

**STRATEGIC PRIORITIES  
2005 - 2010**

Objective	Action Items	Accountable Person	Progress in 2008-09 and Goal for 2009-10 if on-going	
<b>GOAL I: Create and foster a culture in which all employees assume responsibility of placing needs of learners first.</b>				
<p><b><i>1.1 Foster a culture in which services, policies, procedures, practices, and personnel support learning as a major priority</i></b></p>	<p><b><i>1.1 Conduct a gap analysis of student processes , map student processes and implement changes to rectify identified shortfalls</i></b>  <b>2008-09 Goal:</b> Complete analysis and implement changes for registration processes.</p>	<p><i>Dean of Enrollments Management</i></p>	<p>Admission and financial aid processes refined and training provided for staff.  <b>On-going.</b></p>	<p><b><i>Summation 1.1:</i></b></p> <ul style="list-style-type: none"> <li>• One-stop center operating on all three campuses – <i>Goal currently met.</i></li> <li>• More services provided on web – <i>Met</i></li> <li>• Continuing to facilitate student use of online processes – <i>Met</i></li> <li>• Cross training conducted in many areas – <i>Met</i></li> <li>• Conducted adult (action item does not mention adult specifically) learner focus group – <i>Not Met</i></li> <li>• Completed and will always be reviewing. Condensed to one general admissions application and advanced online applications for degree-seeking, non-degree, and transient students. Consolidated and streamlined continuing education processes. Mandated online registration and trained all staff for that.</li> </ul>
	<p><i>Establish one stop centers at all locations to improve student services</i>  <b>2008-09 Goal:</b> Enhance services on all campuses and implement registration processes</p>	<p><i>Dean of Enrollments Management and Campus Deans</i></p>	<p>Renovation of service center area in B&amp;O Building improves customer flow and enhances services. One-stop centers operating on all three campuses with standardized processes.  <b>2009-10 Goal:</b> Pilot use of advising center and measure</p>	<p><b><i>Summation:</i></b></p> <ul style="list-style-type: none"> <li>• Completed and will continue to review. Increased training and providing schedule of financial staff services on Weirton and NM campuses. Replaced kiosks or have computers at counselors and central locations for online registration at all</li> </ul>

**STRATEGIC PRIORITIES  
2005 - 2010**

Objective	Action Items	Accountable Person	Progress in 2008-09 and Goal for 2009-10 if on-going	
			effectiveness of services.	campuses. Eliminated duplication application types and forms to streamline services.
(Compact Strategy: Improve College web pages to be more informative and user friendly.)	<i>Enhance and streamline the information on Northern's web site so students and faculty are never more than three clicks from key functions and the web site is constructed with the most direct path for student access</i>	<i>Dean of Community Relations</i>	Part-time consultant hired to work with Webmaster to re-design certain elements of Web site for more flexibility and ease of use for students and faculty. <b>On-going.</b>	<b>Summation:</b> • College issued Website RFP to prospective vendors for purposes of redesigning website for ease of use, improved functionality, and disabilities/ADA compliance. <b>On-going.</b>
	<i>Maintain all institutional web sites to ensure institutional consistency and integrity</i> <b>2008-09 Goal:</b> Continue to monitor internal College Web pages for updates, appropriateness, and consistency in style and design.	<i>Dean of Community Relations</i>	Webmaster and consultant directed training of faculty and staff on software used for creating and maintaining Web pages. Templates distributed and consistency emphasized. <b>2009-2010 Goal:</b> (1) Develop and implement plan to provide training and to shift responsibility for web pages to individual areas. (2) Work with IT department to enhance security, reliability and accessibility to web pages.	<b>Summation:</b> • Website RFP addresses needed for training and consistency in application and development of all web pages. <b>2010-2011 Goal:</b> (1) Develop and implement plan to provide training and to shift responsibility for web pages to individual areas. (2) Work with IT department to enhance security, reliability and accessibility to web pages.
	<i>Design and employ student friendly procedures that reduce the amount of steps students must complete before obtaining their final objective</i>	<i>Dean of Enrollments Management and Campus Deans</i>	More services provided on web, online admissions processes fully functional and several forms revised to emphasize student responsibilities.	<b>Summation:</b> • <b>Completed and will continue to review.</b> Improved admissions information and mailing schedule, improved information in printed

**STRATEGIC PRIORITIES  
2005 - 2010**

Objective	Action Items	Accountable Person	Progress in 2008-09 and Goal for 2009-10 if on-going	
	<p><b>2008-09 Goal:</b> Revise registration procedures to be more student friendly.</p>		<p><b>On-going.</b></p>	<p>material and increased student training on NOW through registration sessions and training of all campus service staff and other related areas. Streamlined documents in financial aid and improved web presence of student activities In working with the retention coordinator able to get some mass emails out to students.</p>
	<p><i>Reduce the number of steps a student must complete to register and pay for classes</i>  <b>2008-09 Goal:</b> Enhance registration processes.</p>	<p><i>Dean of Enrollments Management and Campus Deans</i></p>	<p>Continuing to facilitate student use of online processes. Implemented process requiring faculty signatures during add/drop week to enhance student success.  <b>2009-10 Goal:</b> Continue evaluation and enhancement of registration processes.</p>	<p><b>2010-11 Goal:</b> Fully automate registration process by Spring 2011 semester. <b>On-going.</b>  <b>Summation:</b>  <ul style="list-style-type: none"> <li>• <b>Completed.</b> Online registration mandated, unable to reduce payment steps till WVNET is able to work with Treasurer's office but did update online pages to make it easier to understand. Have additional staff trained during peak times and monitor payment application during peak times.</li> </ul> </p>
	<p><i>Train personnel to be multi-functional to decrease the chances of disruption of student services</i>  <b>2008-09 Goal:</b> Provide cross training for online admissions processing and ID card processing.</p>	<p><i>CFO/VP, Dean of Enrollments Management and Campus Deans</i></p>	<p>Cross training conducted in many areas including admissions entry, ID card processing, CD catalog printing, and mailroom duties.  <b>2009-2010 Goal:</b> Continue cross-training in appropriate areas including training associated with financial aid.</p>	<p><b>Summation:</b>  <ul style="list-style-type: none"> <li>• Continue cross-training in appropriate areas including training associated with financial aid and Service Centers. <b>On-going.</b></li> <li>• <b>Completed and on-going.</b> Cross training conducted in areas including admissions entry, ID card processing, CD catalog printing, letter generation,</li> </ul> </p>

**STRATEGIC PRIORITIES  
2005 - 2010**

Objective	Action Items	Accountable Person	Progress in 2008-09 and Goal for 2009-10 if on-going	
				transcript printing, financial aid step-by-step manuals exist for key functions include fund maintain. Created shared drive for financial aid for documents and letters.
	<p><i>Implement process for gathering formal student feedback on student services through focus groups, surveys, and exit interviews</i>  <b>2008-09 Goal:</b> Continue current focus groups and surveys and implement “coffee with the dean” on the Wheeling Campus and new focus groups on registration and on-line services.</p>	<p><i>Dean of Enrollments Management and Campus Deans</i></p>	<p>Conducted adult learner focus group. Working with data analysis team to review CSSEE data and student retention survey conducted Spring 2009.  <b>2009-10 Goal:</b> Identify topics and conduct at least one focus group on each campus.</p>	<p><b>Summation:</b>  <ul style="list-style-type: none"> <li>• <b>Completed and will continue with new approaches.</b> Conducted adult learner focus group, created student activity survey for every event and results chart, have completed assessment projects in all EM areas on schedule.</li> </ul> </p>
	<p><i>Create models for retrieving information from BRIO and Banner to be used in decision making at all levels</i>  <b>2008-09 Goal:</b> Expand availability of reporting with the upgrade to Oracle BI+ System 9.3 in the summer of 2008.</p>	<p><i>Director IRIS</i></p>	<p>Upgrade occurred.  <b>2009-2010 Goal:</b> Analyze newest version (11) and determine applicability and usefulness.</p>	
<p><b>1.2 Make accessible a variety of services and programs that address diverse learning needs</b>             (Compact strategy: Expand and enhance distance learning to</p>	<p><i>1.2 Continue to adjust course delivery to reflect student varied lifestyles including: accelerated programming, hybrid courses, enhanced distanced learning, inter-sessions, and rolling starts by Spring 2007.</i></p>	<p><i>Vice President Academic Affairs (VPAA), Vice President Economic and Workforce Development (VP EWD), and Division Chairs</i></p>	<p>Implemented evening paralegal and AA programs in Wheeling, increased number of on-line courses and sections, initiated Spring Nursing cohort, implemented new short-term CNA program, increased number of on-</p>	

