

# 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. (X in black = fall 2007 status; X in red = fall 2008 status; X in green = final status fall 2010)**

**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. <b>(2004-2007 AQIP Action Project)</b>					X	X
B. Complete online Chemical Operator Certificate and degree. <b>(Certificate complete and approved by OBR.) (All online Chemical Operator courses fully developed.)</b>				X		X
C. Continue to expand the number of online and alternative delivery classes. (CP) <b>(57 online courses currently developed as of August 2008.) (81 online and 56 blended courses developed and offered during 2009-2010.)</b>	Ongoing					
D. Create more blended classes, particularly for evening and weekend students. <b>(First blended classes to be offered fall 2008 with 12-15 to be offered winter 2009 and spring 2009.) (56 blended classes offered during 2009-2010. The abundance of blended and online classes lessened the demand for Saturday classes.)</b>		X	X			X
E. Explore virtual learning experiences such as Second Life as a means of enhancing distance learning. (CP) <b>(Students in the Gaming Technology program developed a Second Life version of the Center for Business and Technology. Unfortunately, grant funding was not renewed and the college's Second Life "island" has ceased to exist.)</b>		X				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. <b>(2007-2009 AQIP Action Project) (All online courses will be migrated to Sakai by the beginning of winter quarter 2009. Working on single logon project that is a key component of HLC approval for online degrees.) (Proposal will be submitted to HLC during the fall term 2010.)</b>		X		X	X	

G. Complete CENTSS audit of online student services functions and identify service gaps. (OLN Grant, Fall 2008) (CENTSS was completed in the spring of 2010 for a second time.)		X				X
<b>SS1a Desired Impact: Increase distance learning enrollment by 50% between fall 2007 and fall 2009 Increase of 34.5% between fall 07 and fall 08.(ME)</b>						
<b>SS2 Expand Learning Opportunities</b> <i>Investigate and implement new initiatives to strengthen students' opportunities to learn (HSL, VP, BCP)</i>	0	1	2	3	4	1
A. Work with Marietta City Schools to fully implement Project Lead the Way. (First college courses fall 2008.) (Partnership continued to grow throughout 2008 and 2009. Now offering three PLTW courses to Marietta High school students.)				X		X
B. Increase the number of students who earn college credit prior to high school graduation. (CP) (HB 119, Regents Chinese Academy, Seniors to Sophomores, Project Lead the Way, Tech Prep Expanded Enrollment Grant) (Implemented On-Site Dual PSEO Dual Enrollment program in 2009-2010 and now offering dual enrollment classes at 5 out of 6 county high schools.)		X			X	X
C. Seek funding to provide college courses to high school students outside of PSEO (CP) (Initiatives in B are all grant funded) (Implemented a new On-Site Dual Enrollment program with area high schools which returns up to 80% of PSO funding back to the high schools .)		X				X
D. For College Tech Prep students, increase high school to college transition rate by 15% (Implementing expanded enrollment grant project to offer 100 tech prep students at a total of 4 schools a College Tech Prep Success, a study skills course.) (89 students were enrolled in PERS 200 during winter quarter 2009. Transition rate improved significantly by fall 2010 with more than 60 students receiving college credit for Tech Prep classes taken in high school.)	X			X		X
E. Investigate offering a Liberal Arts Transfer degree in Performing Arts. (Performing arts offerings were expanded during 2009-2010. Still working toward a possible degree program.)		X	X			
<b>SS2a Desired Impact: Increase number of high school students who earn college credit by 25% between fall 2007 and fall 2009. Expanded overall enrollment among high school students through the creation of the Seniors to Sophomores program, expansion HB 119 Dual Enrollment Math Courses, and increase in PSEO (36.8% FTE increase) and Early Enrollment students (36.1% increase). On track to meet this goal by fall quarter 2009. (43% headcount increase for PSEO students between fall 2009 and fall 2010. (ME)</b>						
F. Investigate the use of "writing across the curriculum" to strengthen general education learning outcomes. (CP) (Creation of new general education assessment process and assignment rubric in 2008 and 2009 resulted in more writing across the curriculum and a better college-wide understanding of writing expectations.)	X			X		
G. Provide professional development for faculty on multiple teaching methods that encourage critical thinking skills. (CP) (Created and offered three professional development events for PT Faculty.) (Continued offerings of professional development for both part-time and full-time faculty 2008-2010. Strengthened assessment of critical thinking through revamping the general education assessment process and creating a college-wide rubric for critical thinking.)	X		X		X	

