2011-2012 Goals with Outcomes
Wytheville Community College

ACCESS - Increase the number of individuals who are educated and trained by Virginia's Community Colleges by 50,000 to a total of 423,000, with emphasis on increasing the number from underserved populations by at least 25,000 individuals.

In FY 12, Wytheville Community College will:

- Review and update the marketing plan for the recruitment of underserved populations.

RESULTS: Accomplished - The Marketing Plan was reviewed and updated. Several changes were made based on recommendations from the “Enrollment Management Team.” In terms of the recruitment of underserved populations, print, radio, and television ads targeted low income, first-generation students by emphasizing affordability and accessibility. Additionally, a special flyer to help recruit Hispanic students was developed and distributed throughout the service region.

- Participate in the VCCS marketing initiative for reaching underserved populations in Marion.

RESULTS: Partially Accomplished - While a formalized marketing initiative among area colleges was not implemented, WCC did increase its own marketing efforts in the Marion area to reach underserved populations. WCC increased print and radio advertising in the region, as well as began billboard advertising in that region.

- Increase the number of minority and underserved population by 5%.

RESULTS: Partially Accomplished – WCC increased the number of minority and underserved students by 2.6%.

- Develop a Public Health Certificate program of study for individuals who are currently employed in the field and/or as an add-on credential for students already in a health technologies program.

RESULTS: Partially Accomplished - This program will be launched Fall 2012. The first two classes will be offered Fall semester 2012, two classes will be offered Spring semester 2013, and the remaining two classes in Summer semester 2013.

- WCC Workforce Development will launch a Career Studies Certificate program in Hospitality in 2011-12. Additionally, we will implement two Certificate programs: Industrial Maintenance (IM) and Integrated Discipline (ID). (Note: these are both customized certificates, but IM will be open enrollment while ID is for the Dept. of Behavioral Health and Mental Services.)
RESULTS: Partially Accomplished - The Career Studies Certificate in Hospitality was marketed and launched, but generated limited interest. We will continue to market and offer it again Fall 2012. The two new certificates, Industrial (IM) Maintenance and Integrated Discipline (ID), are currently started at Gatorade and the Department of Behavioral Health and Developmental Services (DBHDS) respectively. Enrollment is good in both certificate programs. There are 153 DBHDS employees enrolled in the ID program, and 8 Gatorade employees enrolled in the IM certificate program.

- Pilot two new courses for dual credit.

RESULTS: Accomplished - Two new Building courses (BLD 133 and BLD 134) were piloted at Carroll County High School.

- WCC will fund career coach positions at each high school in the college’s service region from the college operating budget (previous funding was grant funds which expire at end of 2011).

RESULTS: Accomplished - Even though the Tech Prep funding stream is no longer available, WCC made the local commitment to support career coaches in the service region and currently has part-time career coaches at all of our service area high schools.

- Participate in the VCCS’s “Great Expectations” to expand access to foster care youth with a goal of enrolling at least 20 students by the end of 2011.

RESULTS: Partially Accomplished - The Great Expectations Program at WCC currently has six students enrolled. WCC had its first Great Expectations Program participant graduate in May 2012.

- Market Transfer Programs Through the Virginia Education Wizard (VEW)
  - Career Coaches will utilize the Wizard when working with high school populations in all high schools in our service region.

RESULTS: Accomplished - Career Coaches target all sophomores and assist them in setting up a Wizard account if they do not have one.

  - Market and utilize the Virginia Education Wizard.

RESULTS: Accomplished - WCC ranks at or near the top among VCCS Colleges for students who use the Wizard. The Wizard is available on WCC’s website and is highlighted at all recruiting functions.

  - Incorporate student orientation to the Wizard in the SDV 100 class.

RESULTS: Accomplished - All SDV (orientation) classes require students to utilize the Virginia Education Wizard.
o Maintain high-profile VEW link on home page of WCC website.

**RESULTS:**  *Accomplished* - WCC maintains a high-profile VEW link on the home page of the WCC website.

o Include information about VEW and transfer opportunities in at least three “Access WCC” radio programs during the year.

