

Washington State Community College Priorities and Initiatives -- 2007-2009

Key to Indicators: 0 = Not yet started, 1 = Planning phase complete, 2 = 25% complete, 3 = 50% complete, 4 = 75% complete, I = Fully implemented.

**Key to Abbreviations: CP = Idea proposed through college-wide compression planning process
HSL = AQIP Category 1: Helping Students Learn; ODO = AQIP Category 2: Accomplishing Other Distinctive Objectives; SSN = AQIP Category 3: Understanding Students' and Other Stakeholder Needs; VP = AQIP Category 4: Valuing People; LC = AQIP Category 5: Leading and Communicating; SIO = AQIP Category 6: Supporting Institutional Operations; ME = AQIP Category 7: Measuring Effectiveness; PCI = AQIP Category 8: Planning Continuous Improvement; BCR = AQIP Category 9: Building Collaborative Relationships**

STUDENT SUCCESS (SS)

Enabling students to be successful both academically and personally

SS1 Distance Learning -- AQIP Action Projects

Expand distance learning offerings to improve student access. (HSL, BCR, SIO, ME)

	0	1	2	3	4	I
A. Complete original distance learning action project, retire that project, and begin new Action Project to seek Higher Learning Commission approval for offering associate degrees online. (2004-2007 AQIP Action Project)					X	
B. Complete online Chemical Operator Certificate and degree.				X		
C. Continue to expand the number of online and alternative delivery classes. (CP)				X		
D. Create more blended classes, particularly for evening and weekend students.		X				
E. Explore virtual learning experiences such as Second Life as a means of enhancing distance learning. (CP)		X				
F. Begin new action project to seek Higher Learning Commission approval for offering associate degrees online and move from Interact online course management system to Sakai course management system. (2007-2009 AQIP Action Project)		X				

SS1a Desired Impact: Increase distance learning enrollment by 50% between fall 2007 and fall 2009 (ME)

SS2 Expand Learning Opportunities

Investigate and implement new initiatives to strengthen students' opportunities to learn (HSL, VP, BCP)

	0	1	2	3	4	I
A. Work with Marietta City Schools to fully implement Project Lead the Way.				X		
B. Increase the number of students who earn college credit prior to high school graduation. (CP)		X				
C. Seek funding to provide college courses to high school students outside of PSEO (CP)		X				
D. For College Tech Prep students, increase high school to college transition rate by 15%	X					

SS2a Desired Impact: Increase number of high school students who earn college credit by 25% between fall 2007 and fall 2009. (ME)						
E. Investigate the use of “writing across the curriculum” to strengthen general education learning outcomes. (CP)	X					
F. Provide professional development for faculty on multiple teaching methods that encourage critical thinking skills. (CP)	X					
G. Create learning communities to support student retention, particularly for at-risk students. (CP)			X			
H. Provide cutting edge technology, including pod-casting capabilities, for instruction in the face-to-face classroom as well as the online classroom. (CP)		X				
SS2b Desired Impact: Expand faculty member’s portfolio of teaching techniques to include at least one new technique by the fall of 2009 for 70% of full-time faculty and 50% of part-time faculty. (ME)						
I. Explore community service learning experiences. (CP)	X					
J. Expand hands-on learning opportunities through co-op, internship, and practicum experiences. (CP)		X				
K. Expand opportunities for students to learn through field trips and other organized travel. (CP)	X					
L. Provide more summer learning experiences for students of all ages.	X					
SS2c Desired Impact: Provide 3-7 new opportunities for non-traditional learning impacting 200 or more students by fall 2009. (ME)						
M. Work with consortium partners to offer additional courses and programs in Morgan County.				X		
SS2d Desired Impact: Increase enrollment in Morgan County courses and programs by 25% between fall 2006 and fall 2009. (ME)						
SS3 Assess Learning <i>Strengthen the college-wide assessment-of-student-learning plan. (HSL)</i> (Developed in response to AQIP Systems Portfolio Feedback)	0	1	2	3	4	I
A. Train new leadership team to lead improvement of assessment of student learning.						X
B. Create a “Student Success Plan” and place it on the college’s website (as recommended by the Ohio Board of Regents)						X
C. Investigate and pilot the use of e-portfolios for assessment		X				
D. Revitalize assessment plans and approaches across campus by creating stronger linkages between program goals and program assessment methods		X				
E. Document effective use of assessment results to improve student learning outcomes		X				
F. Implement new ways to access data to involve more individuals in assessment with greater ease.						
SS3a Desired Impact: Increase the number of academic and support programs using assessment data for making program improvement decisions by 25%. (ME)						
SS4 Career Information <i>Collect and distribute appropriate career/degree and job information using local, state, and federal data sources (HSL, SIO)</i>	0	1	2	3	4	I
A. Conduct regular workshops on career development and resume writing.					X	
B. Expand MOVER website to include online real-time “chat” assistance with job searches						X