**STRATEGIC PRIORITIES  
2005 - 2010**

Objective	Action Items	Accountable Person	Progress in 2008-09 and Goal for 2009-10 if on-going	
provide programs/courses without regard to time, place or distance.)	<b>2008-09 Goal:</b> Implement evening paralegal and AA programs in Wheeling and create 5 new on-line courses or sections.		line courses in continuing education and offered new certification programs in continuing education. <b>2009-10 Goal:</b> Implement new cycle for Saturday Business degree program in Fall 2009. <b>Completed.</b>	
	<i>Assess and revise developmental courses to improve success rates by 4% each year</i>	<i>Wheeling Campus Dean</i>	Success rate exceeded 4% for reading but less than 4% in math and writing. <b>On-going.</b>	
	Implement processes to foster a safe and secure learning environment. (Strategy added mid-year).	<i>Cabinet</i>	Safety plans updated and placed in all classrooms. Locks changed so classrooms could be secured in lock-down. Safety drills conducted on all campuses. Professional development training provided to staff on sexual assault and restraining orders. Team attended State safety conference. <b>On-going.</b>	<b>Summation:</b> • <b>On-going.</b> Safety and text alert drills conducted on all campuses and results documented. Participated in several statewide trainings and have locked file cabinet and process for gathering Behavioral team documents and disciplinary documents in centralized location.
<b>1.3 Use technology to expand opportunities for student learning and services</b>	<i>1.3 Expand the use of technology to enhance learning through use of intelligent boards, pod-casting, IP video, and other technological learning tools by 30% as measured by current usage rates versus future data points.</i> <b>2008-09 Goal:</b> All faculty will utilize at least one technology	<i>VPAA, Division Chairs, and Dean of IT</i>	Implemented Adam and iWorks software for science labs and increased use of Epop. <b>2009-10 Goal:</b> Develop a system for tracking use of technology, including; defining technology-based learning tools; establish base line on usage; develop reporting mechanisms. <b>Incomplete, will be</b>	<b>Summation 1.3:</b> • Continued to enhance online advisor information – <i>Met</i> • Continued use of epop to Valley and Hundred High Schools, one course each semester

**STRATEGIC PRIORITIES  
2005 - 2010**

Objective	Action Items	Accountable Person	Progress in 2008-09 and Goal for 2009-10 if on-going	
	based learning tool by Spring 2008 and the number of sections that incorporate technology based learning tools will increase by 5% annually		<b>on-going, based on IT/IR staffing.</b>	
	<i>Improve online services in admission processes, registration, and transfer by Fall 2007</i> <b>2008-09 Goal:</b> Improve the advisor self-serve in Banner to show current students. Expand pre Nursing advisors to all pre-health sciences with online advising option.	<i>Dean of Enrollments Management, Campus Deans, and Director IRIS</i>	Continued to enhance online advisor information within limits imposed by Banner. One pre-nursing advisor who has met with health science areas. Health science admissions moved to EM area and better reporting of health care certificate students implemented. <b>On-going.</b>	<b>Summation:</b> • <b>Completed and continuous review.</b> Have mandated online registration, eliminated duplicate admissions applications, completed transfer guide and trained staff and students on use of NOW. Provided training to staff on student email system.
<b>1.4 Ensure the student's earliest experiences with the College are positive, nurturing, and focused on student learning and academic success.</b>	<i>1.4 Develop and implement a mentoring system for first semester students that provide each beginning student with a resource person such as an advisor, staff member, or counselor.</i> <b>2008-09 Goal:</b> Enhance mentoring program with earlier contacts with students in the semester and analysis and reporting of results by the Retention Counselor.	<i>Dean of Enrollments Management and Campus Deans</i>	Mentoring system implemented although student participation has been infrequent. Early warning system enhanced. <b>2009-10 Goal:</b> Explore ways to make mentoring more virtual and develop a more campus centric program to make contact with each new student within the first six weeks of the semester.	<b>Summation 1.4:</b> • Mentoring system – <i>Have met with students assigned to us and have involved faculty</i> • Professional Development training for front-line staff – <i>They have received several upgrade trainings during the year and harassment and safety training.</i> • Implemented but may change focus following Student Summit decisions. Mentoring system implemented although student participation has been infrequent. Early warning system enhanced. Program not having the

**STRATEGIC PRIORITIES  
2005 - 2010**

Objective	Action Items	Accountable Person	Progress in 2008-09 and Goal for 2009-10 if on-going	
				strong results had hoped but good participation.
	<p><i>Provide professional development training for front line staff to ensure quality and consistency in student services</i></p> <p><b>2008-09 Goal:</b> Continue in-service training for all offices and conduct training by at least 2 outside agencies for front line staff and other EM staff.</p>	<p><i>Dean of Enrollments Management, Campus Deans, and CFO/VP</i></p>	<p>Accomplished with sexual assault and financial aid training presented to all EM staff.</p> <p><b>On-going.</b></p>	<p><b>Summation:</b></p> <ul style="list-style-type: none"> <li>• <b>Completed and always improving.</b> Had several sessions for all front line and other key personnel related to online processes, federal and institutional changes. Meet with counselors now monthly and have them relay information to front line staff. Use email for many communications which include step by step instructions.</li> </ul>
<p>(Compact Strategy: Continue to work with WIB, BEP, and other agencies to assist dislocated workers in enrolling in degree programs and short-term training.)</p>		<p><i>VP EWD</i></p>	<p>Served approximately 80 WIA or TAA students and participated in 3 rapid response meetings with WIB.</p> <p><b>On-going.</b></p>	
<p>(Compact Strategy: Implement procedures to make web pages and on-line courses accessible for disabled students.)</p>		<p><i>VPAA, ADA coordinator</i></p>	<p>Limited progress.</p> <p><b>2009-10 Goal:</b> Establish task force to identify components needed to comply with policy and make college web pages accessible for disabled individuals. Provide faculty and staff development as needed. <b>On-going. New web page contract in place.</b></p>	
<p>(Compact Strategy: Increase participation in Board of Governor's AAS program by 25%.)</p>		<p><i>VP EWD</i></p>	<p>Participation increased by 30%. New initiatives underway through enrollments management and</p>	

**STRATEGIC PRIORITIES  
2005 - 2010**

Objective	Action Items	Accountable Person	Progress in 2008-09 and Goal for 2009-10 if on-going	
			admissions office to target program to adults with previous college work	



