



Unit Assessment  
At  
Southwest Virginia Community College  
2022-2023

A Report Compiled by  
The Office of Institutional Research and Assessment  
based on the work of the faculty and staff in  
Administration, Grants, Learning Support, and Student  
Services

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## The Unit Assessment Process

Formally, Unit Assessment is a latecomer into the assessment paradigm at Southwest Virginia Community College. Though individual units self-assessed on an ongoing basis, many times that assessment was not shared. The process was formalized in 2015 and is now a part of all units on campus. The units are separated into broad categories for the purpose of assessment reporting—Administration, Student Services, Grants and Learning Support.

As one of the pieces of Institutional Effectiveness, unit assessment ties together unit mission, goals, and outcomes. Like programmatic assessment as the first step in the assessment process, unit staff craft the mission of the unit that is in step with the institutional mission statement and provides the groundwork for the unit's goals and outcomes. These are reviewed each assessment cycle. Unit goals are then formulated. Unit goals are general statements regarding the services each unit provides to the institution. These goals, in turn, are then the basis for more specific outcomes. Outcomes are incremental steps on the way to the attainment of a goal and change with each assessment cycle based on the findings of the prior cycle or changes in the unit's direction.

At SWCC all assessment is research based. Initially unit members set goals, identify outcomes to meet those goals and identify measures and success standards appropriate for the outcomes. The unit then gathers information, reports findings and makes action plans based on those findings. At the end of the assessment cycle year, units reflect on the process and formulate next year's plans based on this year's findings.

Included in this report are brief summaries of each unit's progress toward goal attainment. If the goal was met the text is blue, if the goal has results pending the text is green and if the goal was partially met the text is gold. In addition, if the goal was unmet the text is red. At the end of each synopsis are statements from the unit concerning the changes that will be made as a result of the assessment and plans for additional goals or outcomes.

Also included are appendices that contain the completed forms submitted by the units. These are ordered by category. As an additional item of information, the Assessment Matrix is included in Appendix B.

Twenty-seven units submitted assessments in 2022-2023. Ninety outcomes were assessed. Of those 48 were met, 25 were unmet, 12 were partially met and five had data pending. Follow-up plans are included for each unit.

## **Unit Assessment Calendar 2022-23**

October 3	All Unit Assessment Plans Due to Supervisor
October 24-31	Peer Mentoring as Needed
October 31	All Plans Submitted to the Assessment IR Office
December 22	Fall Unit Assessment Day
November - June	Work on Assessment Findings and Action Plans
May 15	Spring Unit Assessment Day
June 5	Findings and Action Plans are due to the Supervisor
June 19	All Reviewed Plans Submitted to the Assessment IR Office
July 17	Final Unit Assessment Report Submitted and Published to the Website

## **Summaries of 2022-23 Unit Assessment**

### ***Administration***

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The following administrative units submitted completed Unit Assessment Plans for the 2022-2023 assessment cycle.

**Bluefield Center  
Business Office  
Campus Police  
Division of Arts and Sciences  
Division of Business, Engineering, and Industrial Technology  
Division of Health Technologies  
Division of Student Services  
Facilities  
Human Resources  
Information Technology  
Institutional Advancement  
Institutional Research and Assessment  
Academic Outreach and Dual Enrollment**

## **Bluefield Center**

Goal 1: With many aspects of the physical completed, provide separation distinction for each area by the installation of walls or dividers.

Outcome Related to Goal 1: Complete separation of classroom areas.

**Outcome Unmet. Due to budget constraints this was unable to be accomplished.**

Goal 2: Provide increased recruitment activities for students who are in the Bluefield Center area.

Outcome Related to Goal 2: Increase number of full-time students specifically at the Bluefield Center.

**Outcome Unmet. FTE Grew to 35 for credit students. This did not meet the benchmark of 40 set by staff. However, if non-credit students were counted as FTE, the number of FTE's would increase.**

Goal 3: Increase the number of programs/courses offered at the center through various medias.

Outcome Related to Goal 3: A) Beginning Fall 2023, show an increased number of course offerings. B) Increase program offerings.

**Outcome Met. A) The General Education/ Transfer program was started with several students using the HyFlex opportunities. Workforce also had Certified Nursing Assistant and Phlebotomy classes and added an A+ Certification class.**

Goal 4: Increase number of full-time employees on site.

Outcome Related to Goal 4: Hire or promote at least one to full-time positions.

**Outcome Met. Andrea Laney was added as full-time administrative assistant and has received training in various areas including student advising.**

### ***Analysis/Use of Results***

As a result of findings this assessment cycle, staff will continue to expand course and program offerings in the next cycle. Staff will continue to do information releases to increase familiarity with the center and increase FTE. Staff will also attempt to add business, trade, health and human services programs and labs.

## **Business Office**

Goal 1: Train/onboard key office positions (director, grants accountant) to complete the final stage of an overall major unit transition spurred by retirements, resignations, and other needed unit performance improvement actions. Complete cross-training of all staff as feasible to avoid future performance and efficiency service interruptions.

Outcome Related to Goal 1: All staff fully onboarded/trained, and cross-trained.

**Outcome Not Met. This outcome is incorporated into the Director of Finance's workplan and EWP.**

Goal 2: Continue to improve budget and financial reporting for both grants and overall to ensure monthly, quarterly, annual, and future forecasting is occurring on a consistent basis.

Outcome Related to Goal 2: All reports provided accordingly on monthly, quarterly, and annual basis, including to senior staff, divisions, etc.

**Outcome Not Met. This outcome is incorporated into the Director of Finance's workplan and EWP, as well as the EWPs and workplans of other business office staff.**

Goal 3: Complete the review and updating of all Standard Operating Procedures (SOP), Employee Work Profile (EWP), and other internal policies for needed improvement to support better unit performance, efficiency, etc.

Outcome Related to Goal 3: All SOPs, EWPs, etc. fully updated.

**Outcome Not Met. This outcome is incorporated into the Director of Finance's workplan and EWP.**

### ***Analysis/Use of Results***

The use of the information gleaned from this assessment will be determined by the relatively new director of finance, during the final phase of the transition of the unit, including during review of SOPs and the overall fresh look at the unit that the director is taking currently.

## **Campus Police**

Goal 1: To effectively secure Southwest campus with the installation of door locks and door stops.

Outcome Related to Goal 1: All Door locks and stops are installed.

**Outcome Not Met. As of June 2023, not all doors have locks and stops. This is a concern to the overall safety of campus in the event of a critical incident where sheltering/lock down needs to occur.**

Goal 2: To regain full staffing for Campus Police to 24-hour policing.

Outcome Related to Goal 2: Hire Full-Time Virginia Certified officers to cover three 8-hour shifts

Outcome Not Met. Currently 3 Full time officers do not get campus police to 24-hour coverage however one additional hire will help to achieve this goal.

Goal 3: Continue to provide safety and security to all employees, students, and visitors on SWCC Campus.

Outcome Related to Goal 3: Identify funding opportunities for Campus Police through state, federal and private grants.

Outcome Met. At this point Campus Police has already been awarded \$27,000 in grant funding. One additional grant will be written for 2023 soliciting another \$50,000 dollars in funding.

Goal 4: Continue to employ strategies to bring Off-Site Campuses up to the same safety standards as our main campus.

Outcome Related to Goal 4: Employ strategies to bring Off-Site Campuses up to the same safety standards as our main campus.

Outcome Not Met. This will be a lengthy project due to having a small department. The CEMP plan has been reviewed and all off-site campuses fall under Emergency Management Plan guidelines. Fire Drills have been completed and we are currently in discussion and approval processes for installing emergency boxes. Being short staffed prevents daily walk throughs and/or visits.

### ***Analysis/Use of Results***

As a product of this year's assessment staff have made several plans. First, day shift will complete installation of locks and stops beginning with Buchanan Hall. At that completion the work will transition to each hall on campus. Next, staff will recruit veteran officers for the third shift as funding permits. In addition, campus police will pursue additional grants to promote and implement campus safety. Finally, the department will continue to work with off-site campus leaders to obtain alternatives to assigning officers to off campus locations.

## **Division of Arts and Sciences**

Goal 1: The division will be prepared to implement the new common curriculum in education by the end of Spring semester 2022. This will include the hiring of new adjunct faculty as well as establishing the courses and pathways required.

Outcome Related to Goal 1: The new common curriculum in Education will be fully prepared to be implemented by Fall of 2023.

Outcome Met. Through Transfer VA, all elements of the new EDU curriculum have been adopted. We are ready to begin the new curriculum In August 2023.



Goal 2: The division dean will work in conjunction with administration to implement chairs within each of the four academic areas housed within the division of Arts & Sciences.

Outcome Related to Goal 2: Two chairs; one in Humanities and one in Math and Science will be implemented if approved.

Outcome Met. Two faculty members will step into chair positions. Hannah Hensley will become the Chair of Humanities and Social Sciences and Kevin Stilwell will become Chair of Math and Science in Fall 2023.

Goal 3: In conjunction with applied science program heads, discussion and research into 5-week semester increments will be carried out for possible enactment in Fall of 2023.

Outcome Related to Goal 3: In conjunction with the ADJ and HMS faculty, a review of programs and research into the proposed approach will be done.

Outcome Met. In working with Criminal Justice, the division found that the truncated format was not as successful historically, so there was resistance to return to that format. Current success has been stated as foundational for continuing along the traditional format unless the division is able to hire additional Criminal Justice faculty. With a single individual teaching most of the courses, the Criminal Justice program would be difficult. However, the Human Service program has chosen to move to a 7-week rotation like the way the program functioned under the former faculty member. Students in the program tend to rotate in and out, so the ability to take a short break and then return has shown to be quite beneficial.

Goal 4: The division will continue to monitor the demand for online versus face-to-face courses.

Outcome Related to Goal 4: Using Ad Astra data, the division will assess demand based upon semester outcomes with 60% hyflex and face to face courses.

Outcome Not Met. In the fall, the division ended up with a breakdown of 59% online versus 40% face to face per Ad Astra when looking at course sections (at this point, Ad Astra was only recording classes as face to face or online. The Hybrid option had not been added). However, by spring, face to face classes grew to 49% with another 4% falling under hybrid and other. This took the division to 53% per Ad Astra when looking at section count. This is a marked improvement, but the division fell short of our goal by 7%.