<p>H. Create learning communities to support student retention, particularly for at-risk students. (CP) (Addressed through adding co-requisite of PERS 100 for all students testing into one or more developmental classes – effective fall 2008) (Co-requisite was implemented in 2009-2010; however, while definite progress was made, many students still choose to opt out of this course.)</p>			X	X	X	
<p>I. Provide cutting edge technology, including pod-casting capabilities, for instruction in the face-to-face classroom as well as the online classroom. (CP) (This is an ongoing task. Some instructors use podcasting as part of blended and online courses, but not so much in face-to-face courses. However, during 2009-2010, video projectors and computers were added to nearly every classroom. The number of smart boards and mimeo boards has increased significantly, and overall faculty are using more technology in the classroom.)</p>		X		X		
<p><b>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)</b>  <b>Approximately 35 full and part-time faculty are developing “hybrid” courses for the 2008-2009 school year (2008/FALL). (With 56 blended courses offered during 2009-2010, we have obviously made good progress here; unfortunately, we did not have a good baseline for measuring this overall goal. Therefore we can’t state that we have definitely met this goal.)</b></p>						
<p>J. Explore community service learning experiences. (CP) (Electrical Power Distribution class assists local Habitat for Humanity organization. We are also working to start a Habitat for Humanity student organization.) (In 2008-2009 we started a new, very popular Leadership class that class required 10 hours of community service. The college also established an on-campus group to support Habitat for Humanity, and Phi Theta Kappa expanded their community service activities.)</p>	X		X		X	
<p>K. Expand hands-on learning opportunities through co-op, internship, and practicum experiences. (CP) (The downturn in the economy and reduction in state funding curtailed many opportunities for internships. We have now formed an Internship Taskforce to expand opportunities as much as possible within the current economy.)</p>		X		X		
<p>L. Expand opportunities for students to learn through field trips and other organized travel. (CP) (HIST 200 Chicago Trip, Auto/Diesel trip to automotive show, ASL trip to Gaulladet, Cleveland Art Show, Opportunity Scholars Trips) (Ongoing – reduction in state and grant funding limits our ability to expand this area.)</p>	X		X			
<p>M. Provide more summer learning experiences for students of all ages. (Regents Chinese Academy) (By the summer of 2010, the college was offering 6 weeks of various summer “camps” for middle school through high school students. This was supported, in part, through the OSTEP grant from the National Science Foundation.)</p>	X	X				X
<p><b>SS2c Desired Impact: Provide 3-7 new opportunities for non-traditional learning impacting 200 or more students by fall 2009. (ME)</b>  <b>Approximately 125 students participated in class-related travel or service learning activities during 2007-2008. Participation in internship and practicum experiences remained steady (2008/FALL). (Between fall 2008 and Fall 2010, More than 450 high school students participated in Fantastic Fridays or week-long summer “camps” to expand their understanding and interest in STEM subject areas through the OSTEP NSF grant.)</b></p>						
<p>N. Work with consortium partners to offer additional courses and programs in Morgan County. (Seniors to Sophomores to be offered at Morgan Learning Center, T-1 line installed to allow for IDVL classes. Small Business Entrepreneurship and Coding Certificates now offered) (Dedicated T-1 line installed along with new equipment at both the college and the Morgan Learning Center. Courses now offered each term using IDVL.)</p>				X	X	X

<b>SS2d Desired Impact: Increase enrollment in Morgan County courses and programs by 25% between fall 2006 and fall 2009. 15% increase between fall 06-fall 08. (9.5 % increase between fall 2006 and fall 2009). (ME).</b>						
<b>SS3 Assess Learning</b> <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) (Success plan is being updated and moved to college website as of August 2008.) (Student Success plan now housed on College website at <a href="http://www.wsc.edu/about/success.asp">http://www.wsc.edu/about/success.asp</a> )						X
C. Investigate and pilot the use of e-portfolios for assessment (Attended OLN E-Portfolio Day, July 29 – plan to use Sakai e-portfolio once Owens CC finishes their pilot project to develop that resource.) (During 2009-2010, piloted 4 e-portfolios for assessment: OAST, PTA, Education Transfer, and Social Services.)		X	X			X
D. Revitalize assessment plans and approaches across campus by creating stronger linkages between program goals and program assessment methods (Program goals updated; Deans met with program faculty to review linkage between goals and assessment methods) (Linkages improved, but some work remains to be done. This is a goal for the 2010-2011 Committee on Student Success.)		X		X	X	
E. Document effective use of assessment results to improve student learning outcomes. (Created and implemented a new college-wide process for assessing students’ general education outcomes. Created rubrics and assessment teams and assessed general education across the curriculum. Still work to be done for Life-Long Learning.)		X	X		X	
F. Implement new ways to access data to involve more individuals in assessment with greater ease. (Implemented use of SharePoint and Data Orchestrator making more information available across campus. All assessment plans, outcomes, CSSE results and other data are now available on the Academic site of SharePoint.)	X	X			X	
<b>SS3a Desired Impact: Increase the number of academic and support programs using assessment data for making program improvement decisions by 25%. (ME) The Committee on Student Learning is making significant progress in moving the college to a portfolio-based system for general education assessment, particularly in two areas: (1) Understanding Values and Cultures, and (2) Science and Technology (2008/FALL). (All program and general education assessments now posted on SharePoint. Rubrics and assessment methods established and being used for general education assessment. Outcomes shared with faculty electronically and at faculty meetings in 2009 and 2010.)</b>						
<b>SS4 Career Information</b> <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.	Ongoing					
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) (BTAS, BJS completed; other articulations in progress with in Education, Engineering, Biology, Nursing, and Social Work)						X	
<b>SS4a Desired Impact: Increase the number of students receiving career assistance by 20%. Career assistance increase of 40% between fall 06-fall 08.</b> (ME)							
<b>SS5 Improve Online Registration (HSL,SIO, PCI)</b>							
A. Make application and registration processes to online programs more user friendly (CP)							X
<b>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% (2008/WINTER).</b> (ME)							
<b>SS6 Raise Awareness of the Value of Higher Education</b>							
<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) (This goal was replaced by the development of one minute program videos featuring students and alumni talking about the college and their programs. Those videos have run extensively on TV and are also available on the college website.)	X						X
B. Expand opportunities for WSCC faculty to assist with recruiting in the schools. (Faculty from nearly all program areas now assist with recruiting in the schools and on campus through a variety of special events.)				X	X	X	
C. Educate parents about the cost effectiveness of WSCC in comparison with other higher education options (CP)	Ongoing						
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	X			
F. Provide public presentations about WSCC and its programs. (CP) (Program videos are now available for nearly every program. CAO, Deans and others have made public presentations to Rotary, Zonta, Lions Clubs, and Advisory groups.)	X				X		
G. Publicize information about the college's partnerships and collaborations. (CP) (Ongoing)	X		X	X			
H. Create 1-minute program videos to tell our story and recruit students (12 created in 2007-2008)			X				X
<b>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. Ongoing.</b> (ME)							
<b>Enrollment Management (EM)</b>							
<i>Mobilize campus resources for effective enrollment management.</i> (HSL, ODO, SIO, PCI)	0	1	2	3	4	I	
<b>EM1: Increase enrollment by 2.5% for each year for the next two years.</b> (HSL, SIO, SIO, ODO, PCI) FA 07 to FA 08, HC -5.1% and FTE -3.5%; FA 08 to FA 09, HC +4.2% and FTE +6.2%							
A. Increase the number of on-line courses and programs offered. (CP)		X		X			X
<b>EM1a Desired Impact: Enrollment in on-line courses will increase by 50% between fall 2007 and fall 2009. Increased 34.7% between fall 07-fall 08.</b> (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				X		