**STRATEGIC PRIORITIES  
2005 - 2010**

<b>GOAL II: Move assessment to forefront of College agenda and make everyone aware of Institutional Effectiveness Plan.</b>			
<b>2.1 Fully implement an Assessment Plan by Fall 2006 and evaluate student success annually</b>	<i>2.1 Assessment Committee, Division Heads, and Academic Vice President will monitor and ensure the implementation of the Assessment Plan as approved by the Faculty Senate</i> <b>2008-09 Goal:</b> Enhance reporting process to faculty with reports posted on the web site.	<i>VPAA, Assessment Committee, Division Chairs</i>	New Assessment Coordinator identified. Reporting sub-cycle and posting process put in place. <b>2009-10 Goal:</b> Review assessment process, to include faculty re-orientations and extension to staff and administrators as part of institutional effectiveness efforts. <b>Completed. Assessment reporting cycle updated, reports posted to link on VPAA website, assessment of unit areas implemented.</b>
	<i>Record outcome measures to determine effectiveness of the Assessment Plan</i> <b>2008-09 Goal:</b> New analytics will be added to the data warehouse and additional reports and dashboards will be created.	<i>VPAA and Director IRIS</i>	Adjunct budget interactive data report developed. Program directors provided training in use of Hyperion. <b>2009-10 Goal:</b> Refine adjunct budget report and sector standard data elements required for program review process. <b>On-going. Need IR</b>
	<i>Create models for retrieving assessment data from BRIO and Banner</i>	<i>Director IRIS</i>	
	<i>Gather and use student success rates for transferring to a four year institution to improve discipline</i>	<i>VPAA and Division Chairs</i>	IRIS working with State and Clearinghouse to acquire meaningful data.

**STRATEGIC PRIORITIES  
2005 - 2010**

	<i>content and delivery methodology</i> <b>2008-09 Goal:</b> Develop process to gather data and report results to faculty.		<b>2009-10 Goal:</b> Use data as part of program review for AA, AS degrees. <b>On-going. Still needs data.</b>	
	<i>Implement program review cycle</i> <b>2008-09 Goal:</b> Add transfer data as a component of program review	VPAA	Continued to refine standard data elements used in program review, including transfer data. Program reviews completed in Business CP,AAS; Computer Information Systems CP,AAS; Health Information Technology AAS; Health Care Certificate CP; Occupational Development AAS; Technical Studies AAS. <b>2009-10 Goal:</b> Complete Program Reviews in: Board of Governors AAS; Transfer AA, AS; Criminal Justice AAS; Culinary Arts AAS; Human Services AAS; Surgical Technology AAS. <b>Completed and all approved at Council level.</b>	
	<i>Develop and implement process for assessment of general education</i> <b>2008-09 Goal.</b> Gain approval of general education goals and determine methodology to assess general education.	VPAA	General education goals and timeframe for assessment approved. <b>2009-10 Goal:</b> Develop and implement assessment methodologies for Goals I and II. <b>Completed and on-going.</b>	
<b>2.2 Tie planning, budgeting and Institutional Effectiveness together</b>	<i>2.2 Create and implement a calendar of set dates that align planning and budget</i>	<i>CFO/VP, President's Cabinet</i>	Developed and utilized timeline during fiscal 2009 year and emphasized zero-based budgeting linked to strategic initiatives.	<b>Summation 2.2:</b> • Advisory Committees – <i>Have been updated and have met.</i> • <b>Completed and disseminated.</b>

**STRATEGIC PRIORITIES  
2005 - 2010**

			<b>2009-2010 Goal:</b> Refine calendar to coordinate more closely with the legislative session.	EM developed yearly process calendar with key dates for student services including admissions, registrar, bookstore, financial aid and business office.
	<i>Hold annual college-wide meetings to receive input on the planning and budgeting process</i> <b>2008-09 Goal:</b> Refine processes to gather college-wide input on budgeting and planning.	<i>President and CFO/VP</i>	Expanded the Budget Committee membership to allow feedback from all constituent groups. <b>On-going.</b>	
	<i>Seek outside community leaders to provide input to the direction of the College through each program's advisory boards</i> <b>2008-09 Goal:</b> Enhance the role of advisory committees and update advisory committees for programs established in last year: Medical Assisting, Sign Language Interpreter, Dietary Technician, Hospitality, and Paralegal.	<i>VPAA, Division Chairs, Campus Deans, and VP EWD</i>	Advisory committees memberships reviewed and updated with new business leaders added to many advisory committees. Committees specifically involved in curriculum revisions and program review process. <b>2009-10 Goal:</b> Involve advisory committees in program reviews and accreditation process for Medical Assisting and Paralegal. <b>Completed: MA accredited; Paralegal revised curriculum based on accreditation, visit for spring 12.</b>	<b>Summation:</b> • <b>Met</b>
	<i>Conduct special review sessions if the plan has to be altered in mid-year because of changes in the College's service community, funding, or new opportunities</i>	<i>President</i>		

**STRATEGIC PRIORITIES  
2005 - 2010**

<p><b>2.3 Improve the system of defining and assessing student success</b></p>	<p><i>2.3 Assess effectiveness of the assessment plan through data points such as percentage of pass rates for national tests, success rates for students that transfer to a 4-year institution, completion rates by program, job placement rates in majors, and additional measurement activities.</i> <b>2008-09 Goal:</b> Data Analysis Committee will be reconstituted and will analyze data and make recommendations to enhance institutional effectiveness and student learning.</p>	<p><i>VPAA, Director IRIS</i></p>	<p>Data Analysis Committee was reconvened with quarterly meetings. Committee is recommending follow-up activities and disseminating information. <b>On-going; need IR and Career Placement involvement.</b></p>	
	<p><i>Report out on the first semester of the plan and implement corrective measures</i></p>	<p><i>President</i></p>		
<p><b>2.4 Earn favorable report from HLC on Focus Visit in November 2007</b></p>	<p><i>2.4 Report for Focus Visit submitted to HLC and team</i></p>	<p><i>Chair, Assessment Committee</i></p>	<p><b>Completed</b></p>	
	<p><i>Host successful Focus Visit</i></p>	<p><i>Chair, Assessment Committee</i></p>	<p><b>Completed</b></p>	

**STRATEGIC PRIORITIES  
2005 - 2010**

<b>GOAL III. Enhance enrollment plan to focus on programs, services and facilities to meet the needs of employers and the community.</b>				
<b>3.1 Achieve targeted growth through an integrated Enrollments Management process.</b>	<i>3.1 Increase admissions yield by 5%</i> <b>2008-09 Goal:</b> Increase yield by 3%.	<i>Dean of Enrollments Management and Campus Deans</i>	Have increased enrolled yield by 11.7% fall and 5.1% spring <b>On-going.</b>	<b>Summation 3.1:</b> <ul style="list-style-type: none"> <li>• Increase admissions and enrollment – <i>Met</i></li> <li>• Expand Continuing Education enrollment by 9% - <i>Met</i></li> <li>• <b>Completed.</b> Have consistently increased yield while cleaning up data and processes. Added continuing education process and notification system both to internal staff and students. Exceeded state admissions year to year for every month for last three years.</li> </ul>
	<i>Develop and implement written policies for home schooled and international students</i> <b>2008-09 Goal:</b> Strengthen written policies and enhance communication with home schooled and international students through improved website and other means.	<i>Dean of Enrollments Management</i>	Home schooled policy developed and distributed to counselors and admissions office. International student processes in draft format. <b>On-going.</b>	<b>Summation:</b> <ul style="list-style-type: none"> <li>• <b>Completed and disseminated.</b> Home schooled policy developed and distributed to counselors and admissions office. International student processes written and available to admissions and all counselors. Cross training for international policies to Associate Dir of Admissions and Registrar also.</li> </ul>
	<i>Expand the role of the Admission Task Force to include development of new initiatives which will be implemented at two or more per year</i> <b>2008-09 Goal:</b> Integrate admissions and recruiting activities	<i>Dean of Enrollments Management, VPAA, Campus Deans</i>	Hired new Associate Director of Admissions. Implemented new adult learner letters and integrated financial aid and admissions in outreach to high school counselors through high school scholarship	<b>Summation:</b> <ul style="list-style-type: none"> <li>• <b>Completed.</b> Hired new Associate Director of Admissions. Implemented new adult learner letters and integrated financial aid and admissions in outreach to high</li> </ul>

