

Wytheville Community College

WCC'S GOALS IN SUPPORT OF THE CHANCELLOR'S ACHIEVE 2015 GOALS FOR JULY 2012 TO JUNE 2013

GOAL: ACCESS

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

	Chancellor's Goals	WCC's Goals	WCC's Outcomes
1	<p>Increase Enrollment from Underserved Populations Increase enrollment from underserved populations by 5% over 2011-12.</p>	<p>WCC will increase enrollment from minority populations by 5% over 2011-2012. WCC will hire two enrollment and retention specialists to increase efforts to recruit and retain underserved populations.</p>	<p>Not Accomplished - For racial/ethnic under-represented student populations, enrollment decreased from 381 students in Fall 2011 to 377 students in Fall 2012, a decrease of 4 students. For students living in locations that are traditionally underserved (i.e., Carroll and Smyth Counties in WCC's service district), enrollment decreased from 1,477 students in Fall 2011 to 1,403 students in Fall 2012, a decrease of 74 students (-5.0%). WCC hired two enrollment and retention specialists officially titled as "College Success Coaches."</p>
2	<p>Develop Marketing Plan for URP Students In collaboration with marketing leaders from Virginia's Community Colleges, develop and execute a strategic communications and marketing plan to convince more URP Virginians to attend college.</p>	<p>Collaborate with VCCS marketing leaders to develop and execute a strategic communications and marketing plan to convince more URP Virginians to attend college. WCC will hire two enrollment and retention specialists to increase efforts to recruit and retain URP students.</p>	<p>Accomplished -The Public Information Office developed and implemented a marketing plan that included special promotions of the affordability of college to under-represented populations via the website, distribution of flyers and information at off-campus sites, local public libraries, and the Wytheville Training School Cultural Center. Efforts were also made to increase use of photos illustrating student diversity in all college publications, including the website. As mentioned in the above item WCC hired two enrollment and retention specialists officially titled as "College Success Coaches."</p>

Continued - GOAL: ACCESS		
Chancellor's Goals	WCC's Goals	WCC's Outcomes
<p>3</p> <p>Educational Programs Annually develop 10 new academic programs (degree, certificate, or career studies certificate) that respond to emerging, critical workforce needs, particularly in STEM-related areas (science, technology, engineering, and mathematics).</p>	<p>Workforce Development will develop and obtain VCCS approval for a Total Productive Manufacturing Leadership Certificate.</p> <p>Workforce Development will develop and obtain VCCS approval for a Customer Service Career Studies Certificate.</p> <p>WCC will explore adding one or more career studies certificates in STEM-related areas.</p> <p>WCC will develop a Public Health Specialization in the Science Degree.</p>	<p>Accomplished – The Total Productive Manufacturing Leadership Certificate has been approved by the VCCS and implemented by WCC (Gatorade).</p> <p>Not Accomplished - Goal was cancelled due to lack of student interest.</p> <p>Partially Accomplished and Ongoing – The Vice President of Instruction and Academic Deans are all members of a STEM-H Needs Assessment and Strategic Planning Coalition that is looking to bring a STEM-H Academy to the Wythe-Bland service area. CSCs will be considered as necessary to support the STEM-H Academy programs once the Academy is operational.</p> <p>Partially Accomplished - Due to low initial enrollment in the courses, development of the Specialization is on hold until enrollments increase.</p>
<p>4</p> <p>Increase Enrollment In Postsecondary Programs By Middle College Participants Increase the percentage of Middle College students who, within one year of completing the GED, enroll in a community college, as compared with 2011-12.</p>	<p>Not applicable to WCC.</p>	<p>N/A</p>
<p>5</p> <p>Virginia Educational Wizard Increase the total number of profiles created in the Virginia Education Wizard by 70,000, to include 45,000 profiles created by Virginia students in grades 7 through 12 and 12,000 profiles by Virginia community college students.</p>	<p>Market Transfer Programs through the Virginia Education Wizard (VEW).</p> <p>Maintain high-profile VEW link on home page of WCC website.</p> <p>Include information about VEW and transfer opportunities in at least three "Access WCC" radio programs during the year.</p>	<p>Accomplished - Transfer programs were highlighted through the Virginia Education Wizard (VEW).</p> <p>Accomplished - A high-profile VEW link is maintained on the WCC website home page.</p> <p>Accomplished - VEW and transfer opportunities were highlighted in the September 2012, January 2013, and April 2013 "Access WCC" radio programs.</p>

