

WV CTCS Master Plan – Fulfilling the Vision: 2015-2020

Objective (Compact Goal in Brackets)	Measure(s)	Target(s)	Action Item	Accountable Administrator	Timeline
Goal 1: Student Success - Improve the success of students by increasing college completion.					
<i>1.1 Increase the number of West Virginians with a college credential</i>	College Credential Completion –	By the end of the 2019-2020 AY, the member institutions will have increased the total # of Associate & Certificate Degrees awarded by 50% & the # of workforce skill set certificates by 20%.	Focus on Graduating Students in a timeframe	VPAA VPSS	Baseline 1516 Years 2-5 increase by 7% a year (JF)
	Total number of credentials and degrees awarded		Visual commitment to graduate	VPSS	Fall 2016 initial event (JF)
	- Number of Associate Degrees awarded		Reduce Dev. Ed Time	VPAA/Title III	
	- Number of Certificate Degrees awarded		Efforts on Engagement at College	VPSS	Fall 2016 initial event (JF)
	- Number of workforce skill sets awarded.		Streamline Student Processes	VPSS	Review processes for Fall 2016 (JF) Implementation Fall 2016 & 2017 (JF)
			“Human Touch” with every student	ALL	
			Promote Northern’s mission/message	DCR	
			Improve relationships with faculty & staff	Shannon – CSC Jeremy – faculty	
		Create a structured advising program with built-in accountability	VPAA		

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			Day to day/make interactions/actions must speak louder than “statements”	ALL	
			Collect & review- data on why students leave (review process)	VPAA VPSS	
			Personal reach out from President or similar when not enrolled and haven’t graduated	President	
			Project graduation	VPAA	
			Northern Navigator training (ongoing & consistent)	VPAA VPSS	
			Use EM Focus Groups	VPAA/VPSS	Repeat every fall (JF)
			Recruit EDGE & College 101 students	VPSS	For Fall 2016(JF)
			Use Open House as primary marketing for WV students	VPAA/VPSS	Yearly (JF)
			Continue to contact FAFSA	VPSS	For Fall 2016 (JF)

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			No admissions & accepted students		
			Implement state texting program	VPSS	January 1, 2016 (JF)
1.2 Accelerate time to degree.	(excluding transfer students) Credits to Degree – Average # of credit hours accumulated by students at the time of the awarding of an Associate Degree.	By the end of the 2019-2020 AY, the member institutions will have reduced the average # of credit hours accumulated by associate degree grads to 72 & the average # of years of enrollment by FT students to 3 years.	Increase knowledge & functionality of the Navigator Improved academic advising Increase use of PLA for adult students Review/improve/standardize intake process Increase data collection Fast Track Dev Ed Pilots 1. Co req tech math 2. Accel. Engl 97→101 Accelerate Petroleum Program – Pilot	VPAA VPSS VPAA VPSS VPAA VPAA VP-EWD	2015/2016 faculty and staff 2016-2017 students (JF) 2015/2016 complete process & training 16/17 determine baseline use 17/18 increase applications by 10% per year (3-5) (JF) Fall 2015 review Fall 2016 implementation (JF)

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			Pilot Midterm Grades	VPAA	For Fall 2016 (JF)
	Time to Degree – average # of years of enrollment by FT students at the time of the awarding of an Associate Degree				
	College-level course success – the % of first-time freshmen who successfully complete the first college-level math & English course requirements by the end of year one enrollment - % successfully completing first English (writing) course requirement - % successfully completing first math course requirement	During the next 5 years, 80% of all first-time freshmen will have successfully completed the first college-level English (writing) & math req’s in their chosen programs of study within their first 24 credit hours of enrollment.			
<i>1.3 Prepare students for success in the workplace</i>	Licensure/Certification Passage - % of students passing certification & licensure exams within 1 year of graduation.	During the 2015-2020 planning period, the member institutions will maintain an annual average	Data mine for demographic/geog. Segmentation Promote WV Employment Opportunities	VPAA VPSS	Determine baseline 15-16 Promote 16-17 Increase by 10% 17-18 (JF)