**RESULTS:**  *Accomplished* - Information about VEW and transfer opportunities was included in the following “Access WCC” radio programs: August 2011 (transfer); September 2012 (Wizard); October 2011 (transfer); January 2012 (Wizard and transfer); April 2012 (transfer); Wizard will be highlighted in May 2012 radio show.

o Highlight transfer programs and VEW in one news release per semester.

**RESULTS:**  *Accomplished* - Transfer programs and VEW were highlighted in September 2011 and March 2012.

o Include VEW website address on all transfer program brochures as they are revised.

**RESULTS:**  *Accomplished* - The VEW website address is printed on all transfer program brochures.

o Increase the number of full-time teaching faculty members for the purposes of increasing student performance and retention. Faculty will be hired in the areas of: human services, foreign language, health information management, health & physical education, construction technology, and business.

**RESULTS:**  *Partially Accomplished* - WCC increased full-time faculty in the following areas: one Instructor of Foreign Language, one Assistant Professor of Sociology and Human Services, one Assistant Professor of Construction Technology, and one Professor of Business Programs.

- Increase FTE by 2%.

**RESULTS:**  *Not Accomplished* - Annualized FTEs decreased from 2,489 during the 2010-2011 academic year to 2,335 during the 2011-2012 academic year, a decrease of 6.2%.

- Increase dual enrollment by 2%.
RESULTS: Accomplished - Dual enrollment of high school students increased slightly from a total of 2,012 students (731 FTEs) during the 2010-2011 academic year (fall and spring) to a total of 2,041 students (753 FTEs) during the 2011-2012 academic year, an increase of 1.4% for headcount and 3.0% for FTEs.

AFFORDABILITY - Maintain tuition and fees at less than half of the comparable cost of attending Virginia's public four-year institutions, and increase the annual number of students who receive financial assistance and scholarships by 36,000.

In FY 12, Wytheville Community College will:

- Continue to promote the affordability of community college education
  - Public Information Office marketing/Public Relations efforts will continue to emphasize the affordability of a community college education in advertising, news releases, the WCC radio show, and publications, with a minimum of three such ad, release, or radio show mention per semester.

RESULTS: Accomplished - WCC promoted the affordability of a community college education in print and television ads, news releases, the WCC radio show, and publications (a news release of July 11, 2011; the “Access WCC” program for August 20, 2011; the “Access WCC” program March 16, 2012; Fall 2011, Spring 2012, and Summer 2012 print ads in area newspapers). A special emphasis was placed on promoting the Department of Education’s naming WCC as the 12th most affordable two-year college in the nation in TV/cable ads for Summer 2012.

  - Public Information Office will explore opportunities to link financial aid and scholarship opportunities to public school websites in the college’s service region.

RESULTS: Partially accomplished - Contact was made with several school system webmasters during the Fall of 2011, but as yet WCC has not worked out placement details for financial aid and scholarship links on these high school websites. The Public Information Coordinator is continuing efforts on this issue.

- Provide a minimum of 550 scholarships to qualified WCC students during 2011-2012.

RESULTS: Accomplished - WCC provided 769 scholarships to qualified WCC students during 2011-2012. Awards totaled $640,481.

- Seek grant or external funding on behalf of unemployed/underemployed individuals.

RESULTS: Accomplished - WCC applied for and received Tuition Differential Investment Pool funding and, in cooperation with On-Ramp grant funding, initiated a
welding program at three local high schools. We are currently working on a TAA grant for Health Career Pathways with a regional consortium. WCC recently submitted a grant proposal to Health Resources and Services Administration (HRSA) requesting $650,000 in scholarship support over the next 4 years for low income WCC students enrolled in the Nursing Program.


**RESULTS:** **Accomplished** - We recently learned that the USDOE ranked WCC 13th among public 2-year schools with the lowest net price. See detailed information at this link [http://collegecost.ed.gov/catc/Default.aspx#](http://collegecost.ed.gov/catc/Default.aspx#)

- Continue to seek executive and legislative support
  - WCC will contact legislators at least twice annually (besides during the regular session) to make them aware of operating and capital outlay needs.