Continued - GOAL: ACCESS			
	Chancellor's Goals	WCC's Goals	WCC's Outcomes
5	<p>Continued - Virginia Educational Wizard Increase the total number of profiles created in the Virginia Education Wizard by 70,000, to include 45,000 profiles created by Virginia students in grades 7 through 12 and 12,000 profiles by Virginia community college students.</p>	<p>Highlight transfer programs and VEW in one news release per semester.</p> <p>Include VEW website address on all transfer program brochures as they are revised.</p> <p>WCC Career Coaches and student development advisors/instructors require students to create a profile in the VEW.</p>	<p>Accomplished - Transfer programs and VEW were highlighted in press releases submitted to local media each semester.</p> <p>Accomplished - VEW information was included on all transfer program brochures.</p> <p>Accomplished – WCC's Career Coaches, Adult Career Coaches, and Experiential Learning/Job Placement Coordinators are encouraging students to utilize the VEW.</p>
6	<p>Initiate Student Level Tracking Of Career Coach Services Initiate a case based management system for Career Coaches that allows for individual student tracking.</p>	<p>WCC's Career Coaches will be trained and required to use the case based management system.</p>	<p>Partially Accomplished - Currently, all six of the high school career coaches have been trained to utilize the academic and career plans that are in the Wizard. They were trained at the Career Coach Academy this past September, and updates were discussed at the Regional Meeting in Roanoke. All coaches attended this training as well. All coaches have discussed the new case based management system, and coaches have been involved in webinars with Scott Kemp. It is anticipated that the new case based management system will be out for a focus group of coaches to review in the near future.</p>
7	<p>Expand Great Expectations Enrollments Expand the number of students in the Great Expectations program by 25% over 2011-12.</p>	<p>WCC will expand the number of students in the Great Expectations program by 25% over 2011-12.</p>	<p>Accomplished - Last year WCC had 6 students enrolled, and this number increased to 13 students for this year. This represents an increase of 116% over last year's enrollment.</p>

GOAL: 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.

	Chancellor’s Goals	WCC’s Goals	WCC’s Outcomes
8	<p>Increase Financial Aid Recipients Increase the number of students receiving financial aid by 5% over 2011-12 with special focus on middle class students.</p>	<p>WCC will increase the number of students receiving financial aid by 5% over 2011-2012 figures, focusing on the middle class students.</p> <p>Provide a minimum of 600 scholarships to qualified WCC students during 2012-2013.</p> <p>Seek grant or external funding on behalf of all students, including middle class.</p> <p>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 ads, releases, or radio show mentions per semester.</p>	<p>Partially Accomplished - The number of students receiving any financial aid increased from 2,725 students in 2011-2012 to 2,762 students in 2012-2013, an increase of 37 students (+1.4%). Due to a decrease in overall enrollment from 2011-2012 to 2012-2013, the percentage of students who received financial aid increased 1.9%. A focus was placed on ensuring that middle class students received financial aid funds.</p> <p>Accomplished – WCC, WCC Educational Foundation and WCC Scholarship Foundation provided a total of 831 scholarships to qualified WCC students during 2012-13.</p> <p>Accomplished - The WCC Educational Foundation and the WCC Scholarship Foundation provided scholarship awards totaling \$384,784. The Wythe-Bland Foundation provided scholarship awards totaling \$333,650. The WCC Educational Foundation secured a \$400,000 grant from the Virginia Tobacco Commission to continue the “WCC Forging Futures Scholarship Program.” The WCC Scholarship Foundation received \$30,000 in state tax credits through the Department of Education’s Neighborhood Assistance Program to help strengthen the Neighborhood Assistance Act Scholarship Endowment that provides scholarships to economically disadvantaged WCC students.</p> <p>Accomplished - WCC placed ads in all local newspapers several times during the year to promote registration and affordability. Press releases regarding WCC’s affordability were also submitted throughout the year to local newspapers, and information about affordability was included in “Access WCC” radio programs. WCC highlighted the affordability of community college education in its spring and summer 2013 television ads, as well as on a local billboard. Affordability was also stressed during Open House programs for high school students.</p>