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		passage rate of 90 % by those students taking a licensure or certification exam at the completion of a program of study requiring such exam for employment in the field.	Expand internship Opportunities Utilize grad data collection Develop goals by programs to increase certification rates Aware of resources Increased collaboration w/ workforce College Central Increase alumni participation/communication	VPAA VPAA VPAA VPEWD VPEWD/VPSS President	Staff training 15-16 Create calendar 16-17 (JF)
	Employment Placement - % of certificate or associate degree completers working in WV at least one quarter in the post-completion year.	By the end of 2019-2020 planning period, 80% of graduates with an Associate or Certificate Degree will live & pay taxes in WV for at least 1 quarter during the year following completion of			

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		their program of study.			
1.4 Prepare students for success who transfer to four year institutions	Academic Preparation - % of students transferring who achieve a semester grade point average of 2.0 or better on a 4.0 scale at the conclusion of their first year of enrollment at in-state 4 year public institution.	By the end of 2019-2020 AY, a minimum of 80% of all students transferring from a member WVCTCS school to a public in-state 4 year college/university will have attained a 2.0 grade point average or better on a 4.0 scale at the conclusion of their first year of enrollment at the 4 year institution.	Increase recruitment of Promise scholars Increase enrollment of transfer programs Increased cooperation with 4 year institutions Increased communication with our 2 + 2 students EM Website info improvement	VPSS VPSS VPSS VPAA VPSS VPAA/VPSS	Determine baseline 2015-2016 Improve communication 2016-2017 Increase 10% each year (3-5 years) Determine baseline 2015-2016 Review for 2016-2017 promotion Increase 5% (years 3-5) Develop letter spring 2016 Determine response 2016-2017 Increase 2 communications per year (3-5) Create marketing plan year 1 Implement plan year 2 15-16 determine needs and update information

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Goal 2: Workforce – Meet the workforce demands of employers and enhance economic development efforts in West Virginia.					
2.1 Meet short-and long-term documented workforce needs of the region.	Contact hours delivered – total number of training contact (clock)	Over the next 5 years (2015-2020), the member	Increase institutional awareness of workforce programs	VPEWD	

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	hours delivered	institutions will have increased the # of training contact (clock) hours delivered by 20%; the # of career-technical Associate or Certificate Degrees awarded by 50%; & the # of workforce skill set certificates awarded by 20%.	Continual assessment of program EWD & tech programs	VPEWD VPAA	
			Increased contact & participation with advisory committees “all campuses”	VPAA	
			Expand programming in NM & Weirton areas	VPAA VPEWD CD	
			Data tracking improvement/internships/jobs	VPAA VPEWD VPSS	Determine baseline 15-16 Train and report 16-17 (JF)
			Project Grad & PLA increased accelerated degree models	VPSS VPAA VPEWD	Determine baseline 15-16 (JF)
			EM bring workforce admissions into regular process	VPAA VPSS VPEWD	Spring 2016 (JF)
			Implement additional career tech programs on NM Campus	VPEWD	
			Use appropriate social media to get the message out	DCR	
			Partner with state & local police to encourage	VPEWD	

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			completion of AAS in Criminal Justice		
	Career-technical Degrees Awarded - # of career-technical Associate & Certificate Degrees awarded		Develop a data bank for business & industry for tracking	VPAA	
	Skill Sets awarded – total # of non-credit skill enhancements, skill sets & advanced skill sets awarded.		Focus on senior citizens (computer, email training)	VPEWD	
			Increase off-campus CEU opportunities	VPEWD	
			Offer personal enrichment and skills workshops to the public (i.e. home repair for women)	VPEWD	
			Increase casino gaming courses	VPEWD	
2.2 Enhance regional economic development efforts.	Employers served – total # of employers directly provided workforce education/training.	By the end of the 2019-2020 AY, the member institutions will have: -served a minimum of 700 employers;	Identify benchmark for employers served Continue to reach out to employers. Remind them what services are available. Reach out to every new chamber business to facilitate partnerships – include RED	VPEWD VPEWD VPEWD	