<b>EM1b Desired Impact: Increase the enrollment in industrial/manufacturing programs by 10% between fall 2007 and fall 2009. FTE increased 10.1% between fall 07 and fall 08. (ME) FTE decreased 9% between fall 08 and fall 09</b>					
C. Strengthen public awareness of the college's value to the community and the value of a 2-year degree or certificate. (CP)			X	X	On going
D. Utilize the information gathered from the perception and image survey of the college, (conducted by Markinetics), to prospective students and their parents.			X		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. (See item H below.)	Ongoing				
G. Target certificate programs (e.g. massage therapy, OPOTA) to reach potential students.					X X
H. Work with Datamark company to identify potential industrial and engineering program students and follow up with them through direct mail and phone contacts.		X			X
I. Create Certificates of completion in HVAC and Diesel Truck Maintenance.					X
<b>EM1c Desired Impact: Increase enrollment by 1% overall between fall 2007 and fall 2009. Enrollment decreased. (ME) -1% HC and 2.6% FTE between fall 07 and fall 09</b>					
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	X	X
<b>EM1d Desired Impact: Increase the number of faculty contacts to high schools by 25% between fall 2007 and fall 2009. Increase of 65% between fall 07- fall 08. (ME) Information not available.</b>					
J. Expand and promote course offerings at off-campus sites. (Offered courses at Frontier and Belpre.)		X		X	X
K. Explore the possibility of adding new off-campus sites in the college's target area. (CP)	X		X		X
<b>EM1e Desired Impact: Increase enrollment at off-campus sites by 15% between fall 2007 and fall 2009. Off campus enrollment down. (ME) Enrollment -20% HC and -24% FTE between fall 07 and fall 09.</b>					
L. Strengthen relations with 4-year institutions, keeping students and the public well informed of transfer Opportunities. (CP)					X on-going
M. Develop effective marketing strategies to recruit transfer students including an open house for transfer students each spring. No transfer open house held.				X	
N. Increase offerings of stackable certificates at off-site locations. Offered at Morgan County Learning Center		X			X
O. Create Respiratory Therapy Articulation with Zane State College		X			X
<b>EM1f Desired Impact: Increase the enrollment in transfer programs by 10% between fall 2007 and fall 2009. (ME) Overall, transfer enrollment declined by 4.7% although both Liberal Arts Transfer and Education Transfer programs showed significant growth of 9.9% and 16% respectively (2008/FALL). From fall 07 to fall 09, transfer enrollment increased 0.8% HC and 2.2% FTE.</b>					