**STRATEGIC PRIORITIES  
2005 - 2010**

	of students services and academic programs.		application process. <b>On-going.</b>	school counselors through high school scholarship application process. Task force complete.
<b>3.2 Offer flexible delivery of learning and learning support opportunities that are responsive to community needs</b>	<p>3.2 Implement new or enhanced programs in Paralegal, Clinical Medical Assistant, Hospitality, Sign Language Interpreter, Dietary Technician, Power Plant Technology, Machinist Technology, and Coal Mining Technology</p> <p><b>2008-09 Goal:</b> Implement evening, part-time programs in Paralegal and General Transfer, enhanced programs in Appliance Repair, Computer Information Technology and Health Information Technology, and new program in Machinist Technology.</p>	VPAA and VP EWD	<p>Implemented evening programs in AA and paralegal on Wheeling Campus, implemented second year of Medical Assisting program and significantly revised CIT curriculum.</p> <p><b>2009-10 Goal:</b> Fully implement CNA program, implement CIT curriculum revisions. Explore need for new programs in Physical Therapy Assistant, Radiologic Technology, online HIT and HIT continuing education certifications.</p> <p><b>Completed: Implemented CAN, IT revisions (more one year cert.), started transition/adoption of Rad Tech for 2010, received federal ARRA grant (\$600,000) to develop HCIT training program.</b></p>	
	Expand Continuing Education enrollment by 9% in each year	VP EWD, Campus Deans	Goal achieved <b>2009-10 Goal:</b> Develop more effective marketing effort for continuing education.	
	Expand Life-long/Community Education by 9% in each year	VP EWD	Goal not achieved due to de-emphasis of community education	
(Compact Strategy: Develop aggressive admissions strategy that includes college-wide involvement	<b>2008-09 Goal:</b> Streamline and improve admissions communication processes and	Dean of Enrollments Management	Providing regular weekly admissions update to all full time faculty and instituted meetings	<b>Summation:</b> • <b>Ongoing.</b> Providing regular weekly admissions update to all

**STRATEGIC PRIORITIES  
2005 - 2010**

in recruiting and proactive admissions processes.)	improve phone contact.		between admissions staff and all full time faculty, program directors and division chairs. Initiated in-person visits to Ohio and PA target high schools. Developing processes for health science admissions within EM. <b>On-going.</b>	full time faculty and instituted meetings between admissions staff and all full time faculty, program directors and division chairs. Initiated in-person visits to Ohio and PA target high schools. Have regular coordinated schedule for health science advisors visits, phone monitoring and email monitoring.
(Compact Strategy: Offer at least two workforce programs to assist in re-training dislocated workers)		<i>VP EWD</i>	Continued to work with WIA and TAA programs to assist dislocated workers. <b>2009-10 Goal:</b> Implement program to provide financial assistance for dislocated workers.	
(Compact Strategy: Continue to develop new methods to promote workforce development programming including enhancing web pages.)	<b>2008-09 Goal:</b> Enhance workforce web page and develop promotional pieces for mailing to employers.	<i>VP EWD</i>	Web Page used extensively to promote table gaming classes and other offerings. Bulletin board established in B&O Building to promote continuing education and workforce programs. <b>On-going.</b>	
(Compact Strategy: Expand use of HEAPS 25% (workforce) funds.)	<b>2008-09 Goal:</b> Exceed Compact goal for HEAPS workforce participants. Improve internal tracking system for student registration related to HEAPS workforce funds.	<i>VP EWD</i>	Exceeded Compact target. New processes developed for processing and tracking HEAPS applicants. <b>On-going.</b>	
Offer new continuing education E-learning courses and programs.		<i>VP EWD</i>	New on-line continuing education certifications implemented through partnership with ED2Go.	

**STRATEGIC PRIORITIES  
2005 - 2010**

			<b>2009-10 Goal:</b> Develop support systems to assist continuing education students taking on-line courses.	
2008-09 Goals	<i><b>New Goal for 2008-09:</b> Develop and implement a phased plan to expand access to programs in Nursing, Respiratory Therapy, and Medical Assisting.</i>	<i>VPAA, VP EWD, Division Chair Health Sciences</i>	Enrollment goals met for 2008-09 for all three programs. Spring nursing cohort admitted. <b>2009-10 Goal:</b> Add additional Nursing faculty position, continue planned growth. <b>Completed.</b>	
	<i><b>New Goal for 2008-09:</b> Work with community representatives to determine new technical programs needed to meet the needs of employers and the community and facilities required to deliver the programs.</i>	<i>VPAA, VP EWD, Division Chair Science, Math, Technologies</i>	Conducted focus group to discuss technical programs with employers, hosted meeting with employers to discuss machinist program, and developed proposal for funding of technical training center in Weirton with Senator Bowman and USW local president which was submitted to Senator Byrd's office	



**STRATEGIC PRIORITIES  
2005 - 2010**

<b>GOAL IV. Continue to strengthen the focus on student retention including review of policies, procedures, and student services.</b>				
<b>4.1 Reduce the student withdraw rate during the first six weeks of the semester</b>	4.1 Implement programs, processes, and services to increase retention by 3% in each year <b>2008-09 Goal:</b> Increase retention by 3%.	Dean of Enrollments Management, VPAA	Implemented regular reporting structure to track retention. <b>2009-10 Goal:</b> Implement and evaluate Faculty Advising Center pilot on Wheeling campus. <b>Completed: Continued model at peak registration times.</b>	<b>Summation 4.1:</b> • Implement Learning Communities – <i>This has been done through the tutoring center</i> • <b>On going.</b> Working on routine retention tracking system. Cleaned up data for most admissions groups to allow for better tracking.
	Implement learning communities especially in developmental courses	Campus Deans, VPAA, and Division Chairs	Learning community in developmental education piloted. Developmental education leaning community removed from 2009-10 schedule pending study to determine more effective method for implementation. <b>2009-10 Goal:</b> Implement learning community combining English and History. <b>Completed.</b>	
	Pilot program in Brooke and Hancock Counties to assist high school students in reducing the need for developmental courses by 5% <b>2008-09 Goal:</b> Develop programs in partnership with county school systems to assist students while in high school so as to reduce the need for developmental (transitional) courses at the college level.	Dean of Enrollments Management, VPAA, President	Staff changes at high schools have hindered progress on this goal. <b>On-going.</b>	

**STRATEGIC PRIORITIES  
2005 - 2010**

	<p><i>Enhance orientation and communication with part time faculty to increase their role in retention through e-mail updates and annual meeting</i>  <b>2008-09 Goal:</b> Enhance role of part-time faculty in retention initiatives.</p>	<p><i>VPAA and Division Chairs</i></p>	<p>Conducted adjunct faculty orientation sessions on each campus during Fall 2008, including role of adjunct faculty in student retention.  <b>On-going. Added focus on continuity of instruction plans and requiring use of student email.</b></p>	
<p><b>4.2 Analyze current retention programs, identify gaps, and implement corrective strategies</b></p>	<p><i>4.2 Develop a data base to use as a decision making tool for increasing retention, budget planning, course scheduling, program implementation, and student services delivery</i>  <b>2008-09 Goal:</b> Publish retention reports to IE web site, develop schedule for usage of retention reports and provide faculty with monthly updates.</p>	<p><i>VPAA, Dean of Business/Finance, Dean of Enrollments Management, and Campus Deans</i></p>	<p>Retention counselor has developed quarterly retention digest which is distributed to faculty and staff. Work is underway on retention and admissions data bases.  <b>On-going.</b></p>	<p><b>Summation 4.2:</b>  <ul style="list-style-type: none"> <li>• Current Retention Programs – Campus Deans are listed under this but any data would come from the Dean of Enrollments Management</li> <li>• <b>Always ongoing.</b> Retention counselor has developed quarterly retention digest which is distributed to faculty and staff. Work continues on retention and admissions data bases.</li> </ul> </p>
	<p><i>Use data about retention patterns to develop new approaches to retention and completion rates</i>  <b>2008-09 Goal:</b> Work with IRIS to develop retention reports in Hyperion to update retention plan and work with Student Success (retention) Committee.</p>	<p><i>Dean of Enrollments Management</i></p>	<p>Some reports have been developed and shared with program directors and staff. Reports utilized when making EM projections for AY 09-10.  <b>On-going</b></p>	<p><b>Summation:</b>  <ul style="list-style-type: none"> <li>• <b>Ongoing.</b> Continuing to research national trends and learn from other institutions, tracking our students and implemented Project Graduation. Working on information for new Gainful Employment reporting. Working with IR to centralize and consistently apply terminology for</li> </ul> </p>