**RESULTS:** **Accomplished** - WCC administrators met with legislators during the annual “Poor Man’s Dinner” in Galax—a major political event held in conjunction with the Galax Fiddler’s Convention. Legislators attending this year’s event included Bill Carrico, Anne B. Crockett-Stark, and Roscoe Reynolds. WCC administrators also met with legislators—Terry Kilgore, Phillip Puckett, Israel O’Quinn, Roscoe Reynolds—during several Virginia Tobacco Commission meetings throughout the year.

**STUDENT SUCCESS** - Increase the number of students graduating, transferring, or completing a workforce credential by 50 percent, including increasing the success of students from underserved populations by 75 percent.

In FY 12, Wytheville Community College will:

- Participate in VCCS efforts to implement the redesign of developmental mathematics and to develop curriculum and placement instruments for the new developmental English structure.

**RESULTS:** **Accomplished** - New developmental math courses were offered on schedule in spring 2012. WCC students had highest success rate in VCCS for first 4-week session for the new courses. Placement instrument for developmental English will be tested during Fall 2012 semester and implemented in Spring 2013.

- Continue annual meetings with high school superintendents and offering SAT preparation classes to encourage college readiness of area high school students.

**RESULTS:** **Accomplished** - Dr. White, WCC President, met with area high school superintendents to discuss concerns and foster good relations. WCC’s Vice President of Instruction, Vice President of Workforce, Academic Deans, and Dual Enrollment
Coordinator visited the high schools (except one) to meet with Dual Enrollment teachers. They reviewed Dual Enrollment (DE) policy and encouraged questions and dialogue. As a follow-up, the three Deans visited the high schools to personally conduct teacher evaluations in DE classes. WCC offered SAT preparation classes in Fall 2011.

- Utilize student success measures that are aligned with Achieve 2015 and Reengineering Task Force recommendations to assess program performance through WEAVE.

**RESULTS:** *Partially Accomplished and Ongoing* - Weave Online (an online program assessment tool) was implemented in the Fall of 2011. Faculty training was conducted during Fall 2011 In-service. All Associate Degree programs have been through the initial assessment process and SACCOC reviewed/approved during the 5th year report.

- Post “Gainful Employment” data on college website for USDOE identified programs of study.

**RESULTS:** *Accomplished* - WCC has posted the “Gainful Employment” data.

- Add two on-line advisors to assist students enrolled in distance delivery courses.

**RESULTS:** *Accomplished* - WCC has hired two on-line advisors and has established an Online Advising Center. The advisors are utilizing an online chat room feature (accessible from WCC’s webpage) to provide services to our distance education students. They are also identifying and contacting at-risk students to offer additional assistance as needed.

- Promote student success through marketing of successful WCC students and graduates
  - Public Information Office marketing/Public Relations efforts will highlight more successful WCC students and graduates in advertising, news releases, publications, and on the web, with a minimum of three such highlights per semester.

**RESULTS:** *Accomplished* - During fall semester 2011, the newsletter highlighted the WCC alumni picnics in Carroll County and Grayson County, including photos and/or quotes from alumni. The WCC Scholarship Foundation marketing materials highlighted the success of graduate Scottie Davis. Press releases focused on the success of student Jamie Spicer, recipient of the Valley Proteins Scholarship. Additionally, a press release on the Twin County Leadership Institute featured information about six WCC students. During spring semester 2012, WCC prepared special brochures highlighting eight current students, each representing an area of the college’s service region. These brochures were distributed to legislators, Board members, and local elected officials. Also, the WCC Annual Report highlighted two alumni, Sharonnette Edwards and Jacob Spraker. The report also included quotes from ten scholarship recipients. The Wythe-Bland
Foundation Scholarship webpage highlighted five current students and their volunteer community service.

- Institute a “Quality Matters” Program to enhance student success with online learning.

**RESULTS:**  *Partially Accomplished* - Beginning Summer/Fall of 2011, Wytheville Community College began reviewing online courses using the Quality Matters program. During the 2011-12 academic year we reviewed six courses. We have also had several faculty and staff receive Quality Matters Training.