<b>EM2 Enrollment Management: Increase retention rates by 5% between fall 2007 and fall 2009.</b> (HSL, VP, SIO, PCI) <b>Retention increased 3% from fall 07 to fall 09 (56% to 59%)</b>						
A. Look at individual academic programs retention rates and explore ways to increase retention services. (Focusing annual full-time/part-time faculty meeting in August 2008 on "5 top ways faculty can help improve student retention." Hired full-time retention coordinator.			X	X	X	
<b>EM2a Desired Impact: Increase retention rates overall in the academic programs by 10% between fall 2007 and fall 2009. Increase of 7% in the retention for first-time, full-time, degree seeking students. Retention increased 3% from fall 07 to fall 09 (ME)</b>						
B. Investigate the concept of a required orientation for all new degree-seeking students. (CP) Fall orientation offered on-campus as optional; online orientation available as well.		X	X			
C. Emphasize life skills: personal finance (including financial aid), professional etiquette, time management. (CP) Workshops offered through opportunity scholars for program participants. Campus-wide offerings limited.			X	X		
D. Create a co-requisite of PERS 100 SUCCESS! for developmental education classes.						X
<b>EM2b Desired Impact: Increase the number of workshops offered by 20% between fall 2007-fall 2009. Increase of 32% between fall 07 – fall 08. (ME) Data not available.</b>						
E. Investigate requiring Online Success class for all new online students. (CP) Online success course available but optional.	X		X	X		
<b>EM2c Desired Impact: Increase retention in online courses by 10% between fall 2007 and fall 2009. Due to the lack of having a programmer, this information is not available yet. (ME) Non-success rate in online courses increased 1.5% from 23.6% in fall 07 to 25.1% in fall 09.</b>						
E. Provide statistics to encourage students to take developmental education courses if they test into them. (CP)	X	X	X			
<del>F. Require a student skills course for students who repeat developmental classes. (Replaced by EM2a D above.)</del>	X					
G. Offer short duration math workshops for students who test into developmental courses followed by the opportunity to retest for placement. Summer bridge offered for OSP participants in math. ABLE provides an option for all students as well to brush up on skills and retest.	X			X		X
<b>EM2d Desired Impact: Improve rates of students who test into developmental education courses and who take them. Due to lack of having a programmer, report not available yet. (ME)</b>						
H. Create a referral system for students needing counseling and other social services.		X	X			X
<b>EM2e Desired Impact: Increase awareness of social service agencies available for students. A system has been set up for referrals to be made to the Office of Disability Services.</b>						
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. (Implemented "Pickle" training and process.)					X	
<b>EM2f Desired Impact: Increased student satisfaction as documented on the student satisfaction survey. Survey will be conducted fall 08. (ME) WSSC above the national mean in all areas of the institutional summary on the Noel Levitz Student Satisfaction survey in spring 2009.</b>						
J. Develop and implement the enrollment management plan.					X	X

<b>EM2J Desired Impact: Increase retention rates by 5% between fall 2007 and fall 2009. Increase of 7%.</b> (ME) Retention increased 3% from 56% in fall 07 to 59% in fall 09.						
<b>EM3 Outreach (HSL, ODO, VP, SIO)</b>						
A. Educate middle school and high school students about college readiness. Supported by OACHE initiatives			X	X		X
B. Institute annual Physical Therapy Assistant 5K Run Not Implemented.	X	X				
<b>EM 3a Desired Impact: Increase the number of high school graduates who apply for college. (ME)</b>						
<b>VALUING PEOPLE (VP)</b> <i>Supporting the people who provide services to our customers</i>						
<b>(VP1) Valuing People-Communication – AQIP Action Project</b> <i>Improve two-way communication with an emphasis on valuing people. (VP, LC)</i>	0	1	2	3	4	I
A. Complete and retire Action Project titled: Improving two-way communication with an emphasis on valuing people.					X	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
<b>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) The results of the AQIP Examiner Survey remained essentially unchanged between the initial survey in 2003 and the follow-up survey in 2007. For all employees the overall score on Valuing People was 2.49 in 2003 and 2.43 in 2007, and the overall score in Leading and Communicating was 2.5 in 2003 and 2.49 in 2007.</b>						
<b>VP2 Committees: Refine the college committee system and provide for web-based sharing of college committee proceedings. (VP, LC, SIO)</b>	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	X
<b>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. Standing committees updated and on intranet for 2008-2009. Seven out of eight standing committees have posted their meeting minutes to the intranet site. (ME)</b>						
<b>VP3 Adjunct Faculty:</b> <i>Explore programs to support adjunct faculty in the classroom. (HSL, VP, SIO, LC, SSN)</i>	0	1	2	3	4	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) (Offered three professional development events for Adjunct faculty.) (Professional Development for PT faculty now regular part of each academic year).					X	X