**STRATEGIC PRIORITIES  
2005 - 2010**

				reporting. Reporting now in collaboration.
	<i>Create an on-line or other media orientation program for entering students</i> <b>2008-09 Goal:</b> Implement on-line orientation program in summer, 2008.	<i>Dean of Enrollments Management</i>	Continuing work on project. Project suffered setback when materials lost during web upgrade. <b>On-going</b>	<b>Summation:</b> • Program hampered by Website changes. Re-evaluating how we want to apply this.
	<i>Increase overall retention of fall to spring by 5% in each fiscal year</i>	<i>VPAA, Dean of Enrollments Management</i>	Fall to fall retention rate increased by 1.7% <b>On-going.</b>	
	<i>Increase web based course options for students to ensure access without regard to location, distance or time</i> <b>2008-09 Goal:</b> Create 5 additional on-line courses or sections.	<i>VPAA</i>	Increased number of online sections by 10 and enrollments by 50%. <b>2009-10 Goal:</b> Increase enrollments additional 20%. Identify 2 programs for online implementation. <b>Completed: Raised unduplicated enrollment by 53%. AA &amp; AS are almost available totally online, Business is next target.</b>	
	<i>Develop a self check instrument for students that are considering a web based course</i> <b>2008-09 Goal:</b> Implement self-check instrument for students enrolling in on-line courses.	<i>VPAA</i>	<b>Completed.</b> Self-check instrument developed and available online. Online tutorial developed by faculty member. Offered online course orientations on each campus.	
	<i>Increase financial education through awareness presentations with four student sectors</i>	<i>Dean of Enrollments Management</i>	Provided several seminars and updated default retention plan. <b>On-going.</b>	<b>Summation:</b> • New focus with more literacy needs. Provided seminars and worked with campus deans on

**STRATEGIC PRIORITIES  
2005 - 2010**

				financial awareness programs at their campus. Have staff requesting literacy pilot program. Have written default review process and made institution wide awareness of concern for default rate while reducing rate by nearly 4.%. <b>On-going.</b>
	<i>Review current advising processes to determine effectiveness, areas for improvement, data needs of advisors, and implement changes</i> <b>2008-09 Goal:</b> Provide data to faculty through expanded Hyperion/Oracle BI System. Increase involvement of Retention Counselor in academic advising through participation in NACADA and conferences. Develop faculty handbook on advising.	<i>Retention and Student Success Task Force, Director IRIS</i>	Disseminated more information to faculty and provided training for new faculty on NOW and use of available tools for advising. Planning underway for testing advising center to improve advising. <b>2008-09 Goal:</b> Pilot advising center and evaluate effectiveness.	
	<i>Disseminate relevant data to faculty and advisors about retention trends and implement corrective actions</i> <b>2008-09 Goal:</b> Work with Student Success Committee to determine data needs and provide monthly update to all faculty. Refine weekly enrollment report to include breakdown of 3 student demographics.	<i>VPAA and Dean of Enrollments Management</i>	Retention counselor publishing retention digest each quarter and providing monthly report of interactions for tracking. Data Analysis Committee distributing summary reports from CCSSE, IPEDS, etc. <b>On-going.</b>	<b>Summation:</b> • <b>Completed.</b> Retention counselor publishing retention digest each quarter and providing monthly report of interactions for tracking. Admissions office routine email to faculty on enrollment and admission.
	<i>Develop a retention plan with specific goals, action items and measurable outcomes using past studies and</i>	<i>Dean of Enrollments Management</i>	Did not update. Continue goal for 2009-10.	<b>Summation:</b> • Retention and Student summit

**STRATEGIC PRIORITIES  
2005 - 2010**

	<p><i>reports as a starting point</i>  <b>2008-09 Goal:</b> Develop and disseminate retention plan incorporating past plans and results from CCESE and other instruments.</p>			held on campus changed focus from one written plan.
2008-09 Goals	<p><b>New Goal for 2008-09.</b> Implement a pilot program for “developmental boot-camp” to increase student success</p>	<i>VPAA and Wheeling Campus Dean</i>	<p>Planning complete and pilot project to be implemented in May, 09.  <b>2009-10 Goal:</b> Evaluate boot camp, make improvements, expand to other campuses as feasible and implement during fall and spring semesters.</p>	
	<p><b>New Goal for 2009-10:</b> Develop and pilot on-line course evaluation for online courses.</p>	VPAA		<p><b>Summation:</b>  <b>• Completed:</b> Utilized Survey Monkey 2009-10. Reviewed online course eval system to be used for all courses for 2010-11.</p>
	<p><b>New Goal for 2009-10:</b> Develop plan for seeking HLC approval to deliver whole programs on-line, including the identification of support services and resources.</p> <p><b>New Goal for 2009-10:</b> Develop assessment plan for on-line programming, including retention, completion, and success rates.</p>	VPAA		<p><b>Summation:</b>  <b>• In progress:</b> as part of HLC Change Request Committee. Will involve HLC committee and Distance Education Committee.  <b>• On-going:</b> Retention and success data collected and shared with individual faculty and Division Chairs to identify target areas for improvement.</p>

**STRATEGIC PRIORITIES  
2005 - 2010**

<b>GOAL V. Continue to develop and offer training and professional development programs.</b>				
<b>5.1 Develop and disseminate professional development plan including budget support</b>	<i>5.1 Develop a semester communication piece to inform full and part-time faculty about professional development opportunities</i> <b>2008-09 Goals:</b> 1) Complete communication piece by October. 2) Develop improved reporting process to evaluate effectiveness	<i>Dean of Community Relations</i>	College expended entire budget allocation of \$50,000 on professional development opportunities for faculty and staff. Implementation of communication piece delayed at request of lead stakeholder. <b>On-going.</b>	
	<i>Provide opportunities for faculty to learn how to develop on-line courses and provide the support to sustain the courses</i> <b>2008-09 Goal:</b> Provide summer workshops to assist faculty with development of on-line courses.	VPAA	Distance Education Coordinator hired. Workshops for Blackboard conducted during January faculty in-service and coordinator provides individualized training. Funding for stipends provided in budget. <b>On-going.</b>	
	<i>Create 10 additional on-line courses each year</i>	VPAA and Division Chairs	<b>Completed.</b> <b>2009-10 Goal:</b> <i>Change to-</i> Expand number of on-line courses offered determined by identified need. <b>Completed: added ten new courses, and five additional sections of existing.</b>	
	<i>Use staff and faculty evaluations to develop needs, establish goals, and monitor changes in programs and services</i> <b>2008-09 Goal:</b> Develop process to document link between professional development requests	<i>President's Cabinet</i>	Eight different workshops/training activities provided by HR during year. Survey being distributed to employees to determine professional development needs. <b>2009-10 Goal:</b> Use survey results to develop plan for professional	