Continued - GOAL: AFFORDABILITY			
	Chancellor's Goals	WCC's Goals	WCC's Outcomes
8	<p>Continued - Increase Financial Aid Recipients Increase the number of students receiving financial aid by 5% over 2011-12 with special focus on middle class students.</p>	<p>Public Information Office will continue to explore opportunities to link financial aid and scholarship opportunities to public school websites in the college's service region.</p> <p>Public Information Office will continue pursuing opportunities to advertise in high school publications such as athletic programs.</p>	<p>Partially Accomplished and Ongoing - Links to the WCC website are available on the Wythe County Public School websites, Bland County Public School websites and Smyth County Public School websites. Efforts continue to encourage other public school systems to include links.</p> <p>Partially Accomplished and Ongoing - The Public Information Office purchased ads in athletic programs at each of the high schools in the WCC service region except Galax.</p>
9	<p>Increase Financial Aid For Noncredit Workforce Instruction Increase the proportion of students provided with financial aid for noncredit workforce instruction leading to credentials through the On Ramp program.</p>	<p>WCC will increase the proportion of students provided with financial aid for noncredit workforce instruction leading to credentials through the On Ramp program.</p>	<p>Accomplished - WCC added a non-credit section of Truck driver training after On-Ramp guidelines specified 50% of funds were to be spent on non-credit financial assistance. WCC has also sought other non-credit funding and has been very successful with People, Inc. funding nurse aide students using WIA funds.</p>
10	<p>Benchmarks for Financial Aid Shared Services Model Monitor the results of the Financial Aid Shared Services model and begin to draft performance benchmarks.</p>	<p>WCC will continue to monitor and achieve Financial Aid results equal to or better than the performance of the Financial Aid Shared Services Model.</p>	<p>No Report but Ongoing - At the time of this report, WCC has not received benchmark data for comparative purposes. WCC will provide such data as soon as benchmark information is available.</p>

GOAL: STUDENT SUCCESS

Increase the number of students graduating, transferring or completing a workforce credential by 50%, including increasing the success of students from underserved populations by 75%.

	Chancellor's Goals	WCC's Goals	WCC's Outcomes
11	<p>Enhance Veterans Services Expand and enhance services for veterans and active duty military personnel with attention to prior learning.</p>	<p>WCC will expand and enhance services for veterans and active duty military personnel with attention to prior learning.</p> <p>WCC will promote the availability of Veterans Services through development of printed and web marketing materials.</p>	<p>Accomplished - In September 2012 an Adult Career Coach was hired to focus on all student military veterans and spouses. Since October 2012 academic counseling, career planning, and career readiness activities have been offered and utilized by 40 student veterans. In March 2013 the first Student Veterans Association was started at WCC. WCC also has a Financial Aid specialist assigned to work with Veterans and the funding available to them.</p> <p>Accomplished - WCC developed a printed brochure and a webpage to promote services offered at WCC to Veterans.</p>
12	<p>Encourage College Readiness Analyze and report on outcomes of college readiness initiatives between colleges and K-12 partners.</p>	<p>WCC will develop, analyze, and report on outcomes of college readiness initiatives between WCC and our K-12 partners.</p> <p>WCC will increase the number of General Education Certificate completers over 2011-2012.</p>	<p>Partially Accomplished and Ongoing - The Student Services staff members are working with K-12 partners to develop metrics for working on implementation of college readiness initiatives as determined by the VCCS College Readiness Workgroup.</p> <p>Accomplished - The number of General Education Certificate completers increased from 120 students in 2011-2012 to 298 students in 2012-2013, an increase of 178 students (+148.3%). The number of completers increased from 28 students in Summer 2011 to 74 students in Summer 2012. The number of completers increased from 42 students in Fall 2011 to 98 students in Fall 2012. The number of completers increased from 50 students in Spring 2012 to 126 students in Spring 2013.</p>
13	<p>Continue Developmental Education Redesign Implement developmental English redesign and evaluate effectiveness of developmental mathematics redesign.</p>	<p>WCC will implement developmental English redesign and evaluate effectiveness of developmental mathematics redesign.</p>	<p>Accomplished – ENF was implemented spring 2013 semester. MTH has been in place for one year and WCC has fewer students placing into developmental math than before, apparently resulting from better placement. Students are successful at comparable rates to previous semesters, which is an indicator that only students who actually belong in developmental are placed into developmental and are successful at a high rate.</p>