C. Department Chairs survey part-time faculty to determine additional training needs. (CP) (Part-Time faculty were surveyed in preparation for professional development events.)	X						X
D. Offer at least two additional trainings for part-time faculty by fall 2009 based on survey responses. (CP) (Three were offered in 2008, and three more will be offered in 2008-2009.) (Offered 3 sessions in 2009-2010 and plan to offer 3 in 2010-2011.)	X						X
<b>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)</b>							
<b>VP4 Wellness Program</b> <i>Increase campus awareness and participation in wellness program. (VP, LC, SSN)</i>	0	1	2	3	4	I	
A. Implement AQIP Wellness mini-project. (CP)				X			X
B. Survey staff and re-start Weight Watchers on-campus if demand supports.		X					X
C. Working with Schwendeman on a Wellness Program proposal, to incorporate a wellness strategy and goals. (Wellness program now fully implemented and functioning.)							
<b>VP4a Desired Impact: Increase participation in ongoing wellness activities by 20% between fall 2007 and fall 2009. (ME) (Approximately 50% of employees participating in Wellness program by fall 2010).</b>							
<b>VP5 Faculty and Staff Development</b> <i>Continue to identify and offer opportunities for professional development. (VP, SIO, LC, SSN)</i>	0	1	2	3	4	I	
A. Continue to encourage faculty/staff to visit their counterparts on other campuses to share experiences and ideas. (CP) (Ongoing but travel limited due to budget restrictions.)							X
<b>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>							
B. Create and implement an enhanced orientation for new employees. (CP) (Currently mapping and improving the "On-Boarding Process." Conducting formal orientation for new faculty, but not yet for all employees.)			X	X			
<b>VP5b Desired Impact: 100% of new employees participate in an enhanced orientation by fall 2009.</b>							
C. Conduct training needs assessment with managers and employees. (Now using Survey Monkey to survey employees regarding training needs.)						X	X
<b>VP5c Desired Impact: To provide development opportunities that enhance employee success both in their jobs and in their personal well-being (new 10/14/08)</b>							
<b>VP6 Recognition</b> <i>Give public recognition to employees for their day-to-day and extra efforts. (VP, LC)</i>	0	1	2	3	4	I	
A. Continue to recognize employee efforts through <u>On Campus</u> e-newsletter. (CP) (Ongoing) (Ongoing)					X		
B. Continue to identify and implement methods of recognizing employee efforts. (CP) (Implemented "Pickle" card program.)	X			X			
C. Encourage Community Service, providing incentives or release time when feasible. (CP) (Budget constraints limit the ability to offer incentives.)	X	X					

<b>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.</b>						
<b>VP7 Increase Communication Throughout the Campus (VP, LC, SIO, SSN)</b>	0	1	2	3	4	I
A. Use TV to communicate with students and employees. (CP) <i>(New Channel 22 format implemented.) (New video monitors installed in main building lobby and A&amp;S Lobby for campus-wide communication with employees and students.)</i>	X		X			X
B. Review/revise the On-Campus. (Our Communication Vehicle) (CP) <i>(Now using a new format that provides brief essential information with link to in-depth information.)</i>	X			X		X
C. Educate employees on programs offered. (CP) <i>(Program updates offered at faculty/staff meetings and at reception for advisory committee members.) (Ongoing at faculty/staff meetings, advisory committee meetings, etc.)</i>	X		X		X	
D. Educate employees on equipment availability. <i>(Accomplished for PT faculty during professional development events.) (Ongoing - Technology training sessions offered as needed and on demand.)</i>	X		X		X	
E. Continue to build and update Web Site (CP) <i>(Ongoing -- Website re-designed and rolled out in August 2008.) (Ongoing – website can now be updated by administrative assistants as well as Marketing and Communication staff.)</i>					X	X
<b>VP7a Desired Impact: TBD</b>						
<b>RESPONSIBLE STEWARDSHIP (RS)</b> <i>Being responsible stewards of all college resources including human, natural, virtual, and fiscal.</i>						
<b>(RS1) Continuous Improvement:</b> <i>Strengthen continuous improvement processes and awareness through mini-projects. (CI, SSN) AQIP Action Projects</i>	0	1	2	3	4	I
A. Complete the On-line Requisition project. <i>(Ongoing – pending sufficient funds for software purchase from Datatel)</i>		X	X			
B. Complete the project to streamline the Grants Process. <i>(The project was not implemented due to staffing needs)</i>					X	
C. Complete the project to create guidelines for art display. <i>(Pending close-out info from Dan McMannis)</i>				X		
D. Complete the project for advising pre-health program students. <i>(Students now declare their major as Health and Wellness and change their major when accepted to a specific health program.)</i>					X	X
E. Complete the iPod casting project. <i>(iPod software and hardware in place and being used by some instructors.)</i>					X	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	X
H. Initiate and complete the Online course support sites project. <i>(Original project replaced by Sakai and blended courses.)</i>						X
I. Initiate and complete the committee agenda, minutes, and storage standardization.					X	X
J. Initiate and complete the project for tracking and retention of non-continuing health program students.		X			X	
K. Initiate and complete the project to develop an online bookstore. <i>(online bookstore launched Fall 2010)</i>					X	X
L. Initiate and complete the developmental studies student referrals project.	X					X
M. Initiate and complete the handbook for online instructor's project. <i>(Replaced with online website and information.) (<a href="http://elearning.wssc.edu">http://elearning.wssc.edu</a> officially launched)</i>				X		X