C. Offer FOCUS or other career survey to high school and non-traditional students who are entering college for the first time or retraining. (CP)			X			
D. Expand collaborations with 4-year colleges offering courses on our campus or articulating credit through 2+2 agreements. (CP)					X	
SS4a Desired Impact: Increase the number of students receiving career assistance by 20%. (ME)						
SS5 Improve Online Registration (HSL,SIO, PCI)						
A. Make application and registration processes to online programs more user friendly (CP)						X
Impact: 100% of the team members working on this initiative felt we improved the process and 5 out of 12 felt the improvement was 50%. (ME)						
SS6 Raise Awareness of the Value of Higher Education						
<i>Tell the story of personal and professional success through higher education.</i> (ODO, BCR)	0	1	2	3	4	I
A. Create a speakers' bureau of alumni to share success stories with high school students (CP)	X					
B. Expand opportunities for WSCC faculty to assist with recruiting in the schools.				X		
C. Educate parents about the cost effectiveness of WSCC in comparison with other higher education options (CP)			X			
D. Provide more opportunities for elementary and middle school students to learn about the value of higher education. (CP)				X		
E. Publicize career information so that students and parents can see the financial advantages of higher education (CP)			X			
F. Provide public presentations about WSCC and its programs. (CP)	X					
G. Publicize information about the college's partnerships and collaborations. (CP)	X					
SS5a Impact: Improve positive perceptions of the value of higher education and WSCC as an institution between spring 2007 and fall 2009 as determined through focus groups or survey data. (ME)						
Enrollment Management (EM)						
<i>Mobilize campus resources for effective enrollment management.</i> (HSL, ODO, SIO, PCI)	0	1	2	3	4	I
EM1: Increase enrollment by 2.5% for each year for the next two years. (HSL, SIO, SIO, ODO, PCI)						
A. Increase the number of on-line courses and programs offered. (CP)		X				
EM1a Desired Impact: Enrollment in on-line courses will increase by 50% between fall 2007 and fall 2009. (ME)						
B. Create and implement a marketing campaign to raise student and community awareness of industrial and manufacturing job opportunities and our ability to train for these jobs.	X					
EM1b Desired Impact: Increase the enrollment in industrial/manufacturing programs by 10% between fall 2007 and fall 2009. (ME)						
C. Strengthen public awareness of the college's value to the community and the value of a 2-year degree or certificate. (CP)			X			
D. Utilize the information gathered from the perception and image survey of the college, (conducted by Markinetics), to prospective students and their parents.			X			

