basis for development of new programs to ensure sustainability.

**Specific Objective Activities**

**Proposed Modifications to this Objective**



D. GOAL: The College will lead our region with excellent, sustainable facilities and a financial condition that supports long-term institutional success.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>4. Practice continual improvement of financial resources stewardship</b></p>	<ol style="list-style-type: none"> <li>1. Achieve a positive Composite Financial Index (CFI) score, without OPEB, of 1.1 or above on a yearly basis.</li> <li>2. Technology Assessment                             <ol style="list-style-type: none"> <li>a. Conduct an annual survey of student satisfaction of technology available in the classrooms, on-line learning system, library, labs, and common areas.</li> <li>b. Conduct an annual survey of faculty to determine satisfaction of technology available in classrooms, on-line learning and office areas.</li> <li>c. Utilize information gathered in surveys to develop a comprehensive technology plan.</li> </ol> </li> </ol>	<p>Resources, Planning, and Institutional Effectiveness</p> <p>Teaching and Learning: Quality, Resources, and Support</p> <p>Integrity: Ethical and Responsible Conduct</p>
<p><b>Report on Assessments</b></p> <p>As of June 30, 2017 WVU at Parkersburg’s CFI is projected to be 4.9 which is well above the strategic objective of 1.1 or above.</p> <p>An IT survey will be sent out to all students and faculty at the beginning of September which coincides with the beginning of the fall 2017 semester. Information gathered from the survey will be utilized to update the technology plan.</p> <p>The areas of the current technology plan that have been a focus over the past year are replacement of two main file servers, increasing wireless capabilities throughout the campus and upgrading audio visual equipment in classrooms. The main building 3<sup>rd</sup> floor renovation included the installation of new high definition projectors and as funding becomes available, the plan is to replace additional existing projection equipment with high-definition projectors.</p>		
<p><b>Specific Objective Activities</b></p>		

**Proposed Modifications to this Objective**

None.



**GOAL E: The College will foster excellent community relationships and maintain a superb reputation.**

<b>E. GOAL: The College will foster excellent community relationships and maintain a superb reputation.</b>		
<b>Objectives</b>	<b>Assessments</b>	<b>HLC Criterion</b>
<p><b>1. By July 2020, 100 percent of businesses and companies who receive services and support from WVUP programs report satisfaction.</b></p>	<p>1. Satisfaction survey results reported annually and used to develop improvement plan used to measure progress.</p> <p>2. The college publically recognizes the contributions of its community partners, celebrating the unique characteristics of each partnership and its benefit to student success through annual reporting and events that include recognition of community partners.</p>	<p>Teaching and Learning; Evaluation and Improvement</p>
<p><b>Report on Assessments</b></p> <p>1. Will collaborate with Institutional Research to validate and modify (if necessary) survey instruments.</p> <p>2. WVUP honors our ‘Community Partner of the Year’ during the spring Honors Ceremony. In 2017, the recipient was the Wood County Board of Education. In addition to the certificate presentation, several PR activities were conducted. Beginning in FY 2018, WVUP will increase our recognition of community partners through various PR events.</p>		
<p><b>Specific Objective Activities</b></p> <p>1. Course Evaluations were completed by participants for each of the following training sessions: Business &amp; Industry; Short term programs; and Community Education.</p> <p>2. Once Business &amp; Industry training is completed, a follow up visit is scheduled to assess how company officials feel about the training – “Did it work? Are they seeing differences? Next steps?” Since January 2017: 9 companies have had follow up visits and verbally conveyed satisfaction and results.</p> <p>3. In FY 2017, 3 companies were served with training needs. (This is an increase from previous year.)</p> <p>a. HINO: 2 separate training sessions (fork truck and Excel);</p> <p>b. SDR/Star: 2 separate training sessions (Basic Maintenance &amp; Floor leads supervisory);</p> <p>c. Chemours: 4 separate training sessions (Fire Door Inspection, VMware; One note training; Excel).</p> <p>All companies served are called upon for additional training needs.</p> <p>*Information provided by Michele Wilson on 8/30/17</p>		

**Proposed Modifications to this Objective**

None.