### ***Analysis/Use of Results***

Based on the findings of this cycle, the division has several action plans. First EDU adjuncts will be hired in the fall to teach courses that are scheduled for later in the pathway. The new chairs will evaluate all adjuncts within the division and continue to monitor dual enrollment offerings. With regard to goal three, the division will continue to monitor Human Services, and will address Early Childhood as to a similar format. Finally, with the addition of hybrid and hyflex categories to Ad Astra, we will be able to get clearer numbers moving forward. The division will continue to shoot for a 60/40 split of a combination of face to face, hybrid and hyflex to online offerings.

## **Division of Business, Engineering and Industrial Technology**

Goal 1: Expand division program and academic course offerings at off-campus locations and on weekends.

Outcome Related to Goal 1: Expand division programs and course offerings by increasing programs and courses offered at the Bluefield Center and through weekend college as evidenced by the number of programs offered and the number of graduates.

Outcome Partially Met. For both Fall and Spring semesters, three programs of studies were offered at the Bluefield Center. HVAC, Electrical Installation and Mechatronics were all offered as evening programs. The HVAC program had 5 students enrolled in both semesters, with 5 students on target to graduate. Electrical Installation had 4 students enrolled in the Fall and 5 students enrolled in the Spring. Mechatronics did not have enrollment.

Goal 2: Expand workforce program through off-campus offerings at the Bluestone Center and Southern Gap Transportation and Logistics Center.

Outcome Related to Goal 2: Offer workforce welding courses at Bluestone Center and Southern Gap locations as evidenced by the number of courses offered and the number of students enrolled.

Outcome Met. Two classes were held at Bluestone with 6 students attending. Six classes were held at Southern Gap with 26 students attending. The goal was exceeded.

Goal 3: Increase student access to experiential opportunities and student engagement through club competitions, internships and cooperative education.

Outcome Related to Goal 3: Offer at least two opportunities to engage students in club-based competitions and offer at least two new internships/cooperative education opportunities.

Outcome Met. Planned student engagement opportunities included MATE ROV Robotics and Skills USA – Machining. The MATE ROV Robotics team continues to meet regularly and will travel to the World Championships on June 20. In SkillsUSA, we had 4 students attending the State Skills USA. All 4 students placed with 1 Gold, 2 Silvers, and 1 Bronze. National competition will be held in Atlanta, GA on June 19. New Internship/educational opportunities included BUS 197: Cooperative Education in the Business and Technology AAS and ELE190 Coordinated Internships in Electrical/Electronics AAS. Due to being second year courses, no one enrolled. During Spring 2023, 5 internships were offered with 17 students completing. During Fall 2022, 2 internships were offered with 12 students completing. During Summer 2022, 3 internships were offered with 13 students completing.

Goal 4: Increase participation of underserved populations in the Engineering and Information Technology and Industry & Manufacturing pathway programs.

Outcome Related to Goal 4: Increase participation of underserved populations in HVAC, Electrical, Machining, Welding, IST, and Cybersecurity.

Outcome Not Met. The results of underserved populations from the targeted programs showed enrollment of 14% for both 2021/2022 and 2022/2023 and 11% for 2022/2023. Individually, machining showed a 9% increase this year while the other target programs showed a decrease in percentage of enrollment from the underserved populations. Overall enrollment was down by 3% for the targeted programs from underserved populations.

Goal 5: Build and nurture employer engagement opportunities.

Outcome Related to Goal 5: Build and Nurture employer engagement opportunities by engaging at least five employers in division initiatives.

Outcome Met. Program faculty and students successfully engaged more than five employers in division related initiatives. The following employers were involved in division initiatives. 1) **Advanced Auto Parts**, served as judge in Skills USA competition hosted by Southwest. 2) **Federated Auto**, certification opportunities and served as judge in Skills SUA competition hosted by Southwest. 3) **General Engineering**, served as field trip location and active member of advisory committee. 4) **Southwest Compressors**, served as field trip location and active member of advisory committee. 5) **Paul's Fans** and 6) **West River Conveyors** participated in on-campus job fair and field trip destinations for students.

### ***Analysis/Use of Results***

Off-campus and weekend programs and classes have established a presence at alternative locations. To continue the momentum, the division will continue to schedule programs and classes at the Bluefield Center, the Bluestone Center, and weekend classes on-campus and at the Bluestone Center. The division will continue to expand, based on employer and community engagement initiatives, as opportunities become known.

Strong engagement initiatives with students and employers continues to be an important component of future success. These engagement initiatives provide students with an advantage when entering the workforce and allow them to make more informed employment decisions based on direct knowledge of the local and regional employers that are hiring. Opportunities such as MATE ROV Robotics and Skills USA were successful in engaging students in program related competitions.

CTE Honors College began in January 2023 with the Electrical/Electronics and Precision Machining programs. The division will continue to build the program by expanding to include Automotive Technology for 2023 2024.

Increase participation from underserved and underrepresented populations is always a priority. The division will continue our efforts, working through program advisors and the marketing department. One of the major focus points for the WORC grant, currently being implemented, is to increase the number of underserved and underrepresented populations enrolling and completing classes and programs. In addition, the division will be partnering with Workforce and Continuing Education and others on campus to apply for additional grants with a similar focus.

Goals for 2023-2024 will include components of:

- Align program curriculum with national standards to ensure students are leaving with the proper skill-set to be successful in their career choices. (ATMAE and NC3 Leadership Schools) (ATMAE, Accounting, Business and Technology, Information Systems Technology, Business Management, and Electrical/Electronics) (NC3 Leadership School Curriculum Welding, and Advanced Welding and Fabrication)
- Students' engagement opportunities (clubs and competitions) related to their selected programs of study.
- Targeting underserved and underrepresented populations to enroll and complete division programs.

### **Division of Health Technologies**

Goal 1: In support of VCCS goal 2\*, design and deliver two professional development sessions that focus on high-impact pedagogy and cultural competency by the end of the spring 2023 (2232) academic term that will be attended by 80% of DHT full- and part-time faculty.

\*Supporting Goal 2: Provide all students with access to high impact practices that support educational excellence and equity in student success through the development of a world class cadre of diverse employees focused on equity-minded principles and practices.

Outcome Related to Goal 1: In support of VCCS goal 2\*, design and deliver two professional development sessions that focus on high-impact pedagogy and cultural competency by the end of the spring 2023 (2232) academic term that will be attended by 80% of DHT full- and part-time faculty.

**Outcome Met.** 80% of DHT full-time faculty attended two professional development sessions; 0% of part-time faculty attended the sessions.

Goal 2: Develop a DHT Community Engagement Committee by the end of the spring 2023 (2232) academic term that includes one full- or part-time faculty member from each DHT program.

Outcome Related to Goal 2: Develop a DHT Community Engagement Committee by the end of the spring 2023 (2232) academic term that includes one full- or part-time faculty member from each DHT program as evidenced by faculty participation.

**Outcome Met.** The Division of Health Technologies developed an Engagement Committee that included one (1) full- or part-time faculty member from each DHT program.

Goal 3: Develop and launch a 'Healthcare Careers Camp' for middle school students in the SWCC service region by summer academic term 2023 (2233).

Outcome Related to Goal 3: Develop and launch a 'Healthcare Careers Camp' for middle school students in the SWCC service region by summer academic term 2023.

**Outcome Met.** The camp was held on June 13, 2023 and was well attended.

Goal 4: The Diversity & Equity Committee will select and implement two recruitment strategies identified in spring of 2022 to implement prior to the DHT competitive application cycle (February 15th - March 15th, 2023).

Outcome Related to Goal 4: The DHT Diversity & Equity Committee will select and implement two recruitment strategies identified in spring of 2022 to implement prior to the DHT competitive application cycle (February 15th - March 15th, 2023).

*Outcome Met.* The Division selected to host an alumni panel and to capture new branding materials to be more reflective of the current diversity in each program.

### ***Analysis/Use of Results***

Successful initiatives from this cycle will be continued as standard operating procedures. The division will work with part-time faculty to understand their availability for and the type of DEI professional development that will be most helpful.

## **Division of Student Success**

Goal 1: To establish an expedited onboarding process for students who funnel into the system from the web presence in line with the VCCS Taskforce Recommendations.

Outcome Related to Goal 1: Establish Service Level Agreements for the new onboarding plan to expedite prospective students in the CRM enrollment funnel by engaging students who made inquiries within 24 hours.

*Outcome Met.* Within 24 hours, 100% of student inquiries or applications are engaged with a message via email, text and phone call. If the inquiry comes in on a weekend, they receive contact the following work day.

Goal 2: To create depth in the Enrollment Management & Recruitment area.

Outcome Related to Goal 2: Hire an Enrollment Navigator to spearhead prospective student movement through the CRM into enrollment.

*Outcome Met.* An Enrollment Navigator was successfully hired and in place in Recruitment & Enrollment Management. A system has been created in the CRM to continue engaging inquiries after the initial contact via an automated process. If actual contact was made, the prospect goes into one process. If contact was not made, it goes into another.

### ***Analysis/Use of Results***

In response to the results of this assessment cycle, the following have been observed or implemented. The Navigator is assisting with orientation redesign, both online and in person and will assist the Coordinator of Recruitment & Enrollment Management with planning the year's recruitment calendar.

The CRM has proven to be useful; however, without connecting to SIS there is not an efficient way to track the enrollment funnel past the enrollment point. A system that integrates would provide very valuable data in this area.

### **Division of Workforce and Continuing Education**

Goal 1: The expansion of Workforce training opportunities at both on-campus and off-campus locations. This includes expanded programming at the SWCC main campus, Southern Gap Training & Logistics Center (SGTLC), and the Bluefield Center. Adding key Fast Forward-approved programs that align with the VIA Infrastructure Academy goals will be a key priority.

Outcome Related to Goal 1: The addition of targeted and new Fast Forward programs and classes including a Power Lineman program, training opportunities related to solar energy, and medical sector classes held at SGTLC.

Outcome Not Met. The division is in the process of obtaining Fast Forward approval for SHINE solar certification, equipment is being purchased for classes to be held at SGTLC, and we expect to begin Medication Aide Management training this Fall.

Goal 2: The expansion and better implementation of Career Services in all Workforce programs to prepare students to enter career opportunities with local employers throughout the region upon successful completion of their program. This will include implementing services such as resume building, interview skills, soft skills, employer engagement, and other professional development opportunities. Our goal is to provide students a better overall Student Services experience. This includes taking steps to support the “One Door” initiative and other VCCS student services priorities, including the current strategic plan and DEI.