E. Develop with Markinetics a study that provides quantifiable data to increase the perception of the college in a positive way.	X					
F. Target under-enrolled programs for specific recruitment efforts.					X	
G. Target certificate programs (e.g. massage therapy, OPOTA) to reach potential students.					X	
EM1c Desired Impact: Increase enrollment by 1% overall between fall 2007 and fall 2009. (ME)						
H. Develop a master recruitment calendar as a comprehensive strategy of engaging the entire college in support of student recruitment efforts.						X
I. Increase faculty involvement in the recruitment process at high schools to increase the number of traditional age students enrolling.			X			
EM1d Desired Impact: Increase the number of faculty contacts to high schools by 25% between fall 2007 and fall 2009. (ME)						
J. Expand and promote course offerings at off-campus sites.		X				
K. Explore the possibility of adding new off-campus sites in the college's target area. (CP)	X					
EM1e Desired Impact: Increase enrollment at off-campus sites by 15% between fall 2007 and fall 2009. (ME)						
L. Strengthen relations with 4-year institutions, keeping students and the public well informed of transfer Opportunities. (CP)					X	
M. Develop effective marketing strategies to recruit transfer students including an open house for transfer students each spring.				X		
EM1f Desired Impact: Increase the enrollment in transfer programs by 10% between fall 2007 and fall 2009. (ME)						
EM2 Enrollment Management: Increase retention rates by 5% between fall 2007 and fall 2009. (HSL, VP, SIO, PCI)						
A. Look at individual academic programs retention rates and explore ways to increase retention services.			X			
EM2a Desired Impact: Increase retention rates overall in the academic programs by 10% between fall 2007 and fall 2009. (ME)						
B. Investigate the concept of a required orientation for all new degree-seeking students. (CP)		X				
C. Emphasize life skills: personal finance (including financial aid), professional etiquette, time management. (CP)			X			
EM2b Desired Impact: Increase the number of workshops offered by 20% between fall 2007-fall 2009. (ME)						
D. Investigate requiring Online Success class for all new online students. (CP)	X					
EM2c Desired Impact: Increase retention in online courses by 10% between fall 2007 and fall 2009. (ME)						
E. Provide statistics to encourage students to take developmental education courses if they test into them. (CP)	X					
F. Require a student skills course for students who repeat developmental classes.	X					
G. Offer short duration math workshops for students who test into developmental courses followed by the opportunity to retest for placement.	X					
EM2d Desired Impact: Improve rates of students who test into developmental education courses and who take them. (ME)						

H. Create a referral system for students needing counseling and other social services.		X				
EM2e Desired Impact: Increase awareness of social service agencies available for students.						
I. Provide customer service training for all employees to better position the college to fulfill student services expectations at the highest level and create an environment to actively respond to their needs.					X	
EM2f Desired Impact: Increased student satisfaction as documented on the student satisfaction survey. (ME)						
J. Develop and implement the enrollment management plan.					X	
EM2J Desired Impact: Increase retention rates by 5% between fall 2007 and fall 2009. (ME)						
EM3 Outreach (HSL, ODO, VP, SIO)						
A. Educate middle school and high school students about college readiness.			X			
EM 3a Desired Impact: Increase the number of high school graduates who apply for college. (ME)						
VALUING PEOPLE (VP)						
<i>Supporting the people who provide services to our customers</i>						
(VP1) Valuing People-Communication – AQIP Action Project	0	1	2	3	4	I
<i>Improve two-way communication with an emphasis on valuing people. (VP, LC)</i>						
A. Complete and retire Action Project titled: Improving two-way communication with an emphasis on valuing people.					X	
B. College employees will be surveyed using the Examiner in Spring 2007 to determine the impact this project has had on their perceptions of enhancing/increasing their feeling valued, communication, and college leadership.						X
VP1a Desired Impact: A 10% improvement in people’s perceptions how they are valued, how college-wide communication functions, and how effectively the college leadership fosters two-way communication. The measurement will be through comparison of the AQIP Examiner results for spring 2007 and the results from 2003. (ME)						
VP2 Committees: Refine the college committee system and provide for web-based sharing of college committee proceedings. (VP, LC, SIO)	0	1	2	3	4	I
A. Update intranet with new standing committees, leadership committees, and other committees.						X
B. Create a standard format for committee agendas and minutes.					X	
VP2a Desired Impact: Intranet will be updated and 100% of standing committees will be using the new format for agendas and minutes by fall 2009. (ME)						
VP3 Adjunct Faculty:	0	1	2	3	4	I
<i>Explore programs to support adjunct faculty in the classroom. (HSL, VP, SIO, LC, SSN)</i>						
A. Fifth week of each quarter, offer appreciation events with free pizza for evening faculty.						X
B. Offer training sessions in FERPA, classroom discipline, and use of technology in the classroom and sexual harassment prevention training. (CP)					X	
C. Department Chairs survey part-time faculty to determine additional training needs. (CP)	X					
D. Offer at least two additional trainings for part-time faculty by fall 2009 based on survey responses. (CP)	X					