- Increase the online training to full-time and part-time faculty by 20%.

**RESULTS:**  *Partially Accomplished* - There was no data from 2010-2011 to compare with, however, for 2011-2012, WCC had 13 faculty participate in the IDOL and LoGo online faculty development courses and 16 faculty participate in online Quality Matters Training. In addition WCC’s Distance and Distributed Learning department created a new web site that includes over 70 Blackboard tutorials that were used to assist faculty with learning the latest version of the learning management system.

- Increase the online training using IDOL and TOPS to full-time and part-time faculty by 50%.

**RESULTS:**  *Partially Accomplished* - During the 2011-12 academic year, WCC had ten faculty participate in the IDOL: Instructional Design for Online Learning course. WCC also had three additional faculty participate in another faculty development course in the same series called LoGo: Learning on the Go. The IDOL course enrollments only represented a 10% increase, but IDOL and LoGo combined equals a 44% increase.

- Funding is provided in the WCC 2012 college operations budget to provide Career Readiness Certificate testing to area participants.

**RESULTS:**  *Accomplished* - WCC has administered 164 CRC assessments at this time.

- Provide adjunct and dual-credit faculty in-service training to enhance faculty development and to increase student retention.

**RESULTS:**  *Accomplished* - The adjunct faculty in-service training was held August 16, 2011 in Galax Hall. It was well attended by adjunct, full time, and dual enrollment instructors.

- Increase the number of faculty using Blackboard for “face to face” classes by 10%.
RESULTS:  **Accomplished** - During the 2011-12 academic year from Summer 2011 thru Spring 2012, 132 full-time and part-time faculty used Bb for their face-to-face classes. This was an increase of 23 faculty or 21%.

- Increase the number of students receiving Blackboard Training by an additional 10%.

RESULTS:  **Partially Accomplished** - WCC had students attend orientation events that included Blackboard training representing an 8% increase.

- Increase the number of students enrolling in SDV by an additional 10%.

RESULTS:  **Not Accomplished** - Examining the percentage of students who enrolled in an SDV class, 15.3% of students enrolled in an SDV class in Fall 2010, compared to 16% who enrolled in an SDV class in Fall 2011, an increase of 0.7%. Examining the percentage of students who enrolled in a Spring SDV class, 7.1% of students enrolled in an SDV class in Spring 2011, compared to 6.4% who enrolled in an SDV class in Spring 2012, a decrease of 0.7%. The number of students enrolling in SDV did not change despite a 6.2% decline in enrollment.

- Increase efforts to have students take SDV as part of their first 15 credit hours of enrollment at WCC.

RESULTS:  **Accomplished** - This is another area where WCC is at the top of the VCCS ranking for enrolling first time students in SDV 100. WCC’s counselors make every effort to enroll all new students in SDV 100.

- Increase number of General Education Certificate completers.

RESULTS:  **Not Accomplished** - For the 2011-2012 academic year a total of 120 students were awarded a General Education Certificate. For the 2010-2011 academic year a total of 144 students were awarded a General Education Certificate. This is a drop of 24 students (-16.7%).

**WORKFORCE** - Double the annual number of employers provided training and services to 10,000, with a particular focus on high-demand occupational fields.

In FY 12, Wytheville Community College will:

- Increase the number of employers served by 5%.

RESULTS:  **Accomplished** - According to the December 2011 “Progress Report for Workforce Development,” WCC increased number of employers served by 31.1%.

- Increase revenue by 5%.
**RESULTS:** *Accomplished* - There has been a 47% increase in non-credit revenue.

- WCC will continue to increase the number of businesses returning for customized and open enrollment training through Manufacturing Technology Center programs, Department of Behavioral Health and Mental Services, and local service area employers. The additional funds allocated for non-credit programming will be used to market and implement training initiatives to achieve this goal.