Outcome Related to Goal 2: A higher number of students will actively enter the workforce and be retained by their employers after all probationary periods have ended. For students who wish to continue their education upon completion of Workforce classes, the division will convert those students into academic pathways that can better improve their long-term career opportunities. To achieve this, the division also plan to take steps to ensure a better understanding of what would qualify as credit for prior learning with all academic divisions on campus.

Outcome Met. The division has seen a consistently higher number of Workforce students either transition into academic pathways or receive meaningful employment upon completion of our programs. Both our CNA and Phlebotomy programs have effectively served as a way for students to meet the prerequisites required to enter academic programs. Graduates of our CDL and Diesel programs have also gained employment quickly and consistently earn livable wages.

Goal 3: Expansion of and creation of new partnerships that enable Workforce training opportunities offered to a larger and more diverse group of students. This includes the implementation of paid externships for students, expansion of training to Department of Corrections facilities, and the overall leveraging of other partnerships with both private and public sector organizations throughout the region.

Outcome Related to Goal 3: Sign an MOU with Southwest Regional Adult Education to deliver CNA and Welding classes at specific Career and Technical centers throughout our service counties. Work Zone Flagger certification classes will be held at a local probation office to enable those participants to enter the workforce. Expand our partnerships to deliver a larger number of classes are offered both on and off-site. Establish an MOU to begin delivering both Workforce and Academic pathways to incarcerated individuals.

*Outcome Met. We have an MOU with Southwest Regional Adult Education to deliver CNA and Welding classes at specific Career and Technical centers throughout our service counties. We have also completed Work Zone Flagger certification classes at a local probation office to enable those participants to enter the workforce. We expect to be able to expand our partnership with Appalachian Detention Center this year and our proposal to do so is currently under review by the Department of Corrections.*

### ***Analysis/Use of Results***

The division plans to implement better ongoing marketing of Workforce training opportunities. This will include establishing a marketing checklist where each team member actively assists with the marketing of all programs. We also have the goal of expanding our instructor pool to better serve the needs of all on and off campus sites. Finally, we must do a better job of leveraging partnerships and gaining referrals from other entities. To accomplish this, we must better maintain consistent communication and outreach to DARS, the Workforce Development Board, DSS, Adult Education, and other partners throughout our region.

## **Facilities**

Goal 1: Onboard and empower current and anticipated new unit leaders (maintenance supervisor, director of operations) caused by recent retirements and turnover to further develop and implement preventative maintenance plans for equipment and building systems within timeframes as guided and approved by senior staff and the VCCS.

Outcome Related to Goal 1: Comprehensive preventative maintenance plans for equipment and building systems utilizing industry standards within best practice software tracking system(s).

**Outcome Not Met. Staff have determined that an updated action plan is needed.**

Goal 2: Continue to address ADA compliance findings identified in OCR review with maintenance reserve funding from VCCS.

Outcome Related to Goal 2: Steady progress in addressing ADA recommendations as feasible.

**Outcome Not Met. New operations leadership will establish workplan, monitor, etc.**

Goal 3: Successful design and implementation of maintenance and operations plans and procedures for college auxiliary and off-campus sites.

Outcome Related to Goal 3: Auxiliary and off-site plan developed and implemented

**Outcome Not Met. Ensure that this outcome is incorporated into the EWP and workplan for the Director of Operations position.**

Goal 4: Full implementation of the new work order software to track metrics on maintenance, housekeeping, utilities management, event planning & scheduling, inventory management, and capital project planning & tracking.

Outcome Related to Goal 4: Full implementation and use of operations management software (work order system) to maximize efficiency and effectiveness of operations work orders to better serve our students, faculty, staff, and community.

**Outcome Not Met. Ensure the Director of Operations position EWP and workplan addresses this priority.**

#### ***Analysis/Use of Results***

A new Director of Operations will be hired in 2023-24. The person in the position will be expected to complete the work to meet the outcomes listed above.

### **Human Resources**

Goal 1: Implement the state HCM system, Cardinal.

Outcome Related to Goal 1: Transition the college from CIPPS and PMIS to Cardinal with minimal disruption to employee pay and benefits.

**Outcome Met. Cardinal was successfully implemented. One hundred percent of payroll deadlines were met and 100% of pay was correct within two pay cycles of an error.**

#### ***Analysis/Use of Results***

The state HCM, Cardinal was successfully implemented. The system will be maintained.

### **Information Technology**

Goal 1: Upgrade outdated Cisco switches across campus and replace with new Meraki cloud controlled switches.

Outcome Related to Goal 1: To upgrade end of life Cisco equipment with new cloud based Meraki equipment that is current technology and has support coverage.

**Outcome Met. The new Meraki switches have been installed and are easier to manage. The switches provide more bandwidth to the end users and have a ten-year warranty.**

Goal 2: Expand the Wi-Fi across campus to include outside areas around buildings, parking lots, and athletic areas.



Outcome Related to Goal 2: Install new Wi-Fi access points across campus to provide Wi-Fi coverage around the outside of buildings, parking lots, and athletic field areas.

Outcome Met. The 17 new Meraki outdoor access points provide additional coverage to the areas defined in the scope of work.

Goal 3: Replace the Palo-Alto firewall.

Outcome Related to Goal 3: Upgrade the Palo-Alto Firewall.

Outcome Met. The new Palo-Alto firewall has an updated software interface, current maintenance agreement, and more available settings that allow for more detailed security configurations and management.

### ***Analysis/Use of Results***

IT has ongoing responsibilities to the other units of the college. IT will continue to support the other units of the college with their technology needs. New goals may be tied to the security initiatives IT performs or to new VCCS initiatives. Products installed this year will be monitored. The final 10% of switches will be installed.

## **Institutional Advancement**

Goal 1: Direct fundraising activities such as major gift campaigns, annual campaigns and planned giving campaigns to support the College mission on identified priorities.

Outcome Related to Goal 1: Increase the number of individuals by 10% who participate in planned and annual giving through ongoing fundraising efforts and outreach. Continue to pursue a successful outcome to new \$10 Million Fundraising Campaign.

Outcome Met. Donations/Funds raised increased by more than 10% during the 2022-2023 year. \$1.6 Million in donations received.

Goal 2: Direct the development of federal, state, local and corporate foundation grants to support College priorities and needs.

Outcome Related to Goal 2: Identify and apply for federal, state, and local grants that will support new initiatives and programs. Specifically, DEI initiatives, student housing support, and workforce programs.

Outcome Met. A total of \$1.3 million in new grant dollars were received.

Goal 3: Promote an environment of philanthropy toward the College both internally and externally.

Outcome Related to Goal 3: Sponsor events to raise awareness and funding for new scholarships and programs on campus. Use events as opportunities to further diversify donor base. Identify and make application for federal, state, and local grants that will support new initiatives and programs. Specifically, DEI initiatives, student housing support, and workforce programs.

Outcome Met. A total of 5 new scholarships were established in 2022-2023. These include Genan, Moore Family (2), Regon and Hensley.

Goal 4: Encourage alumni engagement and future giving.

Outcome Related to Goal 4: Develop annual Alumni Friend-Raising and fundraising event(s) to encourage alumni giving.

Outcome Partially Met. The division's activities have not yet increased alumni giving; however, several annual events have been put into place and have garnered attention.

### ***Analysis/Use of Results***

Many of the activities of this cycle will be continued into the next cycle. The annual campaign, internal campaign, and events will continue. The \$10,000,000 Building Legacies Campaign will also continue in 2023-24. The grants office will pursue new grant funding for college initiatives. An alumni committee will be formed.

### **Institutional Research and Assessment**

Goal 1: Establish an updated timeline and submit the second general education competency report to SCHEV.

Outcome Related to Goal 1: A) The second general education competency report, Written Communication, will be published on the IR webpage and sent to SCHEV on or before October 31. B) Submit all state and federal reports in a timely manner.

Outcome Partially Met. The report was posted on the website and the link sent to SCHEV on November 14th. All other reports were completed early or on time. That includes SCHEV, IPEDS and VCCS.

Goal 2: Begin work on next SACSCOC Decennial Review.

Outcome Related to Goal 2: A) Establish committee to begin work on topic selection and form a workgroup to review the faculty credentialing process. B) Investigate the SACSCOC Differentiated Review process in anticipation of 2026.

Outcome Partially Met. QEP Topic Committee was formed in late spring 2023. Credentialing was not addressed. A request for differentiated review was sent to SACSCOC on 23 MAY 23 after receiving the class of 2026 orientation letter. A decision will be made by SACSCOC prior to the annual meeting in December.

Goal 3: Work with IT for data download for enrollment dashboard.

Outcome Related to Goal 3: Learn process for upload and update of dashboard. Dashboard using PowerBI will be published on the IR page of the website prior to July 1<sup>st</sup> and updated biweekly.

Outcome Met. Dashboard content received executive approval. Realtime is not currently possible but a static copy was posted on the IR website on 09 JUN 23.

### ***Analysis/Use of Results***

As a result of this cycle's findings staff will complete three tasks. Staff will continue to work on PowerBI. Work on Faculty Credentialing Work for Decennial Review has already begun. The next general education competency report, Quantitative Reasoning, will be sent to SCHEV in a timely manner.

### **Academic Outreach and Dual Enrollment**

Goal 1: Work with the public schools to offer more dual enrollment (DE) classes in the 22-23 school year.

Outcome Related to Goal 1: Provide three or more new offerings to dual enrollment students for the next school year.

**Outcome Met.** Buchanan County added the following courses: SDV 100, ITE 152, ENG 245, ENG 246 and CHM 111.

Goal 2: Course Calendar will be on website for each county.

Outcome Related to Goal 2: Students will have access course calendar on the DE website.

**Outcome Not Met.** The work has not been completed.

Goal 3: Receive class rosters from guidance counselors prior to the end of school year.

Outcome Related to Goal 3: In order to facilitate fall registrations, encourage guidance counselors (GC) to send 23-24 class rosters with contact information prior to the end of the school year.

**Outcome Partially Met.** Still awaiting rosters prior to GCs leaving for the summer. At this time staff have rosters from three schools.

Goal 4: Work on DE website to have an advising narrative and provide links to pertinent information.

Outcome Related to Goal 4: Provide more in-depth information to students about Passport, UCGS, CTE offerings and what to do after completion of high school on the DE website.