Continued - GOAL: STUDENT SUCCESS			
	Chancellor's Goals	WCC's Goals	WCC's Outcomes
14	<p>Develop Student Services Initiatives Develop college and career plans using the Virginia Education Wizard and implement an automated early alert system (eWISE).</p>	<p>WCC will develop college and career plans using the Virginia Education Wizard and implement an automated early alert system.</p> <p>WCC will hire two College Success Coaches and one Program Specialist to focus on increasing student retention.</p>	<p>Partially Accomplished and Ongoing - WCC has chosen a management program (Starfish) and the implementation team is in place. The purchasing/installation of the program is being managed by the VCCS.</p> <p>Accomplished – WCC has filled these positions.</p>
15	<p>Develop Professional Development Plan Create a professional development plan for developmental education faculty through collaboration with college leaders.</p>	<p>WCC will create and implement a professional development plan for developmental faculty.</p>	<p>Accomplished and Ongoing - Full-time and adjunct faculty who teach developmental education actively participate in professional development locally and on the VCCS level by attending the Chancellor's Developmental Education Institute, the annual Developmental Education Symposium, and regional "drive-in" developmental education workshops. Full-time faculty also provide annual professional development workshops for adjunct faculty teaching developmental English and mathematics.</p>
16	<p>Explore Emerging Learning Technologies Identify and investigate new and evolving learning technologies and promoting those that offer the greatest promise for effective teaching and learning and improved student success.</p>	<p>WCC will identify and investigate new and evolving learning technologies and promoting those that offer the greatest promise for effective teaching and learning and improved student success.</p>	<p>Accomplished and Ongoing - Panopto lecture-capture system has been purchased, installed, and piloted by a few faculty. It is being used extensively now in the Nursing curriculum.</p>
17	<p>Develop Digital Textbooks for High Volume Courses Assemble a group of faculty, designers, and other subject matter experts to develop and promote the adoption of an openly licensed digital textbook for a high volume VCCS course.</p>	<p>WCC will participate in evaluation of open source materials.</p>	<p>Accomplished – A WCC Math Instructor, has applied for, and received, a \$3000 VCCS Grant to explore, adopt, and use open source materials for MTH 163.</p>
18	<p>Support Apprenticeship Related Instruction Initiate annual reporting of the number of apprentices earning actual or articulated college credits through Apprenticeship Related Instruction (ARI) and establish annual performance metrics to increase the number and percentage of apprentices earning college credits through ARI (Success).</p>	<p>WCC will continue to partner with New River Community College to offer Apprenticeship Related Instruction.</p>	<p>Partially Accomplished - Any inquiries WCC has received regarding Apprenticeship Related Instruction have been referred to NRCC. These inquiries have been minimal.</p>

Continued - GOAL: STUDENT SUCCESS			
	Chancellor's Goals	WCC's Goals	WCC's Outcomes
19	Support Employment Attainment Increase job placement rates of On Ramp participants by 35% and provide job placement services via TAA-funded Adult Career Coaches and Job Placement Coordinators.	WCC will increase job placement rates of On Ramp participants by 10% and provide job placement services via TAA-funded Adult Career Coaches and Job Placement Coordinators.	Accomplished - 17 of 21 On-Ramp participants are employed for a placement rate of 81%.
20	Support Credit And Noncredit Credential Attainment By Dislocated Workers Increase the number of credentials earned by On Ramp participants.	WCC will increase the number of credentials earned by On Ramp participants.	Accomplished - 14 of 15 On-Ramp credit participants earned a credential for a rate of 93.3%. 4 of 6 non-credit participants earned a credential for a rate of 66.7%.
21	Increase the Number of Students Completing Career Readiness Certificates Meet individual college targets established for number of individuals receiving a Career Readiness Certificate.	WCC will meet or exceed the target established for the number of individuals receiving a Career Readiness Certificate.	Partially Accomplished and Ongoing - Currently WCC has attained 59% of our target. There has been a huge demand for testing and we are on course to meet the target of 380 prior to July 1.
22	Student Success Reporting Provide comprehensive reporting on a variety of student success measures aligned with Achieve 2015 and the Reengineering Task Force recommendations.	WCC will analyze data and utilize it to improve student success.	Accomplished and Ongoing – WCC analyzed data from multiple sources over the academic year and used data in efforts designed to improve student success. Data analyzed and used included data on graduation rates, retention rates, performance rates, and developmental education redesign efforts, as well as survey data gleaned from our Graduation Survey, Current Student Survey, Former Student Survey, Employer Survey, and Distance Education Survey.