E. GOAL: The College will foster excellent community relationships and maintain a superb reputation.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>2. The college will be the region's primary partner for workforce training.</b></p>	<ol style="list-style-type: none"> <li>1. Increase the number of clock hours for workforce/employer training by 15%.</li> <li>2. Consistently increase number of workforce/training credentials awarded.</li> <li>3. Increased number of completers in non-credit skillset programs.</li> <li>4. Increase number of employers served.</li> </ol>	<p>Mission</p> <p>Teaching and Learning: Evaluation and Improvement</p>
<p><b>Report on Assessments</b></p> <p>For 2016-17, as of September 1:</p> <ol style="list-style-type: none"> <li>1. Skill Set Hours Delivered = 27,641.5 (36% increase)</li> <li>2. Number of workforce/training credentials awarded = 521 (76 Business &amp; Industry, 89 Short Term Programs, 356 STEM)</li> <li>3. Number of completers in non-credit programs = 4280</li> <li>4. Number of employers served = 93 Number of employees served = 157 (3742.5 clock-hours)</li> </ol> <p>*Information provided by Michele Wilson on 8/30/17</p>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. Continuing to increase short term programs based on high demand occupations.</li> <li>2. Working with academic division to include credentials obtained.</li> <li>3. Working with WDB to meet business needs and exceed expectations.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

**E. GOAL: The College will foster excellent community relationships and maintain a superb reputation.**

<b>Objectives</b>	<b>Assessments</b>	<b>HLC Criterion</b>
<b>3. The foundation and institutional advancement will increase the engagement of students, faculty, staff, parents and the community of West Virginia University at Parkersburg.</b>	<ol style="list-style-type: none"> <li>Increase in the number of annual gifts to WVUP by 20%.</li> <li>Increase in the level of giving to WVUP by 20%</li> <li>Increase the number of givers who provide regular support by 20%</li> </ol>	Mission  Resources, Planning, and Institutional Effectiveness

**Report on Assessments**

1. Annual Gifts

	<b>Calendar Year - 2016</b>	<b>Jan-June 2017</b>	<b>2021 Goal</b>
<b>Increase in number of annual gifts</b>	134	45	160.80
<b>Increase in level of giving</b>	259,631	74,857	311,557
<b>Increase in number of givers who provide regular support (retained year to year)</b>	122	71	146.4

\*Information provided by Senta Goudy.

**Specific Objective Activities**

- Alumni specialist has developed an annual giving campaign and targeting active alumni association members.
- Raiser's Edge software is being utilized to track alumni.
- The WVUP Foundation has applied and been approved for \$15,000 in tax credits to be awarded by 12/31/17.

**Proposed Modifications to this Objective**

None.

**GOAL F:** The College will provide the optimal institutional climate for all campus members to achieve community success and professional satisfaction.

<b>F. GOAL: The College will provide the optimal institutional climate for all campus members to achieve community success and professional satisfaction.</b>		
<b>Objectives</b>	<b>Assessments</b>	<b>HLC Criterion</b>
<p>1. <b>85 percent of the student body will report a positive attitude about academics, commitment to college, and sense of belonging and social connectedness.</b></p>	<p>1. A valid and reliable survey conducted by December 2016 and each year afterward to produce an annual analysis that is used as the basis for climate improvement plan designed to improve baseline.</p>	<p>Integrity: Ethical and Responsible Conduct</p>
<p><b>Report on Assessments</b></p> <p>1. Student assessments occur during commencement each semester. In the spring 2017 semester, 35% rated their overall experience at WVU Parkersburg as very good and 50% rated their experience as excellent. Additional questions are asked regarding recommending the college to friends or relatives and if the coursework challenges students to reach their potential.</p>		
<p><b>Specific Objective Activities</b></p> <p>1. Institutional Research will be revising the student assessment and developing strategies for increasing feedback from students. This will build on the previous assessment tool and track attitudes regarding academics, commitment to the college, and sense of belonging and social connectedness.</p>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		