**RESULTS:** *Accomplished* - Workforce has continued to grow our programs. We added a certificate program for Department of Behavioral Health and Mental Services and Gatorade, which were additional programs requested by the employers. We have served seven new businesses with incentives offered through the $3 million non-credit funding appropriated through the Virginia General Assembly. Additionally, we have funding for two new billboards and heart-saver manikins for the anticipated American Heart Association training center at WCC.

**RESOURCES** - Raise at least $550 million in cumulative gifts and grants to support the mission of Virginia's Community Colleges.

In FY 12, Wytheville Community College will:

- WCC, through the WCC Educational Foundation and WCC Scholarship Foundation and through grants, will secure at least $1.25 million in private support during 2011-2012.

**RESULTS:** *Accomplished* - Since July 1, 2011, WCC has received private contributions and grants totaling $2,758,851.

- WCC will hire a dedicated grant writer and pursue a wider range of funding opportunities.

**RESULTS:** *Partially Accomplished* - WCC established a grant writer position, and the college extended an offer to the top candidate. However, the individual declined the offer. Other candidates did not meet minimum qualifications. Jill Ross, Development Services Coordinator, had grant writing experience, and she volunteered to allow her position description to be revised to include grant writing responsibilities.

  - WCC will continue to utilize cooperative procurement opportunities via utilization of VCCS system-wide, Department of General Services and Virginia Association of State College and University Purchasing Professionals’ contracts.
RESULTS:   **Accomplished - COMPLETED AND ONGOING** – WCC utilized VASCUPP contracts in Summer 2011 to purchase security camera system and automatic door locking system. WCC utilized a cooperative contract from Thomas Nelson Community College for work order software and instructional software. WCC is in the process of utilizing Tidewater Community College’s cooperative contract for debt collection services and will be using Virginia Western Community College’s contract for elevator maintenance. WCC will continue to utilize VCCS established contracts for IT and Facilities Services. WCC will be utilizing VCCS contracts for tutoring services and inventory bar coding systems.

- The administrative team will support and foster an effort to ensure compliance with audits to strengthen positive audit history for WCC and for the VCCS.

**RESULTS:**   **Accomplished - COMPLETED AND ONGOING** – The WCC administrative team fully supports compliance efforts. The administration requested an internal audit to identify deficiencies in current processes and has developed and is implementing a corrective action plan.

**MANAGEMENT GOALS** - In Order to accomplish the goals set forth in Achieve 2015 and these Chancellor’s Goals, various management goals are necessary.

In FY 12, Wytheville Community College will:

- WCC will meet IPS standards in accordance with the Higher Education Restructuring Act by reviewing the requirements annually and applying resources and support accordingly.

**RESULTS:**   **Accomplished - COMPLETED AND ONGOING** – Review is done annually.

- WCC will fully implement the WEAVE Online software tool that will be used to develop and track academic assessments of all academic programs, in continual preparation for compliance with accreditation agencies.

**RESULTS:**   **Accomplished - COMPLETED AND ONGOING** – First round completed and SACS approved. We continue to add programs into WEAVE.

- WCC will continue to implement recommendations of the Re-engineering Task Force and provide support to the Task Force through workgroup participation as ideas evolve and are further developed.

**RESULTS:**   **Accomplished - COMPLETED AND ONGOING** – Developmental Math Program was successfully implemented. Cooperative procurement methods are being utilized and efforts to expand are ongoing. WCC has met the fundraising goal for 2011-2012 and will continue to seek out additional resource opportunities. College administrators continue to participate in Task Force workgroups.
• WCC will ensure that updates are provided to faculty (through WCC’s Chancellor’s Faculty Advisory Council representative) regarding possible roles for new employees that would enhance the full-time to part-time teaching ratio.

**RESULTS:** *Accomplished* - and ONGOING

• WCC will conduct a credit audit of academic programs in an attempt to reduce time-to-degree for students.

**RESULTS:** *Partially Accomplished* - and ONGOING – The first phase review of transfer associate degrees is complete. The second phase review of applied associate degrees is almost finished – only one program left to review. We will begin the review of certificates and diplomas once guidelines are received.