VP3a Desired Impact: 100% of part-time faculty will complete sexual harassment prevention training and 85% will have completed other trainings by Winter 2009. (ME)						
VP4 Wellness Program	0	1	2	3	4	I
<i>Increase campus awareness and participation in wellness program. (VP, LC, SSN)</i>						
A. Implement AQIP Wellness mini-project. (CP)				X		
B. Survey staff and re-start Weight Watchers on-campus if demand supports.		X				
VP4a Desired Impact: Increase participation in ongoing wellness activities by 20% between fall 2007 and fall 2009. (ME)						
VP5 Faculty and Staff Development	0	1	2	3	4	I
<i>Continue to identify and offer opportunities for professional development. (VP, SIO, LC, SSN)</i>						
A. Continue to encourage faculty/staff to visit their counterparts on other campuses to share experiences and ideas. (CP)						X
VP5a Desired Impact: 10% increase in the number of faculty and staff who visit other campuses as a part of their professional development. (ME)						
B. Create and implement an enhanced orientation for new employees. (CP)			X			
VP5b Desired Impact: 100% of new employees participate in an enhanced orientation by fall 2009.						
VP6 Recognition	0	1	2	3	4	I
<i>Give public recognition to employees for their day-to-day and extra efforts. (VP, LC)</i>						
A. Continue to recognize employee efforts through <u>On Campus</u> e-newsletter. (CP)					X	
B. Continue to identify and implement methods of recognizing employee efforts. (CP)	X					
C. Encourage Community Service, providing incentives or release time when feasible. (CP)	X					
VP6a Desired Impact: Between fall 2007 and fall 2009, 50 or more employees are recognized in the <u>On Campus</u> newsletter or other publication with regard to their accomplishments or public service efforts.						
VP7 Increase Communication Throughout the Campus (VP, LC, SIO, SSN)	0	1	2	3	4	I
A. Use TV to communicate with students and employees. (CP)	X					
B. Review/revise the On-Campus. (Our Communication Vehicle) (CP)	X					
C. Educate employees on programs offered. (CP)	X					
D. Educate employees on equipment availability.	X					
E. Continue to build and update Web Site (CP)					X	
VP7a Desired Impact: TBD						
RESPONSIBLE STEWARDSHIP (RS)						
<i>Being responsible stewards of all college resources including human, natural, virtual, and fiscal.</i>						

(RS1) Continuous Improvement: <i>Strengthen continuous improvement processes and awareness through mini-projects. (CI, SSN)</i> AQIP Action Projects	0	1	2	3	4	I
A. Complete the On-line Requisition project.		X				
B. Complete the project to streamline the Grants Process.						X
C. Complete the project to create guidelines for art display.				X		
D. Complete the project for advising pre-health program students.					X	
E. Complete the iPod casting project.					X	
F. Initiate and complete the admissions and Registration Improvement project.						X
G. Initiate and complete the project to improve the distribution and tracking of office/classroom/building keys.					X	
H. Initiate and complete the Online course support sites project.						X
I. Initiate and complete the committee agenda, minutes, and storage standardization.					X	
J. Initiate and complete the project for tracking and retention of non-continuing health program students.		X				
K. Initiate and complete the project to develop an online bookstore.					X	
L. Initiate and complete the developmental studies student referrals project.	X					
M. Initiate and complete the handbook for online instructors project.						
N. Initiate and complete 10 additional mini-projects between 2007-2009 to respond to stakeholder feedback from satisfaction surveys, the AQIP Examiner, the CSSE report, market studies, state mandates and input from focus groups with graduating students. (2007-2008 AQIP Action Project)	X					
RS1a Desired Impact: Ninety-eight individuals or 64% of full-time faculty and staff were trained in continuous improvement practices in the first two years of the three-year project. An additional 21% for a total of 75% will be trained during 2007-2009. (ME)						
(RS2) Affordability and Efficiency: <i>Insofar as possible, keep student costs down through effective resource management. (HSL, ODO, SIO, CI, SSN)</i>	0	1	2	3	4	I
A. Continue to increase pursuit of public and private grant funding. (CP)						ONGOING
B. Continue to develop effective relationships with federal, state, and local government officials. (CP)						ONGOING
C. Continue to explore advances and efficiencies in technology.			X			
D. Continue to research pooling avenues for purchasing.	X					
E. Explore the use of document scanning technology.	X					
F. Identify key indicators of success and benchmark performance indicators to reflect internal and/or external best practices. (CP)	X					
RS2a Desired Impact: Identify and implement operating efficiencies equal to 1% of previous year's expenditures for 2007-2008 and 3% for 2008-2009. (ME)						
G. Map college processes and look for ways to improve and streamline processes in all departments (2007-2008 AQIP Action Project in response to Systems Portfolio feedback.) (CP)	X					