<b>F. GOAL: The College will provide the optimal institutional climate for all campus members to achieve community success and professional satisfaction.</b>		
<b>Objectives</b>	<b>Assessments</b>	<b>HLC Criterion</b>
<p><b>2. 85 percent of full time faculty and staff will report positive attitudes and engagement with students and the college.</b></p>	<ol style="list-style-type: none"> <li>1. A valid and reliable survey conducted by July 2016 and each year afterward to produce an annual analysis that is used as the basis for climate improvement plan designed to improve baseline.</li> <li>2. Establishment of a new employee orientation program.</li> <li>3. The college will develop a transparent, ongoing evaluation process for all employees that is both fair and respectful, focusing on continual communication and improvement.</li> </ol>	<p>Integrity: Ethical and Responsible Conduct</p>
<p><b>Report on Assessments</b></p> <ol style="list-style-type: none"> <li>1. WVUP is planning to implement a follow-up to the Noel Levitz survey on employee satisfaction in October/November 2017.</li> <li>2. WVUP implemented a formal new employee orientation program for all new faculty and staff in August 2017. Staff orientation will be ongoing and faculty orientation will be conducted annually as part of professional development week each fall semester.</li> </ol>		
<p><b>Specific Objective Activities</b></p>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

F. GOAL: The College will provide the optimal institutional climate for all campus members to achieve community success and professional satisfaction.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>3. Promote excellence, leadership, and diversity in employees.</b></p>	<ol style="list-style-type: none"> <li>1. The college will provide methods or recognition for employees who demonstrate leadership actions.</li> <li>2. Leadership opportunities will be addressed using a documented diversity of backgrounds, experiences and points of view.</li> <li>3. 100% of classified employees will be “fully funded” according to the classified salary schedule.</li> </ol>	<p>Integrity: Ethical and Responsible Conduct</p> <p>Resources, Planning, and Institutional Effectiveness</p>
<p><b>Report on Assessments</b></p> <ol style="list-style-type: none"> <li>1. Faculty and staff are recognized at a variety of events annually, including the Honors Ceremony, Scholars Ceremony, and Commencement. They are also recognized periodically by the President’s Office and during Board of Governor’s Meetings. During the fall professional development week, faculty and staff were recognized for their involvement in community organizations and activities.</li> <li>2. WVU Parkersburg has fully funded the classified staff salary schedule for 100% of classified employees.</li> </ol>		
<p><b>Specific Objective Activities</b></p> <ol style="list-style-type: none"> <li>1. Institutional Advancement, along with the WVUP Foundation and the President’s Office is continuing to increase recognition of employees.</li> </ol>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		

F. GOAL: The College will provide the optimal institutional climate for all campus members to achieve community success and professional satisfaction.		
<u>Objectives</u>	<u>Assessments</u>	<u>HLC Criterion</u>
<p><b>4. The college will recognize and develop opportunities for both faculty and staff professional development.</b></p>	<ol style="list-style-type: none"> <li>1. Increase the number professional education opportunities available on campus by 20%.</li> <li>2. Number of faculty participating in documented professional development.</li> <li>3. Number of staff participating in document professional development.</li> <li>4. Provide at least two annual professional development opportunities.</li> <li>5. Number of employees using the college's tuition waiver benefit.</li> </ol>	<p>Resources, Planning, and Institutional Effectiveness</p>
<p><b>Report on Assessments</b></p> <ol style="list-style-type: none"> <li>1. The WVUP Foundation and WVUP has increased the resources available for professional development.</li> <li>2. In 2017, four faculty members have received \$2500 each to support professional development through attending conferences or pursuing additional education.</li> <li>3. In 2017, four staff have participated in professional development activities, including attending conferences and pursuing education.</li> <li>4. The Center for Teaching Excellence (CTE) opened in the fall 2017 semester to serve as an incubator of continuous improvement for academic quality. Directed by Dr. Torie Jackson, the CTE will focus on professional development for faculty.</li> <li>5. Spring 2017: six employees used the tuition waiver benefit (value of \$6744.02) Fall 2017: five employees are using the tuition waiver benefit (value of \$5770.00)</li> </ol>		
<p><b>Specific Objective Activities</b></p>		
<p><b>Proposed Modifications to this Objective</b></p> <p>None.</p>		