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) (10 additional mini-projects were documented and completed)	X		X				X
O. Enable multiple users of Colleague data to routinely extract that data and manipulate it for their specific needs. (AQIP Action Project initiated January 2008.) (Data Orchestrator and Business Objects were purchased and implemented allowing multi users to access and report on Datatel Colleague data)		X					X
<b>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. Training is ongoing with teams of employees attending the AQIP Strategy Forum in October 2007, an AQIP Systems Portfolio Training in October 2008, and two in-house training sessions in September 2008. The college is on track to meet this goal by Fall 2009 (2008/FALL). (ME)</b>							
<b>(RS2) Affordability and Efficiency:</b> <i>Insofar as possible, keep student costs down through effective resource management.</i> (HSL, ODO, SIO, CI, SSN)	0	1	2	3	4	5	
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.	ONGOING						
D. Continue to research pooling avenues for purchasing.	X	X					
E. Explore the use of document scanning technology. (New copiers were purchased that include scanning capabilities. Copiers were placed in more locations on campus.)	X	X		X			
F. Identify key indicators of success and benchmark performance indicators to reflect internal and/or external best practices. (CP) (The college has adopted the metrics from the USO Accountability Report and established/submitted benchmark data for these metrics to the Ohio Board of Regents. Additional, internal metrics and benchmarks are in development.)	X	X		X			
G. Assess the security of our data and the systems which house and create that data, and make improvements to lessen vulnerability. (A security audit was conducted by an outside provider, Compuware, to determine improvement needs. The college has implemented many recommendations including 2 new firewalls.)				X			X
<b>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)</b>							
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) (Project was replaced with a project on Measuring Effectiveness.)	X						
<b>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.</b>							

<b>RS3 Technology Infrastructure:</b> <i>Develop and build a technology infrastructure that will enable our growth in strategic areas.</i> (CI, SIO, SSN)	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. (22 courses moved to Sakai as of July 2008.) (Will complete movement to Sakai by Dec 2008) (All courses moved to Sakai)		X		X		X
<b>RS3a Desired Impact: Students and faculty have a stable, effective online course management system for teaching and learning.</b>						
C. Continue to increase band width to increase speed of communication (The college doubled its bandwidth to 11 Mbps for internet and 9 Mbps for intra-Ohio)				X	X	X
<b>RS3b Desired Impact: Increase band width from 1.44 megabytes to a full gigabyte (ME) (Done SU 07)</b>						
D. Streamline/simplify assignment of e-mail accounts to students. (Accounts are now automatically created when a student registers for the first time and completes a ‘First Time User’ process on the college’s student web portal – MyWSSC.)		X	X			X
E. Implement system to simplify online password assignment for students. (CP) (Passwords are set by students during the ‘First Time User’ process on the college’s student web Portal – MyWSSC.)		X	X			X
F. Assess/Maintain/Improve technology to create a user friendly virtual campus environment. (CP) (The MyWSSC web portal was created to provide single sign-on access to multiple student, virtual resources.)		X	X			X
<b>RS3c Desired Impact: All students will easily access their email and web advisor accounts. (Installation of new single sign on system by Dec 2008)</b>						
<b>RS4 Washington State Community College Foundation</b> <i>Increase the assets of the Foundation through gifts and endowments to support College initiatives.</i> (ODO, SIO, BCR)	0	1	2	3	4	I
A. Continue to create/improve relationships with businesses and industry to enhance fiscal/material support. (CP) (Improved and ongoing. This is part of the Foundation’s long term strategy.)				X	X	
B. Begin planning for a capital campaign to support the Master Plan. (CP) (feasibility study complete) (Planning complete.)			X			X
C. Utilize the Foundation’s strategic fund raising plan in support of College initiatives (CP) (Ongoing) (Completed.)			X			X
D. Continue to expand donor and prospect list. (CP) (Ongoing) (The donor and prospect list grew significantly from 2007 to 2009. This is also ongoing for the Foundation.)				X	X	
E. Expand annual fund raising activities. (Ongoing) (Fund raising activities have been enhanced and expanded.)			X		X	
F. Initiate a capital campaign for a health sciences building. (Date to be determined)						X
<b>RS4a Desired Impact: Appeals and events income will increase 15 percent annually. (ME) (no increase for FY 2008) (At least 15% increase in FY 2009)</b>						
F. Develop a volunteer pool.					X	X
<b>RS4b Desired Impact: A minimum of three Foundation committees will include community members. 5 committees include community volunteers</b>						