• Enhance security practices to meet college, state, and federal security requirements by:
  o WCC will develop an annual schedule of emergency drills and training for faculty, staff, and students which will include testing of the Continuity of Operations Plan.

**RESULTS:** *Accomplished* - and ONGOING – Schedule is set and drills are carried out regularly.

  o WCC will continue to develop an annual schedule of emergency drills and training for faculty, staff, and students which will include testing of the Continuity of Operations Plan.

**RESULTS:** *Accomplished* - and ONGOING

  o WCC will continue to participate in regular meetings with regional VDEM Coordinator regarding regulations and best practices for emergency management on college campuses.

**RESULTS:** *Accomplished* - and ONGOING – WCC Safety Coordinator has attended multiple VDEM training sessions.

  o WCC will ensure that employee training is up to date on latest National Incident Management Courses

**RESULTS:** *Accomplished* - and ONGOING – 30 Employees have been trained and we continue to train new hires.
o Vice President of Finance and Safety Committee Chair will continue to serve on Wythe County’s Local Emergency Planning Commission and participate in mock emergency exercises.

**RESULTS:** *Accomplished* - and ONGOING.

o WCC will complete installation of new campus camera system and automatic door lock system for the main campus.

**RESULTS:** *Accomplished* - Fall 2011.

o The Dean of Student Success and members of the Threat Assessment Team will attend Threat Assessment training, seminars, and conferences.

**RESULTS:** *Accomplished* – The Dean of Student Success and five members of the Threat Assessment Team attended a statewide seminar at Virginia Tech.

o WCC will successfully transition from a campus security department to a campus police department.

**RESULTS:** *Accomplished*

o Send at least two administrators to Community Emergency Response Team (CERT) training.

**RESULTS:** *Accomplished* - and ONGOING – Safety Coordinator completed CERT training in August 2011. WCC will be sponsor CERT training class for administrators in Summer 2012.

- The college will report on our current Level 2 technology project management standards and strive to align with all guidelines.

**RESULTS:** *Accomplished* - and ONGOING.

- The college will develop and implement a diversity recruitment plan to increase diversity of teaching faculty and all employee groups.

**RESULTS:** *Partially Accomplished* - and ONGOING - WCC recently submitted a Diversity Recruitment Plan to the VCCS. WCC regularly advertises in minority publications.

- Continue efforts to increase placement of minority adjuncts by 10%.

**RESULTS:** *Partially Accomplished* – and ONGOING – WCC is utilizing the VCCS Diversity Dashboard to recruit eligible candidates.
• Continue to support successful launch of new HRMS System and provide training and support to college employees.

RESULTS:  Accomplished – and ONGOING.

• Expand use of work order software system from Technology and Maintenance Departments to fleet requests, keys requests, and routing of travel requests.

RESULTS:  Partially Accomplished - and ONGOING – A work order software system has been fully implemented for IT. Implementation is in progress for Maintenance Department. We will expand to other areas in Summer 2012.

• Enhance learning environment through facility improvements by:
  o WCC will continue to refine and develop the college’s six year plan submission, focusing on renovation of Fincastle Hall as the plan’s top objective.

RESULTS:  Accomplished - and ONGOING.

  o The college will better utilize data in the Facility Utilization Management System to schedule facilities more effectively and to ensure room utilization is accurate and coded correctly in the Student Information System. FUMS data is used as a basis for funding of capital requests.

RESULTS:  Accomplished - and ONGOING – Coding for rooms was verified and data updated in FUMS Summer 2011.

  o Installation of instructional technology and facelifts of classrooms (lighting, painting and furniture).

RESULTS:  Accomplished - and ONGOING – Renovation of labs and classrooms in 2011-2012 included:
  • Labs for Biology, Chemistry, and Med Lab programs were updated to include new flooring, painting, casework, and workstations, hoods and lab equipment.
  • New lighting, flooring, painting, furniture, and instructional technology were installed in all Fincastle Hall classrooms.
  • New lighting was installed in Bland, Carroll, and Fincastle Hall.
  • New flooring, painting, casework, and furniture were installed in Grayson Hall Police Science Lab.