**STRATEGIC PRIORITIES  
2005 - 2010**

	and evaluations and/or area or individual goals.		development offerings.	
	<p><i>Develop and implement programs for providing compliance training for all employees in areas such as ADA, harassment, and related topics</i></p> <p><b>2008-09 Goal:</b> Provide professional development on sexual assault to staff (particularly counselors).</p>	<i>CFO/VP</i>	<p>Compliance training in areas of sexual assault and discrimination/harassment provided through HR.</p> <p><b>On-going.</b></p>	

**STRATEGIC PRIORITIES  
2005 - 2010**

<b>GOAL VI. Increase funding from all sources.</b>				
<b>6.1 Implement a structured approach for increasing scholarship funds, applying for grants, and expanding the Foundation</b>	<i>6.1 Coordinate all grant submissions through the grant's office to ensure appropriateness to the College's mission</i> <b>2008-09 Goal:</b> Develop grant submission process coordinated through office of institutional development.	<i>Executive to the President for Development</i>	<b>Completed:</b> Grants process and procedures manual produced and disseminated to faculty and staff. Hired additional person with portion of responsibilities to facilitate grant processes and assist with grant preparation.	
	<i>Improve the dissemination of grant opportunities to the college through a structured process</i> <b>2008-09 Goal:</b> Incorporated in above goal.	<i>Executive to the President for Development</i>	Completed – see above	
	<i>Submit a minimum of six grants annually with the awards over \$10,000</i>	<i>Dean of Community Relations, Executive to the President for Development, VP EWD</i>	Goal achieved and exceeded by local foundation requests. <b>2009-10 Goal:</b> Submit federal, state, national and local foundation grants based upon alignment of need and mission following processes of Grants Process and Procedures Manual.	
	<i>Increase fundraising by \$50,000 in each fiscal year</i>	<i>Executive to the President for Development</i>	Goal achieved and exceeded. <b>2009-10 Goal:</b> Increase annual appeal by 1% in gifts and 1% in new donors, increase special event fundraising by 10 %, and increase funding from alumni and community members by 10 %.	
<b>6.2 Implement a plan to increase funding from the State.</b>	<i>Develop and implement a plan for working with legislators to</i>	<i>President</i>	Continued to inform legislators of College needs. Received	



**STRATEGIC PRIORITIES  
2005 - 2010**

	<i>increase funding to the college with peer equity as a primary goal.</i>		supplemental funding for expansion of health science programs and technical program enhancement. <b>On-going.</b>	
Increase the endowment to provide more scholarship opportunities.		<i>Executive to the President for Development</i>	Utilized NIP program to secure more donations for scholarships. <b>2009-10 Goal:</b> (1) Revamp the scholarship selection process and use scholarships as recruiting tool. (2) Continue NIP program to encourage donations for scholarships and increase marketing of the program.	
	<b>New Goal for 2009-10:</b> Continue building relationships with prospective major donors.	<i>Executive to the President for Development</i>		

**STRATEGIC PRIORITIES  
2005 - 2010**

<b>GOAL VII. Promote the health and economic vitality of the community through partnerships, coalitions, and collaborations.</b>				
<p><b>7.1 Expand partnerships between Northern and local school districts</b></p>	<p><i>7.1 Visit all school districts on a semester (minimum) basis to solidify relationships</i>  <b>2008-09 Goal:</b> Develop schedule for mailing information to schools and improve monitoring/tracking to include visits for early entrance, ASSET and recruitment activities and contacts by financial aid representatives and faculty.</p>	<p><i>Campus Deans and Dean of Enrollments Management</i></p>	<p>All WV high schools in service area visited multiple times. Schedule developed to visit Ohio and PA high schools. NM campus also held orientation for parents of early entrance students. Tracking process implemented for visits and personalized letters sent to all students attending college fairs. Integrated financial aid and admissions contact for high school counselors for scholarship applications.  <b>On-going.</b></p>	<p><b>Summation 7.1:</b></p> <ul style="list-style-type: none"> <li>• Visit all school districts on a semester basis – <i>Have been visited multiple times each semester</i></li> <li>• Expand the course offerings within the school districts by 3% - <i>Added history at Madonna and psychology and history at Weir High -- Added college algebra at Tyler, anatomy/physiology and biology at Magnolia, speech and psychology at Valley and Hundred</i></li> <li>• Initiate two events that bring high school students to each campus – <i>College visitation day and various groups of students from Rockefeller Career Center have been brought to the College.</i></li> <li>• All WV high schools in service area visited multiple times. Schedule developed to visit Ohio and PA high schools. NM campus also held orientation for parents of early entrance students. Tracking process implemented for visits and personalized letters sent to all students attending college fairs. Integrated financial aid and admissions contact for high school counselors for scholarship</li> </ul>

**STRATEGIC PRIORITIES  
2005 - 2010**

				applications. <b>Completed.</b>
	<p><i>Expand the course offerings within the school districts by 3% each fiscal year</i></p> <p><b>2008-09 Goal:</b> 1) Develop trend data. 2) Work with high school administration by campus to determine needs and schedule appropriately.</p>	<p><i>Campus Deans and Dean of Enrollments Management</i></p>	<p>Course offerings expanded on all campuses with new or revived initiatives at Madonna, Wheeling Park and Wetzel County</p> <p><b>2009-10 Goal:</b> Continue 3% growth by promoting online classes for early entrance students (with appropriate orientation).</p>	<p><b>Summation:</b></p> <ul style="list-style-type: none"> <li>• Course offerings expanded on all campuses with new or revived initiatives at Madonna, Wheeling Park and Wetzel County. Online options as well as text book processes have improved. Developed payment plans and method of monitoring payment and enrollment. <b>Ongoing.</b></li> </ul>
	<p><i>Initiate two events that bring high school students to each campus</i></p>	<p><i>Campus Deans and Dean of Enrollments Management</i></p>		<p><b>Summation:</b></p> <ul style="list-style-type: none"> <li>• <b>Completed.</b> Achieved with multiple events on each campus including financial aid nights and inviting Weirton area high schools to cultural events on campus. Increased outreach to Ohio schools. <b>On-going.</b></li> </ul>
	<p><i>Increase dual enrollment/EDGE by 10% over two years</i></p>	<p><i>VP EWD and EDGE Coordinator</i></p>	<p>Goal achieved with increase of more than 30% in enrollment in EDGE courses and number of students matriculating to WVNCC.</p> <p><b>2009-10 Goal:</b> Provide access to online courses as part of dual enrollment programming.</p>	
<p><b>7.2 Expand community outreach to increase the College's visibility in the community</b></p>	<p><i>7.2 Every College administrator will be on at least one community board/organization</i></p>	<p><i>President's Cabinet Members</i></p>	<p>Exceeded with every administrator serving on at least two boards.</p> <p><b>On-going</b> with emphasis on increasing visibility.</p>	<p><b>Summation 7.2:</b></p> <ul style="list-style-type: none"> <li>• Every College administrator will be on at least one community board organization – On the Boy Scout</li> </ul>