**Outcome Not Met.** This work is not complete.

### ***Analysis/Use of Results***

Several things have been gleaned from the findings of this cycle. Enough time was not given to website updates. Guidelines and other DE websites will be reviewed, so that website can be updated. More priority will be given to this task. Staff are still in contact with GCs at this time and have requested rosters. A couple of concerns have been raised: It is hectic getting rosters while doing end of year activities and the second is that they are concerned about errors on final rosters that would be more accurate if turned in after the start of school.

## ***Grants***

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**The following grant related units submitted completed Unit Assessment Plans for the 2022-2023 assessment cycle.**

**Great Expectations  
Procurement Technical Assistance Center  
Small Business Development Center  
Student Support Services  
Upward Bound  
Veterans' Upward Bound**

## **Great Expectations**

Goal 1: Increase recruitment and networking in the community, to encourage a greater number of Great Expectations program participants.

Outcome Related to Goal 1: Attend at least ten events on campus or by zoom and in the community to promote the program, recruit new students, and strengthen partnerships with other agencies in the community.

**Outcome Not Met. Seven of the ten campus and Zoom events were completed.**

Goal 2: Provide opportunities for the students in the program to be more involved with activities to enhance his/her college experience – Including the expansion of job shadowing opportunities.

Outcome Related to Goal 2: Promote group cohesion and participation through at least seven student meetings in person or by Zoom (3-4 per semester), activities, and the opportunity to participate in at least two community projects. Expand the job shadowing project to provide increased opportunity for students – having at least five each semester to participate.

**Outcome Partially Met. Staff met our goal of four student group meetings with only one community project which I worked on that. Students did not have any interest in the offered job shadowing.**

Goal 3: Monitor the GE Housing Project that is funded provided by the Gilliam Foundation and monitor the Joe and Linda Daniel Student Success Fund Fast Forward.

Outcome Related to Goal 3: Monitor the Gilliam Housing fund and the Daniel grant to ensure that numbers do not exceed 15 students for the Gilliam housing.

**Outcome Met. Staff continued to monitor the Gilliam and Daniel fund. Nine of 15 are continuing with the remaining slots to be filled in August.**

### ***Analysis/Use of Results***

Staff will continue to have at least ten events. Student group meetings, community projects and job shadowing will be stressed. August is a new application process for vacancies that are due to graduation, failing grades or non-enrollment. Fifteen spots available in Gilliam. Five spots available in the Genan grant for housing. Applications are being received for the Daniel grant.

## **APEX Accelerator/Procurement Technical Assistance Center**

Goal 1: Hold at least 700 hours of counseling during the period of performance.

Outcome Related to Goal 1: Hold 700 hours of counseling during the period of performance utilizing email, telephone, virtual meetings and in person meetings.

**Outcome Met. The program achieved 758 hours of counseling time. Exceeding the goal by 58 hours.**

Goal 2: Participate in at least 30 outreach events.

Outcome Related to Goal 2: Participate in, host and co-host 30 events.

Outcome Met. The Accelerator participated, hosted and co-hosted a total of 32 events.

Goal 3: Add 100 new clients to our database.

Outcome Related to Goal 3: Add 100 new clients to our database.

Outcome Not Met. Staff reductions led to only 75 additional entries to the database.

Goal 4: Achieve a cost per credit hour of \$417.00.

Outcome Related to Goal 4: Obtain a cost per counseling hour of \$417.00 or lower.

Outcome Met. Obtained a cost of \$360.20/counseling hour.

Goal 5: Achieve 40 hours of mandated training for all fulltime employees and 20 hours of mandated training for part-time employees.

Outcome Related to Goal 5: Document completion of 40 Hours of training for FT employees and 20 hours of training for PT employees.

Outcome Met. Achieved 200 hours of training.

### ***Analysis/Use of Results***

The results above for the 2022-23 program year reflect that the program has continued to grow in all areas except the new clients' area. The decrease in new clients is attributed to the COVID19 pandemic and then the decrease in staffing. Moving forward, with the addition of a new FT counselor and PT Administrative Assistant as well as the decrease in the pandemic, the program director is optimistic about the continued growth of the program and the ability to increase the new clients once the new FT counselor completes their training and becomes familiar with the programs, agencies, and the region in which they will be working with/in.

### **Small Business Development Center**

Goal 1: The Small Business Development Center (SBDC) strives to enhance Virginia's economic growth by providing small business advising, specialized business training, and business resources that promote community and workforce development in the Commonwealth of Virginia

Outcome Related to Goal 1: Meet or exceed state guidelines and goals for the SBDC-SWCC through one-on-one client meetings and group workshops during the designated term. The Virginia SBDC established the following goals for the SBDC at SWCC for CY 2022: A) Unique Clients Served – 110; B) Long-term

Clients served—18; C) New Business Starts—18; D) Client Capital Investment \$3.1 million

Outcome Partially Met. Of the four benchmarks set, three were achieved. They were A) Unique Clients Served—164; B) Long-term Clients Served—39 C) New Business Starts—18. Client capital investments were at \$1,994,874.

### ***Analysis/Use of Results***

The SBDC exceeded all goals set forth by the Virginia Small Business Development Center except for capital investment. It is the consensus of the state-wide SBDC network that post COVID investment was slow to recover. Staff will continue to utilize technology to maximize efficiency of SBDC office and stay abreast of regulatory guidance, funding opportunities, best management practices, marketing initiatives and financial management through continuing education/workshops/professional development. The center will incorporate thoughtful processes to encourage respectful, engaging inclusivity. Finally, staff will provide substantive workshops and training for clients.

### **Student Support Services**

Goal 1: The Student Support Services (SSS) Program will identify 300 participants for their program and provide services to assist them to be in good academic standing at a rate equal to or higher than rates set by the SSS Grant (70%).

Outcome Related to Goal 1: The SSS Program will identify 300 participants for their program and provide academic services to assist them to be in good academic standing (70%) at a rate equal to or higher than rates set by the SSS Grant.

Outcome Met. The SSS Program identified 300 eligible students in which at least two-thirds were first-generation and low income 204 (68%) and one – third (32%) were either first generation, low-income or disabled at the end of spring semester 2023. Two hundred thirteen (213) SSS students (71%) were in good academic standing.

Goal 2: SSS Students identified by the program will persist at a rate equal to or higher than those set by the grant 60% Fall to Fall).

Outcome Related to Goal 2: Sixty percent of SSS Participants will persist from one academic year to the next.

Data Pending. The SSS program persistence/progression measures of 63% are from fall to spring. The current measure is from fall 2022 to spring 2023 with on-going fall 2023 registration. The SSS program will have a final measure in August 2023 (the last day for fall registration).

Goal 3: SSS Students identified by the program will graduate and transfer within four years at a rate equal to or higher than the rate set by the grant (21%).

Outcome Related to Goal 3: Twenty-one percent of SSS Participants will graduate and transfer within four years.

Outcome Met. The SSS current cohort graduation rate is 31.7% and transfer rate is 30% for 2022-23. Final calculations will take place in August 2023 with the assistance of using the National Clearinghouse for updated information.

### ***Analysis/Use of Results***

The SSS program will continue to conduct early and mid-point progress evaluations. The goals and objectives final tally will take place in August 2023. The goals and objectives should be met successfully. The SSS program will continue to make revisions as needed to meet stated goals and objectives. The services provided by the Student Support Services Program and others are and were in line to assist SWCC in meeting the goals in the areas of Entry, Connection, Progression and Completion as well as the VCCS Strategic Plan.

The use of the results and findings will continue to help the SSS Program make formative and summative evaluations. It will also allow for changes and adjustments in the SSS program to reach the Unit Objectives and goals set by the grant as well as improve the services provided to the SSS participants.

### **Upward Bound**

Goal 1: Assist students to be successful in secondary and post-secondary education through CPP2 (*Meeting Student Social, Emotional, and Academic Need*).

Outcome Related to Goal 1: Assist students to be successful in secondary and post-secondary education through CPP2 (*Meeting Student Social, Emotional, and Academic Need*).

Data Pending. The focus career development within CPP2 happens during the Upward Bound Summer program. At this point, students are moving toward reaching their goal, but the final assessment will be July 14, 2023.

Goal 2: Assist students with post-secondary enrollment.

Outcome Related to Goal 2: Assist students with post-secondary enrollment through college tours or Zoom meetings. In addition, prepare them for college responsibilities by providing opportunities to complete the FASFA, college applications, and answer parental questions.

Outcome Met. Eighty-eight percent of students completed their FAFSA, 83% of students completed a college application, and 100% of students attended a college tour by the time they graduated from high school.

Goal 3: Assist students to be career and college ready.

Outcome Related to Goal 3: Assist students with job shadowing opportunities to be college/career ready.

Data Pending. Students will be placed at their job site June 26, 2023.



## ***Analysis/Use of Results***

Staff will continue with the successful initiatives from this year. The senior seminar will be held in fall 2024 with services provided for students to be college ready.

### **Veterans' Upward Bound**

Goal 1: To enhance awareness among Southwest Virginia's veterans and military service members of college programs and workforce development training initiatives through weekly recruitment efforts, participation in local job fairs, veteran-targeted conferences, and community events and through partnerships with veteran service agencies, community colleges, the Virginia Employment Commission, and other relevant stakeholders.

Outcome Related to Goal 1: A) Conduct six recruitment efforts targeting veterans including presentations at the National Guard Armories, Army Reserve Unit, Veterans Health Expo at SWHEC, VCCS Military/Student Veteran Summit. B) Recruitments will be conducted three weeks per month at the partner institutions. C) Monthly visits will be conducted with each of our community partners to build and/or maintain strong working relationships. D) Distribute flyers and promotional materials to satellite veteran clinics and service agencies through the target area E) Conduct a phone survey of all veterans identified by the IR Office who applied but did not enroll in college courses.

Outcome Partially Met. Visits were made but were not documented. A heightened state of alert prevented some visits to National Guard and Reserve units. Fliers were successful in that 31.8% of students had seen them.

Goal 2: To prepare veterans for enrollment in postsecondary education through assessment of current academic skills and knowledge of college processes and resources and provision of services such as peer mentoring, advisement, tutorial services and remedial courses.

Outcome Related to Goal 2: A) All VUB staff will be trained and certified in career coaching, Navigate and Canvas and Credits2Careers to prepare them to conduct assessments and initial interviews. B) Conduct assessments of all veterans who indicate an interest in attending college. C) Student veterans who failed to complete biology, chemistry or Algebra I&II and geometry with a grade of C or better will be placed in tutoring or remedial classes

Outcome Met. All staff have been trained in Navigate, Canvas and other required training. All are certified career coaches as well. All who required tutoring received it and performed at a level of "C" or above in the tutored class. Prior learning credit was evaluated for all who asked for it.