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			Increased communication between faculty and possible partners	VPEWD VPAA	
	Sector Partnerships - # of regional sector-based partnerships with business & industry.	Established a minimum of 27 sector based employer partnerships;	Host luncheons and mixers for business & industry sectors Encourage businesses and organizations to use College facilities for meeting space	VPEWD ALL	
	Industry recognized credentials – proportion of programs which include industry recognized credentials.	Included industry recognized credentials in a minimum of 80% of career-technical programs; and,	Identify current % of programs including industry recognized credentials (>80%)	VPEWD	
	Entrepreneurship Education - # of focused courses & workshops offered in the area of entrepreneurship.	Provided a minimum of 90 focused courses and/or workshops in the area of entrepreneurship.	Identify existing entrepreneurship and increase collaboration with SBDC. Increase awareness of continuing ed, Ed2Go, & 360 training	VPEWD VPEWD	
2.3 Provide workplace learning opportunities.	-Learn & Earn - # of learn & earn (cooperative education) partnerships - Paid Internships - Number of	During the 5 year planning period of the Master Plan (2015-2020), the member institutions will have established a	Establish baseline for WVNCC – workplace learning partnerships Continue and expand workplace learning opportunities	VPEWD VPEWD	

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	internships in which students participate & are paid by employers - Registered apprenticeships - # of Dept. of Labor registered apprenticeship programs in partnership with employers	minimum of 27 (average 3 per institution) workplace learning opportunities (includes Learn & Earn partnerships, paid internships and/or Dept. of Labor Registered Apprenticeship programs in partnership with employers.	Use current data to inform strategic plan Create/maintain IR reporting methods for all action items Investigate what is existing in terms of registered apprenticeships	VPEWD VPEWD VPEWD VPAA	

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Goal 3 – Provide access to affordable community and technical college education in all regions of the state.					
<i>3.1 Maintain access to educational programs</i>	Headcount Enrollment – Total annual unduplicated headcount enrollment in credit-based programs/courses	By the end of the 2019-2020 AY, the member institutions will have increased the annual headcount enrollment to 35,000 students;	Enhanced EM Council to provide structured and comprehensive recruitment and retention plans Increase community education opportunities; explore development	VPAA VPSS DCR VPEWD CD	Review current plan year 1 Present revised plan year 2 Implement as needed
	FT Equivalent Enrollment – annualized FT	Increased the annualized FTE to 17,500;	Increase faculty/departmental visits to schools	VPAA VPSS	Prepare year calendar and next with faculty – year 1 Add 4 faculty per year 2-5

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	equivalent enrollment in credit-based programs/courses				
	Adult student enrollment – total annual unduplicated headcount enrollment of adults age 20 & older in credit-based programs/courses	Increased the annual adult (age 20 & above) headcount enrollment to 27,300;	Continue/increase partnership with Workforce	VPSS VPEWD	Determine baseline year 1 Increase by 2% per year 2-5
	Recent high school graduate enrollment – total annual unduplicated headcount enrollment in credit-based programs/courses of those graduating from WV high schools the previous year.	Increased the annual headcount enrollment of recent high school graduates to 3,000;	Connect directly with parents of early entrances students & market, market, market	CD DCR	
	Early entrance enrollment – total annual unduplicated headcount enrollment of	Increased the annual enrollment of Early Entrance High School students to 3,500; and,	Increase matriculation of early entrance students Host specific event for parents of early entrance students.	VPAA VPSS Campus Dean VPSS CD	Determine baseline year 1 Plan marketing timeline year 2 Begin marketing year 2 – 5 Host event in 2016-2017 year