**STRATEGIC PRIORITIES  
2005 - 2010**

<p><i>(Continued) 7.2 Expand community outreach to increase the College's visibility in the community</i></p>	<p><i>(Continued) 7.2 Every College administrator will be on at least one community board/organization</i></p>	<p><i>(Continued) President's Cabinet Members</i></p>	<p>Eagle Board of Review, Weirton Lions Club Board of Directors, Education Committee Board for Weirton Chamber of Commerce, New Martinsville Chamber of Commerce (VP), Family Resource Network, ArtsLink</p> <ul style="list-style-type: none"> <li>• The College will host a minimum of three community events at each of the campuses – <i>Has been achieved</i></li> <li>• Increase number of events on campus – Multiple events held on campus jointly with the Chamber of Commerce, Health Department, Economic Development, AARP, Vocational Rehabilitation, Relay for Life, Office of Emergency Preparedness, Convention and Visitors Bureau, etc.</li> <li>• Explore ways for Northern to assist school systems in assuring students are prepared for college-level work – <i>Have met with math teachers in Hancock County to discuss math preparedness.</i></li> <li>• Increase involvement of College counselors and other personnel in college nights, parents' sessions and other activities at high schools – <i>Campus Dean and counselor participates in these events on a</i></li> </ul>
---	--	---	---

**STRATEGIC PRIORITIES  
2005 - 2010**

				<p><i>regular basis.</i></p> <ul style="list-style-type: none"> <li>• Develop and implement delivery of courses to rural high schools through IP Video – <i>Currently being done between Oak Glen, Weir, Valley and Hundred High Schools.</i></li> <li>• Continue to partner with RESA VI and county schools to offer ABE, GED and SPOKES programs on Northern campuses – <i>SPOKES continues to operate on the Weirton campus. SPOKES active on New Martinsville campus until spring 2010</i></li> <li>• Member of two boards and several other organizations also brought statewide program of College Goal Sunday at six county sites had largest participation in the State</li> </ul>
	<p><i>Require every student organization have one community service activity per year, the College will increase its community service activities by 10%</i></p> <p><b>2008-09 Goal:</b> Improve monitoring of community service through use of Banner and budgeting processes</p>	<p><i>Dean of Enrollments Management and Director Student Activities</i></p>		<p><b>Summation:</b></p> <ul style="list-style-type: none"> <li>• <b>Completed</b> third National Community Service Award. Combined COOP budget to track community service and financial giving. Purchased software for tracking but not yet fully developed. <b>On-going.</b></li> <li>• <b>Completed</b> Student Activity realignment and monitoring of activities.</li> </ul>

**STRATEGIC PRIORITIES  
2005 - 2010**

	<i>Utilize the Friends of the College and the College Foundation to expand community outreach through introductions and events</i>	<i>Executive to the President for Development</i>		<b>Summation:</b> • Friends groups are being combined with the Foundation. The Foundation board has increased and new members have been added. The Foundation has an active marketing committee. <b>On-going.</b>
	<i>Provide external and internal constituents with a newsletter bi-annually about the College's involvement within the community</i>	<i>Dean Community Relations</i>		<b>Summation:</b> • Newsletter prepared and distributed. <b>On-going.</b>
	<i>The College will host a minimum of three community events at each of the campuses during each academic year</i>	<i>Campus Deans</i>	Goal achieved on all three campuses. <b>On-going.</b>	
	<b>2008-09 Goal:</b> Provide workforce training or services to 10 employers not served in past.	<i>VP EWD</i>	11 new employers served. For <b>2009-10</b> , replace with new goal on leadership training.	
	<i>Work to have College personnel on all regional economic development boards by 2008</i>	<i>VP EWD</i>	<b>Completed.</b>	
	<i>Increase internships and co-ops by 4% each year</i>	<i>VP EWD</i>	Exceeded 4% with new internships in paralegal program. <b>On-going.</b>	
	<i>Implement a proactive process for matching students to identified jobs</i>	<i>VP EWD</i>	College Central, an on-line placement service, was implemented to provide services to students and employers. <b>2008-09 Goal:</b> Market availability of College Central and increase utilization by 10%.	

**STRATEGIC PRIORITIES  
2005 - 2010**

	<i>Develop and implement an awards/recognition program for community service</i>	<i>Executive to the President for Development</i>	Postponed. Foundation development committee is researching proper event.	
	<i>Increase number of events on campus to engage the business community to increase partnering opportunities</i>	<i>Executive to the President for Development, Campus Deans, Campus Coordinators, with support from Friends of the College, Foundation Board members, workforce development and community education</i>	Achieved. Multiple events held on campuses including business-after-hours in New Martinsville, East Wheeling Business Association meeting, Wheeling Chamber breakfast, and Brownfields meeting in Weirton. Brochure entitled "What can WVNCC do for you?" distributed at sessions. <b>On-going.</b>	
	<i>Encourage and improve communications and partnering with Student Senate, Friends of the College, Foundation board, workforce development and community education by using web site as a tool to educate and engage the community and distributing schedules to area businesses</i> <b>2008-09 Goal:</b> Provide reporting mechanism to monitor when delivery occurs.	<i>Executive to the President for Development, Campus Deans, Campus Coordinators, with support from Friends of the College, Foundation Board members, workforce development and community education</i>	Communication enhanced with all groups. However, reporting process still needs to be developed. Communication particularly enhanced with Foundation Board with weekly contact, invitations to campus events and attendance at Friends meetings on all three (3) campuses. <b>On-going.</b>	
Implement College Transitions Initiative.	<b>2008-09 Goal:</b> Expand College Transitions program to include new schools and activities for students who completed College 101.	<i>VP EWD and EDGE Coordinator</i>	Cameron High School added to program and feedback from previous year used to make improvements. Active participation and involvement by high schools is increasing. <b>On-going.</b>	
Target EDGE students in	<b>2008-09 Goal:</b> Work with area	<i>VP EWD and EDGE Coordinator</i>	EDGE personnel visited each high	

**STRATEGIC PRIORITIES  
2005 - 2010**

marketing and recruiting efforts by utilizing data base of EDGE students.	school districts to educate students on need for community college course to transcript credits.		school for senior events on multiple occasions and participated in 8 <sup>th</sup> grade/freshmen orientation and parents nights at all high schools. <b>On-going.</b>	
Add new EDGE courses to be accepted for credit at Northern.		<i>VP EWD and EDGE Coordinator</i>	New program sheets developed for all programs and new courses added as appropriate. <b>On-going</b>	
Explore ways for Northern to assist school systems in assuring students are prepared for college-level work.		<i>President, VPAA, Dean of Enrollments Management, Campus Deans</i>	Discussions initiated but little substantive progress to date. <b>On-going.</b>	<b>Summation:</b> • Working with Compass testing to provide feedback to high schools that want it on student success and data on testing for placement. Regular visits at high schools and awareness of EE classes provided.
Increase involvement of College counselors and other personnel in college nights, parents' sessions, and other activities at high schools.		<i>Dean of Enrollments Management, Campus Deans</i>		<b>Summation:</b> • <b>Accomplished</b> with campus counselors, EDGE personnel, and financial aid representatives attending events at all high schools in district on regular basis. Participated in 14 area financial aid nights. <b>On-going.</b>
Visit all school districts on a semester (minimum) basis to solidify relationships		<i>Cabinet</i>	Regular meetings held with Campus Deans and school districts and President meets with all superintendents. J. Bull serves on advisory committee for JDRC <b>On-going.</b>	<b>Summation:</b> • Provide yearly financial aid nights and college planning nights at 14 high schools, including trained staff to attend, have outreach schedule for counselors
Develop and implement delivery of	<b>2008-09 Goal:</b> Offer classes to	<i>VPAA, Campus Deans</i>	Accomplished with one epop	