GOAL: WORKFORCE

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

	Chancellor's Goals	WCC's Goals	WCC's Outcomes
23	<p>Serve Employers through College Courses, Programs, and Outreach Increase the number of employers served through college credit and noncredit courses, customized training, and other outreach efforts by 9% and report annually all their employer activities.</p>	<p>Workforce Development will increase the number of employers served by 10%.</p>	<p>Not Accomplished but Ongoing - WCC has not increased the number of employers served at this point in the year.</p>
24	<p>Implement Workforce Enterprise System Monitor and report on implementation of a workforce enterprise system.</p>	<p>WCC will participate, implement, and utilize the workforce enterprise system.</p> <p>Workforce Development and the Manufacturing Technology Center will develop a basic workforce enterprise system and test the market with two employers.</p>	<p>Partially Accomplished and Ongoing – Workforce Development Staff are participating in the WES task force webinar meetings monthly. The Vice President of Workforce Development attended a meeting in May demonstrating the Workforce Enterprise System. The College has established a WES implementation team to support the successful launch of the system.</p> <p>Not Accomplished but Ongoing - WCC Workforce Development and MTC are waiting on the launch of the Workforce Enterprise System. We feel the WES will meet the needs of both entities.</p>

GOAL: RESOURCES

Raise at least \$550 million in cumulative gifts and grants to support the mission of Virginia’s Community Colleges.

	Chancellor’s Goals	WCC’s Goals	WCC’s Outcomes
25	Leverage Support From The Virginia Workforce System Leverage funding and in-kind contributions from workforce partners and workforce funding streams.	WCC will seek funding and in-kind contributions from workforce partners for support of WCC programs.	Accomplished – Workforce Development secured in-kind contributions of scrap metal from three local businesses for welding students and bottled water for students attending classes at the Smyth County Education Center from one local business.
26	Obtain Support for Career Pathways Secure at least \$1,000,000 in grants to develop and expand workforce and career pathways activities that involve colleges and local workforce partners.	WCC will pursue at least \$30,000 in grant funding opportunities to support career pathways activities.	Accomplished - WCC received grant funds from WIA—On-Ramp Program, Perkins Grant, and Chancellor’s Award for Exemplary Career Coaches that together totaled \$200,449 to support career pathways activities.
27	Leverage VCCS Purchasing Volume Achieve full compliance with purchasing regulations and leverage economies of scale when system-wide contracts can result in better pricing and administrative efficiencies.	WCC will comply with all purchasing regulations and seek out opportunities to utilize system-wide and cooperative procurement contracts. WCC will issue RFP for facility scheduling software and make resulting procurement available for sister VCCS colleges.	Accomplished and Ongoing - WCC issued a Web Site Design RFP with cooperative procurement language and has made the resulting contract available for use for all sister VCCS colleges. WCC participated in a joint procurement with VWCC and BRCC for elevator maintenance and is using the resulting leveraged pricing contract. WCC is using TNCC’s newly competed contract for maintenance and facility scheduling software. WCC is using TNCC’s newly competed contract for employee background checks. WCC will be participating in leveraged contract for student financial aid refunds awarded by TCC. WCC is utilizing the cooperative student loan consolidation contract awarded by TCC. WCC is in the process of publishing an RFP for HVAC Equipment Repair and Maintenance that will include cooperative language and requirements from at least three other colleges in the surrounding regions. WCC will be participating in a joint bookstore/learning resource RFP with 9 other VCCS colleges including VWCC, BRCC, PHCC, TNCC, SWVCC, VHCC, SSVCC, JTCC, RHCC.
28	Increase VFCCE Fundraising Increase the Virginia Foundation for Community College Education fundraising totals by 10% from 2011-12.	WCC—through the WCC Educational Foundation, the WCC Scholarship Foundation, and through grants—will secure at least \$2 million in private support during 2012-2013.	Accomplished - The WCC Educational Foundation, the WCC Scholarship Foundation, and WCC secured private donations and grants totaling \$2,299,000 during 2012-13.