Goal 3: To enhance the retention and graduation rates of student veterans through the use of a comprehensive, equitable, culturally-sensitive case management model utilizing success and career coaching, trauma-informed, intrusive advisement monthly until graduation or transfer.

Outcome Related to Goal 3: A) All VUB staff will receive training in Trauma Informed Advisement. B) Cohorts of enrolled student veterans are distributed for case management. C) Student veterans receive advisement a minimum of 3-4 times per semester. D) Student veterans are retained at a rate equal to or

greater than the retention rates of the campus wide retention rate. E) Student veterans graduate at a rate equal to or greater than the student body average.

Data Pending. Outcomes D and E have data pending. Documentation was lacking for C. A and B were met.

### ***Analysis/Use of Results***

Several issues were uncovered because of this assessment process. First a consistent lack of documentation and written activities has been identified. The following three steps will be taken to alleviate this issue.

- a. Individual and group training will be conducted on how to complete contact notes and write visit summaries following recruitment activities and meetings with community partners.
- b. Paper forms and writable PDF templates will be provided for all VUB staff.
- c. Take prompt corrective action immediately following failure to properly document activities and student contacts.

The second issue is the recognition that Community outreach activities do not provide access to younger veteran populations. The following three steps will be taken to assist with correction of this issue.

- a. Convene a committee to discuss strategies to reach target veteran populations.
- b. Identify community activities that provide access to younger veteran populations.
- c. Design or schedule a minimum of one community activity each semester to attract student veterans.

## ***Learning Support***

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**The following learning support units submitted completed Unit Assessment Plans for the 2022-2023 assessment cycle.**

**Distance Learning  
Library**

## **Distance Learning**

Goal 1: To collect and present Nursing faculty and administration with ATI TEAS testing data to help identify and reduce barriers that students face during the application process in regard to the new version of the TEAS test.

Outcome Related to Goal 1: Collect and present Nursing faculty and administration with ATI TEAS testing data to help identify and reduce barriers that students face during the application process in regards to the new version of the TEAS test.

Outcome Met. The TEAS testing data was sent to the program director, Dean of Health Technology, admissions coordinator, Student Success Dean, and VP of Academics at the end of the testing period for evaluation and barrier identification.

Goal 2: To ensure all Fall 2022 and Spring 2023 online courses are published to the learning management system, Canvas, by the course start date to ensure that online faculty and students have access to course materials on the first day of classes.

Outcome Related to Goal 2: Faculty will upload course syllabus, faculty contact information, and at least one module into Canvas by the course start date to focus on meeting the Department of Education Distance Learning Regulations.

Outcome Not Met. The LMS Administrator and Unit Coordinator found that approximately 70% of the Fall 2022 and Spring 2023 courses contained the requested content in their Canvas course. SIS Integration barriers were identified and reported to the deans and VP of Academics.

Goal 3: To provide faculty with scheduled and ad hoc professional development that is added to the repository of SWCC teaching and learning resources to ensure that faculty have access to the most up-to-date LMS, educational technology, and pedagogy information when building quality online courses.

Outcome Related to Goal 3: Provide faculty with scheduled and ad hoc professional development that is added to the repository of SWCC teaching and learning resources to ensure that faculty have access to the most up-to-date LMS, educational technology, and pedagogy information when building quality online courses.

Outcome Met. Staff provided approximately 25 professional development opportunities and added the content to the SWCC Faculty Canvas repository.

### ***Analysis/Use of Results***

Each of the goals for this unit assessment is designed to monitor student satisfaction, course availability, and faculty support to maintain and promote the mission of equity and inclusion in online learning. In response to the findings this cycle, ongoing collaboration continues with deans and VP to support faculty with training, start of term reminders, and direct Canvas support to improve outcomes. It is a teaching and learning best practice and pedagogical approach to provide students with access to this information on the first day of class.

## Library

Goal 1: Provide collection development services to support new and existing programs and new initiatives.

Outcome Related to Goal 1: Purchase new physical materials, review and weed existing collections, and relocate materials and collections as necessary.

Outcome Met. Program Support--Purchased 107 Diversity, Equity & Inclusion print books (topics in Ageism, Ableism, Gender, Gender Identities, LGBTQ+, Social Justice, DEI in the Workplace, etc.); 126 RN/LPN/CNA/ EMS/Radiology allied health print books, including 39 books to support new Sonography and existing Radiography programs for Fall 2023; 35 academic test preparation print books, including TEAS nurse entrance exam; 120 Children's award books to support Children's Literature course supplemental readings. General collection development--50 new fiction and non-fiction popular print books, and 10 print reference volumes. Weeded target print collections (89 test preparation books, 753 allied health/nursing books) by 30-40% of existing subject collections; weeded items were removed from collections as a Summer/Fall 2022 project. Weeded periodicals collection (453 magazine/ journal issues) during annual periodical discard project in May 2023.

Goal 2: Determine Library User (students, faculty, staff, administrators, community patrons) use and satisfaction with Library Facilities, Resources, and Services.

Outcome Related to Goal 2: A) Administer the annual General Library Survey Spring 2023 to students, faculty and staff, and community members March-April 2023. B) Administer the Faculty and Staff Library Questionnaire Spring 2023 in March-April 2023.

Outcome Partially Met. A) General Library Survey Spring 2023—134 surveys were distributed as a pencil/paper survey to all SWCC Library visitors between March 26-April 7, 2023. 123 surveys were returned.

Achieved 91% in overall customer service satisfaction (very good-excellent scale)—met 85% benchmark. Achieved 90% in other areas for very good/excellent user satisfaction in resources/services—met 85% benchmark in both services satisfaction and resources satisfaction.

123 survey participants reported: (1) Purpose for visit: 18% class assignment; 15% other purposes such as attended sports study session; 11% used Library wi-fi for mobile devices; 10% used Library computers (2) Library resources used: 35% searched Internet; 10% used the online catalog, 10% used online full-text databases; 17% other (used computers and printers, used Canvas for class content and test-taking, and used study rooms and study areas for quiet study).

Faculty and staff findings:

9 of the 123 participants (7%) in the General Library Survey Spring 2023 self-identified as faculty/staff. Achieved 89% in overall customer service satisfaction (very good-excellent scale)—met 85% benchmark. Achieved 89% in other areas for very good/excellent user satisfaction in resources/services—met 85% benchmark in both services satisfaction and resources satisfaction.

B) The Faculty and Staff Library Questionnaire was not administered as a separate survey this spring; however, faculty and staff participated in the General Library Survey Spring 2023 (see A) for findings) and the Faculty Instruction Survey 2022-2023 (see 3. for findings).

Goal 3: Provide regular and timely individual and group Library instruction/orientation as requested, with a focus on Library Literacy, Information Literacy, Critical Thinking, and Technology for Information and Remote Access.

Outcome Related to Goal 3: Provide individual and group instruction as requested; Administer the Student Instruction Survey and Faculty Instruction Survey during group bibliographic sessions throughout Fall, Spring, and Summer semesters 2022-2023

Outcome Met. Student Instruction surveys--97 total student participants, 89% agree/strongly agree that the current library instruction session provided new techniques and ideas for research—met 85% benchmark; 91% agree/strongly agree that library instruction session was relevant to class assignments and that they will use knowledge/skills in future classes—met 85% benchmark. Faculty Instruction surveys—5 faculty participants, 100% responded that the instruction was very useful and would recommend it to other faculty members—met 85% benchmark. 100% responded the library session met their expectations for their courses—met 85% benchmark.

### ***Analysis/Use of Results***

As a consequence of the findings of this assessment cycle, findings of Library assessments, surveys, and questionnaires will be shared with the VP of Academic and Student Success for evaluation and application to SWCC Library, SWCC, and VCCS goals. Staff will expand efforts to improve most recent Faculty and Staff Library Questionnaire return rate for planning and evaluation purposes. Finally course, program, Workforce, and all campus sites will be supported through Library resources and services as well as instructional and budgetary support.

## ***Student Services***

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**The following student services support units submitted completed Unit Assessment Plans for the 2022-2023 assessment cycle.**

**Admissions and Disability Services  
Advising Center  
Career Coaches  
Engagement and Inclusion  
Financial Aid  
Recruitment and Enrollment Management**

## **Admissions and Disability Services**

Goal 1: Develop application handbook for international students that will provide guidance on all required documents necessary to apply for an I-20.

Outcome Related to Goal 1: Develop application handbook for international students that will provide guidance on all required documents necessary to apply for an I-20.

**Outcome Not Met. Updates will still be needed through May 2024.**

Goal 2: Update current documentation and build training resources for new Admissions personnel.

Outcome Related to Goal 2: Update current documentation and build training resources for new Admissions personnel.

**Outcome Met. Documentation has been updated and training materials have been developed.**

Goal 3: Create Disability Services handbook and update marketing material including web presence.

Outcome Related to Goal 3: Create Disability Services handbook and update marketing material including web presence.

**Outcome Not Met. The completion date is extended to May 2024.**

### ***Analysis/Use of Results***

Work continues on the application handbook for international students and the Disability Services handbook. Training materials are modified as needed.

## **Advising Center**

Goal 1: Increase student awareness and access to resources on campus to improve student success and retention.

Outcome Related to Goal 1: Increase awareness and utilization of campus resources to improve overall success.

**Outcome Met. A combination campaign was implemented: Single Stop/Timely Care and Take a Break from Hunger. Students were contacted via text and email to sign up for Single Stop and Timely Care and receive a food bag from Food for Thought. There were 56 participants who were new to Single Stop, Timely Care, and Food for Thought.**

Goal 2: Increase student autonomy by using Navigate Registration to ensure accurate self-registration as suggested by the advisor planning tool.

Outcome Related to Goal 2: Increase student autonomy by using Navigate Registration to ensure accurate self-registration as suggested by the advisor planning tool.



**Outcome Not Met.** The self-registration tool in Navigate did not incorporate correctly and created barriers to student registration. This goal was unattainable.

**Goal 3:** Develop strategic interventions with communication schedule based on levels of need.

**Outcome Related to Goal 3:** Develop strategic interventions with communication schedules based on levels of need in an effort to increase student retention and completion by 2%.

**Outcome Not Met.** Student retention remained flat. Students are contacted with specialized information based on need. Students receiving the maximum communication are those under a 2.0 GPA, in developmental courses, and First Generation. Students with moderate communication are between a 2.0 and 2.9 with possible repeated courses or withdrawals. Students with minimum communication are 3.0 or higher, no developmental, consistent persistence.