**STRATEGIC PRIORITIES  
2005 - 2010**

courses to rural high schools through IP Video.	rural high school students in Wetzel County through E-pop or other appropriate distance education delivery methods.		course in fall 2008 and one in spring 2009. <b>2009-10 Goal:</b> Increase number of epop courses offered in Wetzel County to two per semester and explore including Cameron in the Wetzel County project.	
Develop strategies for implementation of Middle College with public school systems.	<b>2008-09 Goal.</b> Implement Early College in partnership with Ohio, Marshall and Brooke Counties.	<i>President, Campus Deans</i>	Actively working on project with implementation targeted for Fall, 2009. Interim coordinator and college liaison assigned, meetings occurring with school systems, facilities prepared, funding secured and legislation passed to facilitate hiring. School systems are identifying students for fall enrollment. <b>2009-10 Goal:</b> Enroll initial class in Early College and evaluate success.	
Collaborate with SBDC and other groups to expand training for entrepreneurs.		<i>VP EWD</i>	Contact hours of training provided for entrepreneurs/small businesses exceeded target by 25%.	
Provide training for casino gaming in partnership with local racetracks.		<i>VP EWD</i>	Training continued with enrollment of more than 250 students. <b>2009-10 Goal:</b> Continue to work with racetracks and provide training for Lottery Commission personnel.	
Partner with Jefferson Community College, Belmont Technical College, and Community College		<i>President, Vice President Academic Affair, VP EWD</i>	Participated in consortium with community colleges in Southwestern PA, Eastern Ohio,	

**STRATEGIC PRIORITIES  
2005 - 2010**

<p>of Allegheny County to provide workplace and technical courses for area residents</p>			<p>and Northern West Virginia to explore program development and grant opportunities for sustainable energy technologies. Two joint grant proposals submitted. <b>2009-10 Goal:</b> Participate in sustainable energy technology consortium and implement at least one new program or certification.</p>	
<p>Continue to develop 2+2 programs with baccalaureate programs.</p>	<p><b>2008-09 Goal:</b> Increase student participation in transfer fair by 10%.</p>	<p><i>VP EWD, Transfer Counselor</i></p>	<p>Transfer fair was highly successful with 65 attendees, excellent school participation and excellent evaluations. Developed new articulation agreements: Bethany College – Social Work and Secondary Education; Mountain State University – Nursing Transition, updated Organizational Leadership; WVU – Multi-disciplinary Studies, Nursing Transition; WVUIT – Accounting; Cincinnati College of Mortuary Science – Mortuary Science. <b>On-going. 2009-10—Added Business Articulation with Mountain State, cohort option to be offered on WVNCC campus.</b></p>	
<p>Continue to partner with RESA VI and county schools to offer ABE, GED and SPOKES programs on Northern campuses.</p>		<p><i>Campus Deans</i></p>	<p>Continue to work with SPOKES programs on Weirton and New Martinsville campuses and provide space for Ohio County GED</p>	

**STRATEGIC PRIORITIES  
2005 - 2010**

			program in Wheeling. <b>On-going.</b>	
Partner with Atlantic Cape Community College to provide training for casino gaming to local racetracks.		<i>VP EWD</i>	<b>Completed.</b>	
Investigate opportunities to share services with West Liberty State College.	<b>2008-09 Goal:</b> Hold meetings with WLSC and WVNCC Enrollments Management staff to discuss opportunities for collaboration.	<i>Cabinet</i>	Discussions on-going and there has been joint participation on several committees but limited opportunities for collaboration thus far. <b>On-going.</b>	<b>Summation:</b> • Continue discussion with WLU staff on transfer monitoring and electronic transcript exchange.
2008-09 Goals	<i>Design a Spring Newsletter to be published in May.</i>	<i>Dean of Community Relations</i>	Because of personnel changes, Spring Newsletter was not produced. <b>2009-2010 Goal:</b> Design a Spring Newsletter to be published in April '10.	
	<i>Implement expanded partnership with Bethany College to include course offerings and/or degree completion programs on WVNCC campus</i>	<i>President, VPAA, CFO/VP</i>	<b>On-going.</b> Articulation agreements signed and planning for cohort models for implementation during 2009-10.	
	<b>2009-10 Goal:</b> Provide leadership training for at least four employers.			

<b>GOAL VIII. Continue technology development, support and utilization that facilitates the educational process.</b>				
<b>8.1 Evaluate the effectiveness and efficiency of the College's current technology to ensure students and staff have the best possible technology to support learning</b>	<i>8.1 Utilize consultants to evaluate, recommend improvements and implement changes to the technology</i>	<i>Dean of IT</i>	<b>Completed.</b>	

**STRATEGIC PRIORITIES  
2005 - 2010**

	<i>Improve the network infrastructure to provide requisite band width to meet the demands of the College and expanded distance education by January, 2007 by conducting a gap analysis of the network, recommend improvements, and implement the recommended improvements</i>	<i>Dean of IT</i>	Network traffic analysis completed; quotes acquired from three qualified vendors for increased service levels; equipment researched and capital request approved for new budget cycle to complete changeover to new service provider increasing the current bandwidth to a minimum of 10MBPS on each of the three campuses. <b>On-going.</b>	
	<i>Establish a standardization process for all PC's on the network that permits access to centralize storage of software and data</i>	<i>Dean of IT</i>	<b>Completed.</b> <b>2009-2010 Goal:</b> Apply network standards to classrooms, teaching environments and telecommunication equipment.	
	<i>Develop and implement a formal process for supporting the requests of end-users.</i> <b>2008-09 Goals:</b> 1) Establish a culture of service within IT in responding to end-user needs. 2) Implement a structured communication format between Director IRIS and representative faculty group to assess technology services and assist with implementation plans.	<i>Dean of IT</i>	On-going: 1) The number of problem reports submitted and resolved using the OZ system has increased 56.82% since January 1, 2008. 2) Technology committee meets monthly to review policy development, technology enhancements and needs of the College. <b>2009-2010 Goal:</b> Develop critical IT policies for the College.	
	<i>Revise web pages to facilitate student utilization of services and</i>	<i>Dean Community Relations</i>	<b>Completed.</b>	

**STRATEGIC PRIORITIES  
2005 - 2010**

	<i>educational options</i>			
	<i>Implement an imaging process to increase efficiencies and reduce storage requirements</i>	<i>Dean of IT</i>	<p><b>Completed</b> for student services records.</p> <p><b>Completed</b> for Inactive employee files.</p> <p><b>2009-2010 Goal:</b> Image HR records and develop bar code system of data storage for secure management of archived data.</p>	
	<i>Implement student user ID system</i> <b>2008-09 Goal:</b> Continue to develop ID card system with back-up staff persons and procedures for printing cards.	<i>Director IRIS and Dean of Enrollments Management</i>	Back-up staff fully trained and new system purchased. Awaiting computer purchase to make system mobile.	<b>Summation:</b> • <b>Completed.</b> Back-up staff fully trained and new system purchased. Staff trained to retrieve and email data as needed for emergency purposes such as photo recognition also.
2008-09 Goals	<i>Work toward integration of video elements on new College Web site home page.</i>	<i>Dean of Community Relations</i>	Enhancements such as HTML web design, a new ISP, and increased bandwidth capacities, facilitate movement to streaming video for the web site. A sixty-second video has been produced and edited and will be available in April, 09. <b>On-going..</b>	

<b>GOAL IX. Promote and enhance effective communication</b>	
---	--

**STRATEGIC PRIORITIES  
2005 - 2010**

<b>9.1 Enhance communication with the College community</b>	<i>9.1 Utilize the bi-annual electronic newsletter to report on significant events and changes</i>	<i>Dean Community Relations</i>	Goal discontinued as stated.	
<b>9.2 Enhance communication with the outside community</b>	<i>Produce a minimum of two mailings per semester to alumni</i>	<i>Executive to the President for Development</i>	Goal achieved with an annual appeal in April postcards for selected individuals in December. <b>2009-10 Goal:</b> Refine list for purposes of targeted marketing and solicitation and begin an e-mail contact program.	
2008-09 Goals	<i>Augment year-round marketing efforts with increased distribution beyond service area of publicity and news releases.</i>	<i>Dean of Community Relations</i>	News releases and paid advertising was expanded on a regional basis to several outlets in contiguous counties. <b>Ongoing goal.</b>	