RS2b Desired Impact: Up to 60 faculty and staff will be trained in process mapping and improvement techniques. Ten college processes will be mapped with at least one improvement made to each process.						
RS3 Technology Infrastructure: <i>Develop and build a technology infrastructure that will enable our growth in strategic areas. (CI, SIO, SSN)</i>	0	1	2	3	4	I
A. Complete movement of "Interact" online course management software to our campus for local hosting and maintenance						X
B. Implement and complete movement of courses from Interact to Sakai by fall 2009.		X				
RS3a Desired Impact: Students and faculty have a stable, effective online course management system for teaching and learning.						
C. Continue to increase band width to increase speed of communication				X		
RS3b Desired Impact: Increase band width from 1.44 megabytes to a full gigabyte (ME)						
D. Streamline/simplify assignment of e-mail accounts to students.		X				
E. Implement system to simplify online password assignment for students. (CP)		X				
F. Assess/Maintain/Improve technology to create a user friendly virtual campus environment. (CP)		X				
RS3c Desired Impact: All students will easily access their email and web advisor accounts.						
RS4 Washington State Community College Foundation <i>Increase the assets of the Foundation through gifts and endowments to support College initiatives. (ODO, SIO, BCR)</i>						
A. Continue to create/improve relationships with businesses and industry to enhance fiscal/material support. (CP)			X			
B. Begin planning for a capital campaign to support the Master Plan. (CP)	X					
C. Utilize the Foundation's strategic fund raising plan in support of College initiatives (CP)			X			
D. Continue to expand donor and prospect list. (CP)			X			
E. Expand annual fund raising activities.		X				
RS4a Desired Impact: Appeals and events income will increase 15 percent annually. (ME)						
F. Develop a volunteer pool.					X	
RS4b Desired Impact: A minimum of three Foundation committees will include community members.						
G. Build expanded relationships with alumni.				X		
RS4c Desired Impact: Eight alumni will assume active support roles for the Foundation and college.						
H. Expand and enhance the Foundation web site.				X		
RS4d Desired Impact: All scholarships, giving opportunities, and campaign/appeal information will be on the web site.						
RS5 Campus Master Plan: Move forward on the Campus Master Plan to provide for future needs and related expansion. (ODO, CI)						
A. Complete planning phase for Health Sciences Building. (CP)			X			

B. Complete planning phase for new campus entrance.		X				
C. Explore creating an amphitheatre on the campus.	X					
D. Increase awareness of the college master plan. (CP)		X				
RS5 Desired Impact: Expand the college facilities and infrastructure as funding allows.						
WORKFORCE DEVELOPMENT (WD) <i>Working with local businesses and industries to provide a workforce with both basic and specialized skills</i>						
WD1 Workforce Development (ODO, CI, BCR, SSN)	0	1	2	3	4	I
A. Continue to introduce Skills Max assessments to local industries as an assessment tool for new employees/			X			
B. Continue Career Pathways program developing health services for job candidates.					X	
C. Revise and update Workforce Development business plan as new opportunities present themselves. (CP)		X				
D. Continue to create new promotional materials and update the Workforce Development website as needed. (CP)		X				
WD1a Desired Impact: Continue to serve as a key player in the economy of Southeast Ohio/Mid-Ohio Valley as evidenced by 500 newly trained employees in 2007.						
WD2 Employee Skill Development <i>Offer appropriate workforce training and education services for business and industry.</i> (ODO, BCR, SSN)	0	1	2	3	4	I
A. Continue the growth of business and industry training with a target increase of 500 students per year.						X
B. Develop new online training programs to include custom developed courses that meet industrial clients' needs. (CP)	X					
WD2a Desired Impact: Develop online training courses that can be delivered beyond southeast Ohio.						
WD3 Support Local Needs (HSL, ODO, BCR, SSN)	0	1	2	3	4	I
A. Grow ODOT training to train workers in ten regions throughout Ohio.				X		
B. Continue development of an advanced welding school.		X				
C. Create long-term contracts with large companies such as Swerwizol and Boart Longyear to train their growing workforce over several years.		X				
D. Complete the 44 credit hour certificate for Chemical Operator Training and provide to chemical companies in southeast Ohio and beyond.					X	
E. Complete the online Associate of Science degree for Chemical Operators.				X		
WD3a Desired Impact: Develop technical degree and certificate programs designed to support specific learning needs of local enterprises.						
WD4 Enhance Non-Credit Training (HSL, ODO, CI, SSN)	0	1	2	3	4	I
A. Continue non-credit training through new HVAC and Auto/Diesel training facility.					X	
B. Continue to expand the engineering wing for non-credit training through completion of phase two of the construction project.		X				