**Goal 4:** Implement the faculty hand-off by using the referral tool in Navigate.

**Outcome Related to Goal 4:** Implement the faculty hand-off by using the referral tool in Navigate.

**Outcome Not Met.** The referral tool was not used in Navigate. Students were connected to faculty via email.

### ***Analysis/Use of Results***

Retention efforts will continue as will the information campaign to increase awareness of service. Navigate severely limited the success of goals two and three. Other methods will be used for registration and faculty hand off.

## **Career Coaches**

**Goal 1:** The Career Coach unit will create a video or flyer to highlight the career coach role in the high school. The video/flyer will be shared with local high schools.

**Outcome Related to Goal 1:** A video or flyer will be created.

**Outcome Met.** The career coach created a flyer to share with the students at the respective school explaining career coach services and providing contact information. The flyer was also shared with parents of seniors.

**Goal 2:** The Career Coach unit will plan and execute a financial aid workshop/SWCC information session for each high school in the SWCC service region with 5-plus attendees per event.

**Outcome Related to Goal 2:**

**Outcome Met.** The career coaches have hosted the following FAFSA and information sessions:

Twin Valley HS – October 5

Grundy HS – October 11

Castlewood HS – October 12

Honaker HS – October 17

Lebanon HS – October 18

Council HS – October 20

BCCTHLC -October 24

Hurley HS – October 27

Tazewell HS – November 3

Several more parents attended the events this year in comparison to the 21-22 academic year.

Goal 3: The Career Coach unit will host at least one activity or seminar for freshman/sophomore students in each high school in the SWCC service region with at least 25 student participants.

Outcome Related to Goal 3: The Career Coach unit will host at least one activity or seminar (virtual or in-person) for freshman/sophomore students in each high school in the SWCC service region with at least 25 student participants.

**Outcome Not Met.** Career coaches work with freshman/sophomore students with regard to career plans and dual-enrollment plans individually, but a formal activity was not hosted in the high schools for the 2022-2023 school year.

#### ***Analysis/Use of Results***

Efforts to inform students, parents, and the school community about the career coach services will continue to be enhanced during the 23-24 school year. Resources to help strengthen the career coach services will also be provided.

### **Engagement and Inclusion**

Goal 1: Increase student involvement in planning engagement events by forming a student engagement planning committee.

Outcome Related to Goal 1: Form a Student Engagement Planning Committee to engage students, faculty and staff members to assist in planning events for the campus community.

Outcome Met. This committee was established in October of 2022 (fall semester) with 5 members, it grew to 12 committee members by months end. The SEPC meets once a month, every first Tuesday of the month to discuss, establish and plan upcoming student engagement events.

Goal 2: Increase communication with faculty to incentivize attendance at student engagement events. Work with marketing and public relations to increase awareness around campus and in the community.

Outcome Related to Goal 2: Engage faculty and staff in student engagement events.

Outcome Met. Sent emails to the marketing team as well as public relations to release every student engagement event through SWCC's social media spaces. Emailed "public" and students live serve regarding all student engagement events. Hired work-study for additional marketing around campus.

#### ***Analysis/Use of Results***

As a consequence of this year's assessment several changes are planned. A request will be submitted to make the SEPC a formal club in the 2023-2024 academic year, or to increase the committee membership by adding other members of other clubs to join the committee to engage in the planning process. Staff will explore ways to survey students pre and post events for more direct feedback from a wider

demographic. These statistics are to be shared with the Dean of Students in follow up meetings post event(s).

### **Financial Aid**

Goal 1: Research and implement utilizing the Follett Access program to offer a more cost-efficient way of receiving textbooks. By implementing the Follett Access programs students will have an e-book on the first day of classes and we will be able to contribute to the overall success and retention of students in all terms offered.

Outcome Related to Goal 1: Allow all students to obtain course materials at a low cost have materials available on the first day of class.

Outcome Met. Follett Access was piloted in Summer 2022 and has continued to grow in availability for students. Fall 2022 we had seven courses that participated in Follett Access that saved students an average of \$56 in the participating courses and saved for the 495 overall students participating a total of \$29,437.51 as compared to the retail price. In Spring 2023, we increased to sixteen courses offering Follett Access. Students saved an average of \$47 in the participating courses and the amount saved for the 889 students participating was a total of \$41,270.62 when compared to the retail price.

Goal 2: Research and implement a process to better notify students of any financial aid action items such as verification, Satisfactory Academic Progress, and No FAFSA in advance of any enrollment cancellation. By implementing the process, we will be able to contribute to a better retention rate.

Outcome Related to Goal 2: Create a more effective means of communication via email with students on the standing on their verification, SAP, and No FAFSA but enrolled.

Outcome Met. Starting in Spring 2023, the financial aid staff member in charge of processing ISIRs has been manually emailing students what is needed to process their financial aid. While research is still needed as to the effectiveness the notifications are happening once we receive the ISIR.

Goal 3: Develop and Implement a policy and procedures manual. With the help of NASFAA's policy and procedure builder financial aid will be able to develop a more audit ready, proactive approach to financial aid regulations.

Outcome Related to Goal 3: Prepare and Complete the NASFAA Policy and Procedure builder.

Outcome Partially Met. Staff continued work and implementation of the NASFAA Policy and Procedure builder. We have plans to purchase the same NASFAA Policy and Procedure builder again this year and will continue to update and implement updated policy and procedures.

Goal 4: Develop a more updated and informative Financial Aid Web presence with the help of SWCC's webmaster. This will help contribute to our goals of offering students resources, opportunities and access to a quality education as well as stay in compliance with any DOE or EAB audit requirements.

Outcome Related to Goal 4: Create a more informative and user-friendly webpage for financial aid.

Outcome Partially Met. Continued work to maintain the financial aid webpage. Will continue to work with the webpage administrator to have a more informative financial aid webpage.

### ***Analysis/Use of Results***

After a successful pilot, SWCC will continue to participate in the Follett Access program and hope to grow the number of courses participating. Staff will continue the current method of emailing affected students regarding their aid and continue research on the most effective approach to correspond with students. Work on updating the webpage and policies will also continue.

### **Recruitment and Enrollment Management**

Goal 1: Recruitment and Enrollment Management will conduct roadshow events with 100% high schools in the Southwest service region participating and have 25% of high school seniors registered by May 2023.

Outcome Related to Goal 1: Recruitment and Enrollment Management will conduct roadshow events with 100% high schools in the Southwest service region participating and have 25% of high school seniors registered by May 2023.

Data Pending. No data was available for the number of HS seniors registered by May 23. Southwest roadshow events were scheduled for the dates below:

River View HS – March 15

Hurley HS – March 17

Graham HS – March 20

Grundy HS – March 24

Twin Valley HS – March 27

BCCTHLC – March 28

RCCTC – April 4

Castlewood HS – April 6

Ridgeview HS – April 12

Tazewell HS – April 13

Honaker HS – April 14

Lebanon HS – April 21

Council HS – April 26

TCCTC – April 27

Richlands HS – April 28

303 students participated in the roadshow events out of 876 seniors total in the schools served (34.5%).

Goal 2: Recruitment and Enrollment Management will contact new applications/inquiries to increase the applicant yield over 35% for the Summer 2022, Fall 2022, and Spring 2023 semesters.

Outcome Related to Goal 2: Recruitment and Enrollment Management will contact new applications/inquiries to increase the applicant yield over 35% for the Summer 2022, Fall 2022, and Spring 2023 semesters.

Data Pending. The Recruitment team calls new applicants from the prior day (Friday/Saturday/Sunday on Monday) to ask the student if he/she needs assistance with advising/financial aid/etc. The same procedure is applied to the new inquiries received. Once a request for services is made, the recruitment team member refers the student to advising, financial aid, respective faculty member, or another department. The VCCS has not been sending a RUN report for yield since February 2022. 3,085 new applications were submitted between June 2022-May 2023; 606 applications were marked as suspicious.; 1,571 inquiries were submitted between June 2022 – May 2023.

Goal 3: Recruitment and Enrollment Management will assist the financial aid office with the FACA and enrollment cancellation spreadsheets to ensure no more than 10% of the semester students are affected.

Outcome Related to Goal 3: Recruitment and Enrollment Management will assist the financial aid office with the FACA and enrollment cancellation spreadsheets to ensure no more than 10% of the semester students are affected.

Outcome Met. E-mail, texts, and phone calls were sent to the students affected by FACA (financial aid course audit) and the enrollment cancellation for the Summer 2022, Fall 2022, and Spring 2023 semesters.

#### ***Analysis/Use of Results***

The recruitment/enrollment management office will create strategies and tasks to assist with recruitment, FACA, enrollment cancellation, and other enrollment management items for the 23-24 school year.

# APPENDIX A1

## Assessment Forms by Category

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### **Administration**

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Bluefield Center	Denver Riffe	Denver.riffe@sw.edu	Fall 2022	Spring 2023
<p>Mission of the Unit: The mission of the center is to continue to develop the physical and academic areas of the center. Also involve the community and local institutions of higher learning in the development of academics.</p> <p>Reports to: Dr. Robert Brandon</p>				
Annual Unit Goals				
SMART— <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant, <u>T</u> ime-based				
<b>Goal 1:</b> With many aspects of the physical completed, provide separation distinction for each area by the installation of walls or dividers.				
<b>Goal 2:</b> Provide increased recruitment activities for students who are in the Bluefield Center area.				
<b>Goal 3:</b> Increase the number of programs/courses offered at the center through various medias.				
<b>Goal 4:</b> Increase number of full-time employees on site.				
Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
Beginning Fall 2023, show an increased number of course offerings.	Increase number of programs from the current three to five.	Increase of two additional programs.	The General Education/ Transfer program was started with several students using the HyFlex opportunities. Work Force also had C.N.A. and Phlebotomy classes and	Will continue to expand for 2023-2024 academic year.

			added an A+ Certification class.	
Complete separation of classroom areas.	Place walls/or dividers to separate classrooms from each other and from public areas.	Complete construction.	Due to budget constraints this was unable to be accomplished.	As we develop new programs and increased offerings, we will investigate further.
Increase number of full-time students specifically at the Bluefield center	See current FTE grow from 28 to 40	Growth of a minimum of ten FTE's by end of 2023.	We reached a total of at least 35 FTE and this number does not include the number of students enrolled in the Work force classes.	As increased information is released for Bluefield Center and offerings increase, we will see increase of FTE continue.
Place additional full-time staff at center	Hire or promote at least one to full-time positions.	Individual promoted or hired.	Andrea Laney was added as full-time administrative assistant and has received training in various areas including student advising the Lisa Hayworth.	This has improved operations tremendously and we hope to develop need for part-time on site staff as the year develops.
Increase program offerings	Develop with dean's the possibility of the addition of at minimum of one more program at the Bluefield Center.		The General Education/ Transfer program was started with several students using the HyFlex opportunities. Work Force also had C.N.A. and Phlebotomy classes and added an A+ Certification class.	The General Education program is set and hopefully we can add more in the business, trade, medical, and criminal categories for next year as well as labs to increase course offerings.



Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)
See <i>Action Plans</i> section above.

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Business Office	Jeanine Israel	jeanine.israel@sw.edu	Fall 2023	Spring 2024
<p>Mission of the Unit: The Business Office provides financial services to the college campus community and students while maintaining compliance with all state, federal, and VCCS regulations and policies, while supporting the mission of the college in collaboration with other SWCC administrative services offices, VCCS fiscal services, and the SWCC Administrative Cabinet.</p> <p>Reports to: Vice President of Finance &amp; Administration</p>				
<b>Annual Unit Goals</b> <b>SMART—<u>S</u>pecific, <u>M</u>easurable, <u>A</u>chievable, <u>R</u>elevant, <u>T</u>ime-based</b>				
<p><b>Goal 1:</b> Train/onboard key office positions (director, grants accountant) to complete the final stage of an overall major unit transition spurred by retirements, resignations, and other needed unit performance improvement actions. Complete cross-training of all staff as feasible to avoid future performance and efficiency service interruptions.</p>				
<p><b>Goal 2:</b> Continue to improve budget and financial reporting for both grants and overall to ensure monthly, quarterly, annual, and future forecasting is occurring on a consistent basis.</p>				
<p><b>Goal 3:</b> Complete the review and updating of all Standard Operating Procedures (SOP), Employee Work Profile (EWP), and other internal policies for needed improvement to support better unit performance, efficiency, etc.</p>				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
All staff fully onboarded/trained, and cross-trained.	<ul style="list-style-type: none"> <li>- Completed onboarding, training, and cross-training</li> <li>- Current staff relieved of interim duties</li> </ul>	<p>By June 30, 2024</p> <p>By Jan 31, 2024</p>		<p>Outcome is incorporated into the Director of Finance's workplan and EWP.</p>
Budget/Financial Reporting	<p>All reports provided accordingly on monthly, quarterly, and annual basis, including to senior staff, divisions, etc.</p>	<p>All reporting on schedule and accurate by February 28, 2024</p> <ul style="list-style-type: none"> <li>- FY25 and FY 26 budget projection completed by March 31, 2024</li> </ul>		<p>Outcome is incorporated into the Director of Finance's workplan and EWP, as well as the EWPs and workplans of other business office staff.</p>
Review/update SOPs, EWPs, etc.	<p>All SOPs, EWPs, etc. fully updated.</p>	<p>By June 30, 2024</p>		<p>Outcome is incorporated into the Director of Finance's workplan and EWP.</p>
Analysis/Use of Results				
Comments (Goals tied to other unit activities; Anticipate new goal based on findings.)				
<p>To be determined by the relatively new director of finance, during the final phase of the transition of the unit, including during review of SOPs and the overall fresh look at the unit that the director is taking currently.</p>				

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
CAMPUS POLICE	Millard McGhee	<a href="mailto:millard.mcghee@sw.edu">millard.mcghee@sw.edu</a>	Spring 2023	Fall 2023
Mission of the Unit: Reports to: Randall Rose, VP of Administrative Services				
Annual Unit Goals <b>SMART—Specific, Measurable, Achievable, Relevant, Time-based</b>				
<b>Goal 1:</b> To effectively secure Southwest campus with the installation of door locks and door stops.				
<b>Goal 2:</b> To regain full staffing for Campus Police to 24-hour policing.				
<b>Goal 3:</b> Continue to provide safety and security to all employees, students, and visitors on SWCC Campus.				
<b>Goal 4:</b> Continue to employ strategies to bring Off-Site Campuses up to the same safety standards as our main campus.				
Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
<b>Goal 1:</b> To effectively secure Southwest campus with installation of door locks and door stops.	The measures of this goal will be met with the completion of door locks and stops for all of SWCC campus.	The Success Standard of this goal will be timely completions of each SWCC halls for locks and stops.	At this time not all doors have locks and stops. This is a concern to the overall safety of campus in the event of a critical incident where sheltering/lock down needs to occur.	Daily shift completion of installing locks and stops beginning with Buchanan Hall. Transitioning to each hall on campus.

<b>Goal 2:</b> To regain full staffing for Campus Police to 24-hour policing.	Hiring Full-Time Virginia Certified officers to cover three 8-hour shifts	Once campus police get to full staffing of 4 uniform officers along with additional security staffing 24-hour coverage will be achievable	Currently 3 Full time officers do not get campus police to 24-hour coverage however one additional hire will help to achieve this goal.	Recruitment of veteran officers for a 3 <sup>rd</sup> shift full time position will be imperative at this point.
<b>Goal 3:</b> Identify funding opportunities for Campus Police through state, federal and private grants.	Research and development of law-enforcement grant biased opportunity's	Procurement of any additional funds to aid Southwest in security, policing, and safety measures	At this point Campus Police has already been awarded 27,000 in grant funding. One additional grant will be writing for 2023 soliciting another 50,000 dollars in funding.	Development of Campus Police Grants procedures to effectively have a rotational cycle to promote and implement safety and security for Southwest.
<b>Goal 4:</b> Employ strategies to bring Off-Site Campuses up to the same safety standards as our main campus.	This will require training and in-depth conversations with all personnel at off-site locations. It will also require employing more safety drills at each location.	The success standard of this goal will be for every off-site campus to first know that they have the same service from campus police/safety as the main campus does. Second it will be for every off-site Campus to go through the same drills and practical's/exercises that the main campus	It has been found that Off-site campuses are lacking the same services from campus police/safety that the main campus is provided on a daily basis.	Attend more training and have in depth conversations with other VCCS Police Leadership in order to gather as much information as possible that we can utilize to close all gaps (dealing with safety and police) with our off-site campuses. All information gathered will be reviewed, discussed,

		does.	This too will be a lengthy project due to having a small staffed department. The CEMP plan has been reviewed and all off-site campuses fall under Emergency Management Plan guidelines. Fire Drills have been completed and we are currently in discussion and approval processes for installing emergency boxes. Being short staffed prevents daily walk throughs and/or visits.	and all that is applicable to SWCC will be employed and documented.  This department will continue to work with off-site campus leaders to obtain more suggestions other than assigning Officers to that location.
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Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)
Additional Goals and objectives will be laid out in quarterly reports. Also see <i>Action Plans</i> .

Southwest Virginia Community College Administrative Unit Assessment 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Arts & Sciences	Brian Wright	Brian.wright@sw.edu	Fall 2022	Spring 2023
<p>Mission of the Unit: The Division of Arts &amp; Sciences at Southwest Virginia Community College will contribute to the institution's overall mission statement by providing educational and cultural enrichment opportunities for all who seek it. The division will strive to embrace and reflect Diversity, Equity, and Inclusion as key components of our daily engagement.</p> <p>Reports to: Vice president of Academic and Student Services</p>				
<b>Annual Unit Goals</b> <b>SMART—<u>S</u>pecific, <u>M</u>easurable, <u>A</u>chievable, <u>R</u>elevant, <u>T</u>ime-based</b>				
<b>Goal 1:</b> The division will be prepared to implement the new common curriculum in education by the end of Spring semester 2022. This will include the hiring of new adjunct faculty as well as establishing the courses and pathways required.				
<b>Goal 2:</b> The division dean will work in conjunction with administration to implement chairs within each of the four academic areas housed within the division of Arts & Sciences.				
<b>Goal 3:</b> In conjunction with applied science program heads, discussion and research into 5-week semester increments will be carried out for possible enactment in Fall of 2023.				
<b>Goal 4:</b> The division will continue to monitor the demand for online versus face to face courses				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
Goal 1: The new common curriculum in Education will be fully prepared to implement by Fall of 2023.	Adjunct faculty will be hired and the program pathways and required courses will have been adopted and ready for deployment.	Full implementation of the new curriculum.	Through Transfer VA, all elements of the new EDU curriculum have been adopted. We are ready to begin the new curriculum In August 2023.	We were not able to hire new adjuncts in EDU as yet. We will begin this process in Fall 2023. However, this does not impact the ability to begin the program as the new courses fall later in the pathway.
Outcome Sought	Measures	Success Standard	Findings	Action Plans
Goal 2: Four chairs; one in Humanities, one in Arts, one in Math, and one in Science will be implemented if approved.	Success will be seen if two of the four are implemented with clearly defined duties that run in conjunction with other faculty duties.	Success will be measured by a minimum of two individuals stepping forward to accept duties as presented.	We have hired two faculty members to step into chair positions. Hannah Hensley will become the Chair of Humanities and Social Sciences and Kevin Stilwell will become Chair of Math and Science come Fall 2023.	Moving forward, these positions will be valuable in evaluating adjunct faculty, assisting the division, and maybe in helping keep an eye on DE courses. As to adjuncts, we will see them take up 100% of the load.



Outcome Sought	Measures	Success Standard	Findings	Action Plans
A thorough review of the possibility of running applied science programs in 5-week increments beginning in Fall of 2023.	In conjunction with the ADJ and HMS faculty, a review of programs and research into the proposed approach will be offered.	Success will be determined based upon the findings of the research effort.	In working with Criminal Justice, we found that the truncated format was not as successful historically, so there was resistance to return to that format. Current success has been stated as foundational for continuing along the traditional format unless we are able to hire additional Criminal Justice faculty. With a single individual teaching most of the courses, the Criminal Justice program would be difficult. However, the Human Service program has chosen to move to a 7-week rotation similar to the way the program function under professor April Hess. Students in the program tend to rotate in and out, so the ability to take a short break and then return has show to be quite beneficial.	We will continue to monitor Human Services, and we will address Early Childhood education as to a similar format.