G. Build expanded relationships with alumni. (Significant improvement has been made. This is an ongoing initiative for the Foundation)						X	X
<b>RS4c Desired Impact: Eight alumni will assume active support roles for the Foundation and college. Complete</b>							
H. Expand and enhance the Foundation web site. (Site has been expanded to include funds, scholarships, alumni information, planned giving brochures and other information.)						X	X
<b>RS4d Desired Impact: All scholarships, giving opportunities, and campaign/appeal information will be on the web site. Campaign information yet to be completed. All else is done.</b>							
<b>RS5 Campus Master Plan: Move forward on the Campus Master Plan to provide for future needs and related expansion. (ODO, CI)</b>	0	1	2	3	4	I	
A. Complete planning phase for Health Sciences Building. (CP) (Working with architects.) (Planning phase is complete.)			X	X			X
B. Complete planning phase for new campus entrance. (Planning phase was cancelled pending further direction.)		X					
C. Explore creating an amphitheatre on the campus. (Planning phase is complete.)	X						X
D. Increase awareness of the college master plan. (CP)		X					X
<b>RS5 Desired Impact: Expand the college facilities and infrastructure as funding allows.</b>							
<b>RS6 University System of Ohio Master Plan: Support and respond to the USO 10-Year Strategic Plan. (ODO, CI)</b>	0	1	2	3	4	I	
A. Begin planning for change to semesters. Process underway with approximately 1/3 of courses converted to semesters, communication plan begun, advising plan under development as an AQIP action project.			X				
B. Participate in the proposed Community College "Transparent System of Accountability" In progress.			X				
C. Participate actively in Region 11 Ohio Skills Bank opportunities. In progress. Skills Bank lost funding during 2008-2009 slowing the initiative across the state.			X				
D. Develop a closer working relationship with ABLE and promote use of ABLE instruction for students needing extensive remediation prior to college-level work. ABLE now offering classes, including ESOL on the WSSC campus. Also in partnership with ABLE for improving ABLE to college transition.							X
E. Work with the Washington County Career Center and the USO to develop a concurrent enrollment program. In place for ICE and CISCO programs.							X
F. Work with ABLE, Adult Career Centers and other partners to create regional stackable certificates Completed three cycles of stackable certificates with focus on health related careers.		X					X
<b>RS6 Desired Impact:</b>							
<b>RS7 Creating a Continuous Improvement Culture: Implement and track continuous improvement efforts inside and outside of the AQIP framework. (ODO, CI)</b>	0	1	2	3	4	I	
A. Create a system for tracking and documenting all continuous improvement efforts. (A standard form and collection process was implemented. Documentation is stored on Sharepoint.)		X					X

B. Evergreen Child Development Center CI Project: Gain NAEYC Accreditation. Also gained highest level of Step Up to Quality program.				X		X
C. Carson Miller Library Project: Create and implement an electronic archive system for college photos, publications, etc. Complete and continuing to expand archive.		X				X
D. Academic Divisions Project: Re-design academic schedule to offer classes more efficiently in terms of student and part-time faculty travel to campus. (The class schedule as re-designed to increase the number of classes offered Monday through Thursday and reduce the number offered on Fridays. Additional online and blended class options continue to be created.)		X				X
<b>RS7: Desired Impact</b>						
<b>WORKFORCE DEVELOPMENT (WD)</b>						
<b><i>Working with local businesses and industries to provide a workforce with both basic and specialized skills</i></b>						
<b>WD1 Workforce Development (ODO, CI, BCR, SSN)</b>	0	1	2	3	4	I
A. Continue to introduce Skills Max assessments to local industries as an assessment tool for new employees/SkillsMAX has been renamed to the University System of Ohio Training Development Network and is continuously being introduced and used with local industry.			X		X	X
B. Continue Career Pathways program developing health services for job candidates. Project complete 2008					X	X
C. Revise and update Workforce Development business plan as new opportunities present themselves. (CP)		X				X
D. Continue to create new promotional materials and update the Workforce Development website as needed. (CP) Continuous		X				X
<b>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. Local companies' use of Skills MAX assessments has grown significantly. Several hundred area workers have been tested (2008/FALL).</b>						
<b>WD2 Employee Skill Development</b>	0	1	2	3	4	I
<i>Offer appropriate workforce training and education services for business and industry. (ODO, BCR, SSN)</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) (Carbon Black course developed for Degussa)	X					X
<b>WD2a Desired Impact: Develop online training courses that can be delivered beyond southeast Ohio. Customized training courses have been developed and are delivered online to employees (2008/FALL).</b>						
<b>WD3 Support Local Needs (HSL, ODO, BCR, SSN)</b>	0	1	2	3	4	I
A. Grow ODOT training to train workers in ten regions throughout Ohio.				X		X
B. Continue development of an advanced welding school. (Grant funding not successful)		X				
C. Create long-term contracts with large companies such as Swerwizol and Boart Longyear to train their growing workforce over several years.		X			X	

