West Virginia University at Parkersburg Strategic Plan 2015-2020

Proposed Goals, Objectives, and Assessments

Note: All proposed objectives and assessments use academic year 2015-2016 as the baseline statistical year unless otherwise specified. All goals are to be reached by 2020, unless otherwise stated.

GOAL: The college will maintain and establish first-rate, relevant academic programs.	
Objectives	**Assessments**
Develop new quality bachelor degree programs using student interest and market feedback.	1. Number of bachelor degree programs developed, market-based justification, and quality assessment. 2. Adherence to projected revenue plan for each program.
Increase overall enrollment in academic programs by 15%.	1. Enrollment growth by program
Develop a new general education program and New Student Seminar for all first-time students by Spring 2017 infused with workforce skills.	1. Successful development, implementation, and inclusion in catalog of new General Education program and Freshman Seminar.
Develop bachelor degree articulation agreements with West Virginia University for programs not currently offered at West Virginia University at Parkersburg.	1. Increased number of articulations developed 2. Growth in Number of students who transfer to West Virginia University.
Improve quality of online courses.	1. Number of online courses that are assessed and approved using Quality Matters Standard for Online Course Design.
Provide realistic career pathways for students by offering excellent advising and career services guidance.	1. Number of documented students participating in career guidance activities using Academic Year 2015-2016 as a base line. 2. Academic Advisor satisfaction as determined by regular semester survey. 3. A decline in number of students exceeding the maximum hour limitation of federal financial aid on a yearly basis

	with Academic Year 2015-2016 as a base line.
Increase field placement, workplace learning opportunities, cooperative education, and credit for prior learning	Using Academic Year 2015-2016 as a base line: 1. Increasing the number students in field placement. 2. Increasing the number of students involved in workplace learning opportunities. 3. Increasing the number of students participating in cooperative learning. 4. Increasing the number of students granted credit for prior learning. 5. Increasing the number of academic programs accepting credit for prior learning.

GOAL: The college will provide focused and effective student support.	
Objectives	**Assessments**
Ensure that all students are provided with sufficient financial support and have full access to eligible benefits.	1. Implement Benefits Access Counselor position. 2. Using Academic Year 2015-2016 as a benchmark year, increase the number of students using the Benefits Access Counselor Office by 25%.
Increase the quality and efficacy of enrollment support services.	1. Implement the Student One-Stop Service Center Plan. 2. Complete documented cross-training for all Student Services personnel. 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%. 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% 5. The student loan default rate will be 20% or less. 6. The percentage of students on federal financial aid probation will be decreased by 15%

Increase the volume of service in the Tutoring Center and improve quality and diversity of services.	1. Using Academic Year 2015-2016 as a benchmark year, 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.
Ensure appropriate technology and process for Americans with Disabilities Act compliance and effective accommodation.	1. Maintaining a comprehensive list of assistive technologies with a clear process for maintaining current technological access. 2. Consistent training opportunities for faculty and staff for compliance and accommodation. 3. Using the Fall 2015 as a benchmark semester, survey ADA students to assess quality of process and accommodation.
New Student Orientation will be more widely utilized with attendance growing to 80% of the incoming class, and students who fail attendance verification will be decreased by half.	1. Percentage increase of students enrolled on the first day of fall or spring semester classes who attend orientation. 2. Percentage decrease of students reported for failing attendance verification. 3. Extent to which the New Student Orientation and New Student Seminar have integrated curriculum and student assessment.

GOAL: The college will be the region's premier path to personal success through the recruitment, retention, graduation, and job placement of our students.	
Objectives	**Assessment**
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.	1. Increase overall number of enrolled students (Full Time Equivalent and Head Count) by 15%. 2. Increase retention rate to 60% 3. Increase transfer admission by 15%. 4. Increase international admissions by 15%.
WVUP will increase outreach to high schools and increase enrollment of high school students in Early College Program and attract new students to enroll in WVUP programs	1. Establish a quality and comprehensive Early College program with significant on-campus elements.

	2. Increase the number of early admission students taking college credit courses by 15%. 3. Increase the percentage of early admission students who enroll at the college immediately after high school graduation. 4. Increase the completed credit hours of early admission students before high school graduation.
Increase and enhance student engagement events.	1. Increase the aggregate student attendance at college-sponsored events. 2. Increase the number and variety of college sponsored events. 3. Increase the percentage of the student body that participates in college sponsored events.
Increase the job placement rates of recent graduates.	1. Increase the rate of job placement or professional school admission for recent graduates with academic year 2015-16 as a benchmark.

GOAL: The college will lead our region with excellent, sustainable facilities and a financial condition supporting long term institutional success.	
Objectives	Assessments
Ensure Long-term Sustainability Through Sound Fiscal Planning and Management.	1. The college will provide a balanced Budget Assessment a. Review budget document to ensure expected revenues meet or exceed expenditures. b. Include memo to budget managers outlining the college's strategic goals for resource allocation. c. Develop a contingency pool for unanticipated expenses.
Provide effective and safe stewardship of physical plant and all campus facilities.	1. The college will: a. Maintain and review crime statistics maintained by campus security department. b. Budgeted and actual expenditures reflect allocation of resources to address deferred maintenance issues. c. Maintain a completed projects listing each year.
Promote effective and supportive internal and external partnerships	1. Outside Revenue Assessment 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. b. Perform a feasibility study before accepting any new program start up grants to ensure long-term sustainability.
Practice continual improvement of financial resources stewardship	1. Technology Assessment a. Conduct an annual survey of student satisfaction of technology available in the classrooms, on-line learning system, library, labs, and common areas.

	b. Conduct an annual survey of faculty to determine satisfaction of technology available in classrooms, on-line learning and office areas. c. Utilize information gathered in surveys to develop a comprehensive technology plan.

GOAL: The college will foster excellent community relationships and maintain a superb reputation.	
Objectives	**Assessment**
By July 2020, 100 percent of businesses and companies who receive services and support from WVUP programs report satisfaction.	1. Satisfaction survey results reported annually and used to develop improvement plan used to measure progress. 2. The college publically recognizes the contributions of its community partners, celebrating the unique characteristics of each partnership and its benefit to student success.
The college will be the region's primary partner for workforce training.	1. Consistently increase the number of clock hours for workforce/employer training 2. Consistently increase number of workforce/training credentials awarded. 3. Increased number of completers in non-credit skillset programs. 4. Increase number of employers served.
The amount of foundation scholarship, student, and academic program support funding available and the number of students served by scholarship and support programs.	1. Increase the number of scholarship dollars available and awarded. 2. Increase in the size of the annual scholarship and support pool. 3. Number of program support dollars available and awarded.

GOAL: The college will provide the optimal institutional climate for all campus members to achieve community success and professional satisfaction.	
Objectives	**Assessments**
85 percent of the student body will report a positive attitude about academics, commitment to college, and sense of belonging and social connectedness.	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 a climate improvement plan designed to increase baseline.

85 percent of faculty and staff will report positive attitudes and commitment to the college.	1. 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 increase baseline.
Promote excellence, leadership, and diversity in employees	1. The college will provide methods or recognition for employees who demonstrate leadership actions. 2. Leadership opportunities will be addressed using a documented diversity of backgrounds, experiences and points of view.
The college will recognize and develop opportunities for both faculty and staff professional development.	1. Number of professional education opportunities available on campus. 2. Number of facility participating in document professional development. 3. Number of staff participating in document professional development. 4. Number of employees using the college's tuition waiver benefit. 5. Establishment of a new employee orientation program. 6. The college will develop a transparent, ongoing evaluation process for all employees that is both fair and respectful, focusing on continual communication and improvement.