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	high school students enrolled in college courses		Increase awareness of online early entrance courses Increase # of WVNCC faculty teaching online early entrance courses	VPSS DCR CD VPAA	Determine baseline year 1 Plan and implement year 2 - 5
	Veterans enrollment – Total annual unduplicated headcount enrollment of veterans enrolled in credit-based programs/courses.	Increased the # of Veterans enrolled by 10%.	Veteran’s Day activities including community Continue and increase partnerships with Veteran’s resources	VPSS VPSS	Fall 2016 and yearly thereafter Year 1 assess visits Year 2 – 5 increase by 3 per year
3.2 Ensure affordability	Student Financial Aid Participation Rate -- % of students receiving any federal, state, or private financial aid excluding loans	By the end of the 2019-2020 AY, the member institutions will have increased the financial aid participation rate of all students to 55%; and			
	Tuition increase – annual percentage increase in tuition	Held tuition increases to no more than the average of 5% per year over the 5 year planning period as			

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		permitted by WV State Code.			
3.3 Use technology to better serve all regions of the State.	Distance-delivered course credit – the # of academic credit hours awarded through courses in which all or the vast majority (typically 75% or more) of the instruction & interaction occurs via electronic communication, correspondence, or equivalent mechanisms, with the faculty & students physically separate from each other.	By the end of the 2019-2020 AY, member institutions will have: Increased the total # of academic credit hours earned through distance-delivery to 75,550; and,			
	Distance-delivered programs – the # of credit-based Certificate & Associate Degree programs offered in which 50% or more of the	Increased the # of credit-based Certificate & Associate Degree programs offered via distance-delivery as reported to the HLC by a			

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	required courses may be taken as distance-delivered courses.	minimum of 10%.			

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Goal 4 – Ensure fiscal stability to effectively deliver comprehensive community and technical college education.					
4.1 Advocate for increased state support	State funding – total state appropriations received	By the end of the 2019-2020 fiscal year, the member institutions will have attained at least the SREB per student average in general revenue funding, at each institution.			
4.2 Increase external financial support	External funding – Total new financial resources leveraged from grants, gifts and contracts through federal government, foundations, & private sector sources.	By the end of the 2019-2020 AY, the member institutions & System Office will have generated \$25 million in external funding from grants, gifts and contracts through federal, foundation & private sector sources.			
4.3 Invest in Human Resources	Faculty Salaries - % of the national average of	During the 5 year planning period 2015-2020, the			

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	community & technical college faculty salaries as reported by SREB	member institutions will have: Increased faculty salaries to the average for public, two year institutions as reported by SREB; and,			
	Classified staff salaries – funding level of the current classified staff salary schedule adopted by the Council	Maintained full-funding on an annual basis of any Classified Staff Salary Schedule adopted by the WV Council for Community & Tech. College Education; and,			
	Professional Development activity – number of on-campus professional development opportunities provided	Provided, on an annual basis, a minimum of two on-campus professional development opportunities for faculty & staff.			
4.4 Ensure fiscal stability	Retention – Year to year (fall to fall) student retention rate.	By the end of the 2019-2020 AY, each member institution will			

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		have: Achieved a 66% fall-to-fall student retention rate; and,			
	Composite Financial Index (CFI) score – a single score determined through the annual financial audit & reported to the HLC based on a calculation using the combined ratios of the primary reserve, net operating revenues, viability & return on net assets which are converted into strength factors, weighted & summed resulting in a single composite score on a scale ranging from negative four (-4) to a	Achieved a positive Composite Financial Index (CFI) score of 1.1 to 10 on a yearly basis as determined through the annual financial audit process & reported to the HLC.			

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	positive ten (+10).				
<i>4.5 Demonstrate a financial commitment to student success</i>	Expenditure Priority - % of total expenditures devoted to the following categories using GASB standards as reported in annual financial audit: instruction, academic support, and student services.	The member institutions will, on an annual basis, maintain the combined percent of expenditures dedicated to instruction, academic support and student services at or above the national average for two year, public institutions as reported by the National Center for Education Statistics.			

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