D. Complete the 44 credit hour certificate for Chemical Operator Training and provide to chemical companies in southeast Ohio and beyond. <i>(Approved as a 45 credit hour certificate.)</i>					X	X
E. Complete the online Associate of Science degree for Chemical Operators.				X	X	
<b>WD3a Desired Impact: Develop technical degree and certificate programs designed to support specific learning needs of local enterprises. <i>(The Chemical Operator online certificate has been completed (2008/FALL).</i></b>						
<b>WD4 Enhance Non-Credit Training (HSL, ODO, CI, SSN)</b>	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				X
<b>WD4a Desired Impact: The college will provide quality non-credit training for Auto/Diesel and HVAC industries.</b>						
<b>WD5 Experiential Learning (BCR)</b>	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					
<b>WD5a Desired Impact: The college will partner with local businesses to expand students' opportunities for internships, practica, and service learning.</b>						
<b>WD6 Development Partnerships and Opportunities (BCR, ODO, HSL)</b>	0	1	2	3	4	I
A. Complete the creation of the Entrepreneurial Development Division.		X		X		
B. Expand distance learning opportunities for computer training and Business and Industry Training.	X			X		
C. Create a variety of experiential partnerships with local business and industry. (CP)		X		X		
D. Consider expanding the Center for Business & Technology building.	X					
<b>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. <i>Long-term partnerships have been developed with six local companies (2008/FALL).</i></b>						
<b>ECONOMIC DEVELOPMENT (ED)</b> <i>Being a leader in area economic development</i>						
<b>ED1 Regional Development: (ODO, BCR, SSN)</b>	0	1	2	3	4	I
A. Identify and leverage natural assets and local heritage to assist in economic development. <i>(Supported the Visitor's Bureau by assessing Executive Director candidates. Plans for a sculpture garden were delayed because of the economic downturn.)</i>	X					
B. Assist in the development of the Morgan County Learning Center and support the creation of educational cohorts. <i>(Credit and non-credit courses are being offered) (Created a two-way video classroom which has been used by high school seniors (Senior to Sophomore program) and other student to "attend" classes taught on our main campus. Adult Basic Education courses now taught at Learning Center. HLC approved Center as "additional site" for WSCC to offer 50 percent or more of selected degrees/certificates.)</i>			X			X

C. Use Ohio Department of Development appropriation to identify open jobs and potential employees. (Due to Ohio's budget shortfalls, received half of the training allocation. The dollars received were used to support manufacturing training of incumbent workers to improve their productivity.)		X					X
D. Continue the expansion of the economic development activities in Washington County with the support of area businesses and the Port Authority (The Southeastern Ohio Port Authority is housed, rent-free, on the WSCC campus.)	ONGOING						
<b>ED1a Desired Impact: The college will work with regional groups and individuals to revitalize the economy. (WSCC is a key partner in the Ohio Skills Bank partnership in Region 11, a 9-county collaboration (2008/FA). (2009 - Collaboration with Skills Bank continued; Adult Basic Education was offered on campus for the first time; the college and local One-Stop started the Network Alliance, series of workshops for individuals seeking employment.)</b>							
<b>ED2 Expand Degree Offerings: (HSL, ODO, BCR, SSN)</b>	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 (OU BTAS completed; other agreements pending.) (OU has added criminal justice and nursing to their online completion 3+1 offerings. They are open to continued collaboration.)	X			X	X		
C. Initiate 2008 cohort for Morgan County LPN program. (Insufficient student enrollment for 2008 Cohort.) (Insufficient student enrollment for 2009 cohort, but ABLE is offering healthcare "contextualized" basic ed classes designed to support interest in health professions.)	X			X	X		
D. Expand offerings at Morgan County Learning Center in partnership with other colleges. (Installed T-1 Line and equipment to allow for interactive video instruction at the facility. Initiated on-site certificate programs.) (Muskingum College offers graduate courses for teachers at the Center. Other colleges continue to express interest.)				X	X		
E. Explore training of pipefitters, welders, and metal fabricators in response to the 2007 Southeastern Ohio Employer Survey. (Union training was stepped up to fulfill need.)	X	X			X		
F. Continue University Center including baccalaureate completion programs with Franklin University, Rio Grande University, and Miami. (Currently 1 college and 2 universities are offering baccalaureate completion or graduate programming via two-way video on the WSCC campus.)	ONGOING						
<b>ED2a Desired Impact: Work with other colleges to offer certificates, associate degrees, and higher degrees, including through the Morgan County Higher Education Center.</b>							
<b>ED3 Job Placement Services (ODO, SIO, CI, SSN)</b>	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			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
<b>ED3a Desired Impact: Provide public access to Washington State's student/alumni web-based job listing site. Total membership on MOVER is 1,014, employers total 250 and students and alumni-764.</b>							
<b>ED5 Economic Development through Non-Credit Training (BCR)</b>	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. (Utilize OITP funds to support economic development.) (OITP funds are no longer available.)	X			X			



<b>ED5a Desired Impact: Develop strategic alliances with hotels, restaurants, and WSCC to support the local economy. WSCC is actively using OITP funds to assist local employers with incumbent worker training (2008/FALL). (The second half of OITP funds was withdrawn in 2009)</b>											
<b>ED6 Develop Key Economic Development Relationships (BCR, SSN)</b>						0	1	2	3	4	I
A. Develop and grow relationships with state advisors who support Workforce Development and economic development goals of WSCC. (Chemical Operator online certificate is being considered for a statewide pilot of unique distance learning programs.)						ONGOING					
<b>ED6a Desired Impact: Relationships with key state advisors strengthen economic development efforts. WSCC is working closely with the State University of Ohio strategic plan initiatives(2008/FALL). (The Ohio budget has limited the college’s ability to bring new support to economic development.)</b>											
<b>Key to Indicators: 0 = Not yet started, 1 = Planning phase complete, 2 = 25% complete, 3 = 50% complete, 4 = 75% complete, I = Fully implemented.</b>											
<b>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</b>											