Continued - GOAL: RESOURCES			
Chancellor's Goals	WCC's Goals	WCC's Outcomes	
28	<p>Continued - Increase VFCCE Fundraising Increase the Virginia Foundation for Community College Education fundraising totals by 10% from 2011-12.</p>	<p>WCC will continue to pursue a wider range of funding opportunities, submitting at least three grant proposals during 2012-2013.</p>	<p>Accomplished and Ongoing - In addition to receiving continued support for TRIO programs (Upward Bound, Project AIM, and Talent Search), WCC also received support from Title III: Strengthening Academic Programs in the amount of \$370,000.</p> <p>WCC also submitted the following grant proposals:</p> <ul style="list-style-type: none"> • Wythe-Bland Foundation: Received \$110,740 for WCC's Health Sciences programs. • Wythe-Bland Foundation: Partnered with Wythe County Schools and the Foundation for Excellence on a grant to WBF for STEM-H Needs Assessment and Strategic Planning \$51,500 (Submitted Feb. 1; Pending) • HRSA: Requested \$650,000 for "WCC Nursing Scholarships for Disadvantaged Students Program" (Submitted in June 2012; Denied) • Chancellor's Award for Exemplary Career Coaches: Received \$25,464. • Chancellor's Innovation Fund: Awarded \$9,600 for "WCC Respiratory Care Program" (Received in Nov. 2012: Partially Funded) • Virginia Tobacco Commission: Received \$400,000 to continue the "WCC Forging Futures Scholarship Program." • Virginia Tobacco Commission: Requested \$350,000 to support WCC's Machine Technology Program. (Submitted Feb. 28; Pending) • Paul Lee mini-grant submitted by an adjunct instructor: "Accelerating Feedback in the Online Learning Environment" \$2,250 (Submitted April 2013: Pending)

MANAGEMENT GOALS

In order to accomplish the goals set forth in *Achieve 2015* and these Chancellor's Goals, various management goals are necessary.

	Chancellor's Goals	WCC's Goals	WCC's Outcomes
29	<p>Plan Cloud-based Library Initiatives Plan the move of key library services to a hosted environment in order to improve the efficiency and effectiveness of library services.</p>	<p>WCC's Technology Committee will identify resources needed to move to a hosted library environment and include it in WCC's Technology Plan.</p>	<p>Partially Accomplished and Ongoing - Cloud based resources have been identified and are being evaluated based on feedback from WCC Library Staff and solutions identified/implemented by sister colleges. The Technology Committee will continue to provide recommendations for funding of required resources to be included in the College's Technology Plan.</p>
30	<p>Implement Decision Support System Implement the student component of the Decision Support System.</p>	<p>Financial Services area will participate in first phase of implementation of DSS, starting Fall of 2012. WCC Technology Committee will identify resources needed to support DSS solution and include it in WCC Technology Plan.</p>	<p>Partially Accomplished and Ongoing - Members of WCC's Business Office, IT Staff and Institutional Advancement Staff attended training to begin using the administrative services module of the new Decision Support System, QUINN. The VCCS is funding this system initially for Colleges via a grant. WCC will include ongoing funding to support the program in the College's Tech Plan based on cost projections provided by the VCCS.</p>
31	<p>Monitor <i>Achieve 2015</i> Monitor continuing implementation of <i>Achieve 2015</i>.</p>	<p>WCC will utilize Weave Online Assessment Software to monitor progress toward goal implementation.</p>	<p>Accomplished and Ongoing – During the 2012-2013 academic year WCC utilized Weave Online Assessment Software to monitor program effectiveness across all of the college's academic programs, assessing goal development, goal implementation, and the level of attainment of these goals at the program level for each program. The overarching target of each of these program goals was to improve student success.</p>
32	<p>Meet Management Standards Meet specified academic, administrative, and financial Performance Standards required to receive incentives provided for in the Higher Education Restructuring Act.</p>	<p>WCC will review the Higher Education Restructuring Act annually to ensure that required standards are met.</p>	<p>Accomplished and Ongoing - WCC actively participated in VCCS initiatives to comply with the Higher Education Restructuring Act by submitting information to be incorporated into the VCCS' Six Year Plan and by participating in initiatives to support the plan including: Developmental Math and English Redesign, allocation of funding to support Top Jobs 21, allocation of funding for Stem H, awarding as much financial aid as possible, offering scholarships to lower the cost of tuition for students, participating in Re-Engineering efforts and initiatives, participating in TAATCCCT Grant, completing a credit audit of all programs and certificates offered and offering online tutoring services for students.</p>