WD4a Desired Impact: The college will provide quality non-credit training for Auto/Diesel and HVAC industries.							
WD5 Experiential Learning (BCR)	0	1	2	3	4	I	
A. Complete the AEP agreement and implement the program.					X		
B. Consider college credits for employees who teach.	X						
WD5a Desired Impact: The college will partner with local businesses to expand students' opportunities for internships, practica, and service learning.							
WD6 Development Partnerships and Opportunities (BCR, ODO, HSL)	0	1	2	3	4	I	
A. Complete the creation of the Entrepreneurial Development Division.		X					
B. Expand distance learning opportunities for computer training and Business and Industry Training.	X						
C. Create a variety of experiential partnerships with local business and industry. (CP)		X					
D. Consider expanding the Center for Business & Technology building.	X						
WD6a Desired Impact: The college will strengthen the workforce by developing long-term (3-5 years) partnerships with local businesses and industries through the Workforce Development Group.							
ECONOMIC DEVELOPMENT (ED)							
<i>Being a leader in area economic development</i>							
ED1 Regional Development: (ODO, BCR, SSN)	0	1	2	3	4	I	
A. Identify and leverage natural assets and local heritage to assist in economic development.	X						
B. Assist in the development of the Morgan County Learning Center and support the creation of educational cohorts.			X				
C. Use Ohio Department of Development appropriation to identify open jobs and potential employees.		X					
D. Continue the expansion of the economic development activities in Washington County with the support of area businesses and the Port Authority	ONGOING						
ED1a Desired Impact: The college will work with regional groups and individuals to revitalize the economy.							
ED2 Expand Degree Offerings: (HSL, ODO, BCR, SSN)	0	1	2	3	4	I	
A. Continue cohort for WSCC LPN night program.						X	
B. Work with Ohio University to develop 2+2 agreements in selected degree areas	X						
C. Initiate 2008 cohort for Morgan County LPN program.				X			
D. Expand offerings at Morgan County Learning Center in partnership with other colleges.				X			
E. Explore training of pipefitters, welders, and metal fabricators in response to the 2007 Southeastern Ohio Employer Survey.	X						
E. Continue University Center including baccalaureate completion programs with Franklin University, Rio Grande University, and Miami .	ONGOING						
ED2a Desired Impact: Work with other colleges to offer certificates, associate degrees, and higher degrees, including through the Morgan County Higher Education Center.							

ED3 Job Placement Services (ODO, SIO, CI, SSN)	0	1	2	3	4	I
A. Increase job postings to the public through M.O.V.E.R expanding to 500 users with 50 employers to become the primary online job information site for Southeastern Ohio.				X		
B. Continue to provide interview and Power Point service.	ONGOING					
C. Market and advertise the M.O.V.E.R. service on Channel 22; Make job choices booklet available; Make available booklet for students on resume preparation and job interviewing						X
ED3a Desired Impact: Provide public access to Washington State’s student/alumni web-based job listing site.						
ED5 Economic Development through Non-Credit Training (BCR)	0	1	2	3	4	I
A. Expand credit/non-credit training that requires shortened stays at motels/hotels which will contribute to the local economy.	X					
ED5a Desired Impact: Develop strategic alliances with hotels, restaurants, and WSCC to support the local economy.						
ED6 Develop Key Economic Development Relationships (BCR, SSN)	0	1	2	3	4	I
A. Develop and grow relationships with state advisors who support Workforce Development and economic development goals of WSCC.	ONGOING					
ED6a Desired Impact: Relationships with key state advisors strengthen economic development efforts.						
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