Continued - GOAL: MANAGEMENT GOALS			
	Chancellor's Goals	WCC's Goals	WCC's Outcomes
33	<p>Continue Re-engineering Task Force Continue the Chancellor's Re-engineering Task Force and implement recommendations as appropriate.</p>	<p>WCC personnel will continue to serve on the Re-Engineering Task Force and chair the Procurement Subcommittee. WCC personnel will continue to serve on the Faculty evaluation work group. The College will regularly review Task Force recommendations and strive to implement the suggested changes.</p>	<p>Accomplished and Ongoing - Participation on the Faculty Evaluation Work Group continues. The Vice President of Finance continues to serve on the Re-Engineering Task Force and serves as the Chair of the Leveraging Procurement Volume Subcommittee and is a member of the Shared Services Subcommittee. WCC is aware of the work and initiatives of the Task Force and has worked to implement multiple recommendations including: Developmental Math Redesign, Developmental English Redesign, New Faculty Evaluation Process, Utilization of Instructor Role, participating in cooperative procurements, and meeting new fundraising goals.</p>
34	<p>Continue Emergency Preparedness Continue to improve and test Continuity of Operations Plans and procedures.</p>	<p>WCC will continue to actively revise/improve our COOP plan and emergency preparedness procedures and regularly conduct drills and emergency exercises. Employees will receive annual training on emergency preparedness topics.</p>	<p>Accomplished and Ongoing - WCC conducted multiple emergency drills at the three WCC locations including drills for fire, tornado and shelter in place. WCC submitted updated COOP and Emergency Operations Plans to VDEM. Multiple employees completed training on emergency preparedness topics. The College received an excellent agency assessment rating after our emergency planning efforts were reviewed by the Office of the Secretary of Veterans Affairs and Homeland Security. WCC received a certificate of recognition from Governor's Office commending our Agency for Ongoing Preparedness Efforts.</p>
35	<p>Project Management By March 1, 2013, colleges will submit reports on the current status for implementation of the technology project management standards and guidelines relative to Level 2.</p>	<p>WCC will comply with the project management standards and guidelines for IT Level 2 Delegated Authority and submit our status report by the required deadline.</p>	<p>Accomplished - WCC completed this report documenting the College's compliance with IT Level 2 Delegated Authority and submitted it by the March 1, 2013 deadline.</p>
36	<p>Technology Innovation Complete the work of the Innovation and Technology Task Force and begin implementing recommendations in this fiscal year.</p>	<p>WCC's, IT Director, will continue to serve on this Task Force. WCC Technology Committee will identify resources needed to implement Task Force recommendations and include in WCC's Technology Plan.</p>	<p>Accomplished and Ongoing - WCC continues to identify resources needed to support the recommendations of the Innovation and Technology Task Force and included recommendations for funding these initiatives in the College's Technology Plan.</p>

Continued - GOAL: MANAGEMENT GOALS			
	Chancellor's Goals	WCC's Goals	WCC's Outcomes
37	Implement Revised Faculty Evaluation System Complete planning for implementation of a revised faculty evaluation system.	WCC will participate in and implement the recommendations of the Faculty Evaluation Workgroup.	Partially accomplished – The WCC Faculty Committee has worked on customizing the VCCS Model Plan, but they have not yet submitted it for presidential approval.
38	Expand Diversity Recruitment Continue college efforts to increase diversity among full-time faculty.	WCC will continue to advertise employment opportunities in minority publications. We will also expand college employment marketing to broader media.	Accomplished and Ongoing - WCC continues to advertise employment opportunities in minority publications and in a wide range of publications and media.
39	Complete Internal Audit Plan Complete the FY 2013 Internal Audit Plan.	WCC will implement audit recommendations by SACS, VCCS Internal Audit, APA, DOA, DHRM, and DOE.	Accomplished and Ongoing - WCC has responded to and implemented corrective action plans to fully address deficiencies and recommendations from SACS COC, VCCS Internal Audit, APA, DOA, DHRM and DOE.
40	Provide Legal Services Expand and develop templates and online training relative to legal issues to streamline advice and services.	WCC will participate in online training offered by VCCS Legal Services Department and provide feedback regarding templates and processing.	Accomplished and Ongoing - WCC Staff completed the online training offered by VCCS Legal Services and communicates regularly with the Legal Services Team regarding processes.