Outcome Sought	Measures	Success Standard	Findings	Action Plans
<p>We seek to maintain a parity between online and face to face courses. We prefer to see students in face to face classes, but previous assessments have shown a student demand for continued online options. We will continue to monitor this process and seek to use Hyflex courses to provide the best of both worlds.</p>	<p>Using Ad Astra data, the division will assess demand based upon semester outcomes.</p>	<p>We seek to maintain a minimum of 60% face to face or combination hyflex classes as opposed to online courses depending on market demand.</p>	<p>We failed. In the fall, we ended up with a breakdown of 59% online versus 40% face to face per Ad Astra when looking at course sections (at this point, Ad Astra was only recording classes as face to face or online. The Hybrid option had not been added). However, by spring, face to face classes grew to 49% with another 4% falling under hybrid and other. This took us to 53% per Ad Astra when looking at section count. This is a marked improvement, but we fell short of our goal by 7%.</p>	<p>With the addition of Hybrid and Hyflex categories to Ad Astra, we will be able to get clearer numbers moving forward. We will continue to shoot for 60%.</p>

Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.)
Please see the <i>Action Plans</i> section.

Administrative Unit Assessment: Southwest Virginia Community College 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Dean of Business, Engineering, and Industrial Technology	James Dye	James.dye@sw.edu	Fall 2022	Spring 2023
<p style="text-align: center;"><b>Mission of the Unit</b></p> <p>The Business, Engineering and Industrial Technology division of Southwest Virginia Community College provides quality programs and education for workforce and economic development, professional and technical training, transfer readiness, and personal skill building.</p> <p>The Business, Engineering and Industrial Technology Division reports to the Vice President of Academic and Student Services.</p>				
<p style="text-align: center;"><b>Program Goals</b></p>				
<b>Goal 1:</b> Expand division program and academic course offerings at off-campus locations and on weekends.				
<b>Goal 2:</b> Expand workforce program through off-campus offerings at the Bluestone Center and Southern Gap Transportation and Logistics Center.				
<b>Goal 3:</b> Increase student access to experiential opportunities and student engagement through club competitions, internships and cooperative education.				
<b>Goal 4:</b> Increase participation of underserved populations in the Engineering and Information Technology and Industry & Manufacturing pathway programs.				
<b>Goal 5:</b> Build and nurture employer engagement opportunities.				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
Expand division programs and course offerings by increasing programs and courses offered at the Bluefield Center and through weekend college.	Number of programs offered and number of graduates.	Offer at least three complete division programs of study, during 2022/2023, have at least three graduates from each.	For both Fall and Spring semesters, three programs of studies were offered at the Bluefield Center. HVAC, Electrical Installation and Mechatronics were all offered as evening programs. The HVAC program had 5 students enrolled in both semesters, with 5 students on target to graduate. Electrical Installation had 4 students enrolled in the Fall and 5 students enrolled in the Spring. Mechatronics did not have enrollment.	Continue to offer programs of study, working with center staff to increase enrollment and exposure of the programs being scheduled at the center.
Offer workforce welding courses at Bluestone Center and Southern Gap locations.	Number of courses offered, and number of students enrolled	Offer at least 5 classes at each location with a total enrollment of 30 students.	Two classes were held at Bluestone with 6 students attending. Six classes were held at Southern Gap with 26 students attending. The goal was exceeded.	Continue to expand the offsite working welding training opportunities.

Increase experiential education and student engagement opportunities.	Number of opportunities and number of students participating.	Offer at least two opportunities to engage students in club-based competitions and offer at least two new internships/cooperative education opportunities.	<p>Planned student engagement opportunities included MATE ROV Robotics and Skills USA – Machining. The MATE ROV Robotics team continues to meet regularly and will travel to the World Championships on June 20.</p> <p>In SkillsUSA, we had 4 students attending the State Skills USA. All 4 students placed with 1 Gold, 2 Silvers, and 1 Bronze. National competition will be held in Atlanta, GA on June 19..</p> <p>New Internship/educational opportunities included, BUS 197: Cooperative Education in the Business and Technology AAS and ELE190 Coordinated Internships in Electrical/Electronics AAS. Due to be second year courses, no one enrolled.</p> <p>During Spring 2023, 5 internships were offered with 17 students completing. During Fall 2022, 2 internships were offered with 12 students completing.</p> <p>During Summer 2022, 3 internships were offered with 13 students completing.</p>	<p>Expand to include additional opportunities for Career and Technical Education Honors College students.</p> <p>Continue to work with program faculty on creation and integration of additional internship/cooperative educational opportunities.</p>
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<p>Increase participation of underserved populations</p> <p>Targeted Programs: HVAC, Electrical, Machining, Welding, IST, Cybersecurity</p>	<p>Percentage of Increase</p>	<p>Increase participation of underserved populations in at least two division programs of study by at least 10%. 2021/2022 enrollments used a benchmark.</p>	<p>The results of underserved populations from the targeted programs showed enrollment of 14% for both 2021/2022 and 2022/2023 and 11% for 2022/2023. Individually, machining showed a 9% increase this year while the other target programs showed a decrease in percentage of enrollment from the underserved populations. Overall enrollment was down by 3% for the targeted programs from underserved populations.</p>	<p>Explore alternative ways to reach underserved populations related to division programs. Collaborate on grant opportunities to promote high-wage, high-demand jobs to underserved and underrepresented populations.</p>
<p>Build and Nurture employer engagement opportunities.</p>	<p>Number of employers engaged</p>	<p>Engage at least 5 employers in division initiatives</p>	<p><b>Advanced Auto Parts</b>, served as judge in Skills USA competition hosted by Southwest.</p> <p><b>Federated Auto</b>, certification opportunities and served as judge in Skills SUA competition hosted by Southwest.</p> <p><b>General Engineering</b>, served as field trip location and active member of advisory committee.</p> <p><b>Southwest Compressors</b>, served as field trip location and active member of advisory committee.</p> <p><b>Paul's Fans</b> and <b>West River Conveyors</b> participated in on-campus job fair and field trip destinations for students. Program faculty and students successfully engaged more than five employers in division related initiatives.</p>	<p>Continue to engage local and regional employers in on and off campus activities with related programs.</p>
Analysis/Use of Results				

**Comments** (Goals tied to other unit activities, Anticipate new goal based on findings.)

Off-campus and weekend programs and classes have established a presence at alternative locations. To continue the momentum, we will continue to schedule programs and classes at the Bluefield Center, the Bluestone Center, and weekend classes on-campus and at the Bluestone Center. We will continue to expand, based on employer and community engagement initiatives, as opportunities become known.

Strong engagement initiatives with students and employers continues to be an important component of future success. These engagement initiatives provide students with an advantage when entering the workforce and allow them to make more informed employment decisions based on direct knowledge of the local and regional employers that are hiring. Opportunities such as MATE ROV Robotics and Skills USA were successful in engaging students in program related competitions.

CTE Honors College began in January 2023 with the Electrical/Electronics and Precision Machining programs. We will continue to build the program by expanding to include Automotive Technology for 2023 2024.

Increase participation from underserved and underrepresented populations is always a priority. We will continue our efforts, working through program advisors and the marketing department. One of the major focus points for the WORC grant, currently being implemented, is to increase the number of underserved and underrepresented populations enrolling and completing classes and programs. In addition, we will be partnering with Workforce and Continuing Education and others on campus to apply for additional grants with a similar focus.

Goals for 2023-2024 will include components of:

- Align program curriculum with national standards to ensure students are leaving with the proper skill-set to be successful in their career choices. (ATMAE and NC3 Leadership Schools) (ATMAE, Accounting, Business and Technology, Information Systems Technology, Business Management, and Electrical/Electronics) (NC3 Leadership School Curriculum Welding, and Advanced Welding and Fabrication)
- Students' engagement opportunities (clubs and competitions) related to their selected programs of study.
- Targeting underserved and underrepresented populations to enroll and complete division programs.



Administrative Unit Assessment: Southwest Virginia Community College 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Division of Health Technologies	Clint Pinion	<a href="mailto:Clint.pinion@sw.edu">Clint.pinion@sw.edu</a>	Fall 2022	Spring 2023
<p style="text-align: center;"><b>Mission of the Unit</b></p> <p>The Division of Health Technologies supports the Mission, Vision, and Core Values of Southwest Virginia Community College (SWCC) through the provision of didactic, laboratory, and clinical education experiences that prepare students to enter the health technologies workforce. The mission of the Division of Health Technologies is to provide a supportive environment in which students receive personalized instruction, engage in hands-on experiences, and earn transferable credits.</p>				
<p style="text-align: center;"><b>Program Goals</b></p> <p><b>Goal DHT1:</b> In support of VCCS goal 2*, design and deliver two professional development sessions that focus on high-impact pedagogy and cultural competency by the end of the spring 2023 (2232) academic term that will be attended by 80% of DHT full- and part-time faculty.</p> <p><small>*Supporting Goal 2: Provide all students with access to high impact practices that support educational excellence and equity in student success through the development of a world class cadre of diverse employees focused on equity-minded principles and practices.</small></p> <p><b>Goal DHT2:</b> Develop a DHT Community Engagement Committee by the end of the spring 2023 (2232) academic term that includes one full- or part-time faculty member from each DHT program.</p> <p><b>Goal DHT3:</b> Develop and launch a 'Healthcare Careers Camp' for middle school students in the SWCC service region by summer academic term 2023 (2233).</p> <p><b>Goal DHT4:</b> The Diversity &amp; Equity Committee will select and implement two recruitment strategies identified in spring of 2022 to implement prior to the DHT competitive application cycle (February 15th - March 15th, 2023).</p>				
<p style="text-align: center;"><b>Assessment Categories</b></p>				

Outcome Sought	Measures	Success Standard	Findings	Action Plans
In support of VCCS goal 2*, design and deliver two professional development sessions that focus on high-impact pedagogy and cultural competency by the end of the spring 2023 (2232) academic term that will be attended by 80% of DHT full- and part-time faculty.	Number of faculty attending each professional development session.	80% of DHT full- and part-time faculty attend the two professional development sessions offered by the DHT.	80% of DHT full-time faculty attended two professional development sessions; 0% of part-time faculty attended the sessions.	The division will work with part-time faculty to understand their availability and the type of DEI professional development that will be most helpful.
Develop a DHT Community Engagement Committee by the end of the spring 2023 (2232) academic term that includes one full- or part-time faculty member from each DHT program.	Number of faculty serving on the DHT CE committee from each DHT program.	One (1) full- or part-time faculty member from each DHT program.	The Division of Health Technologies developed an Engagement Committee that included one (1) full- or part-time faculty member from each DHT program.	The outcome was met.
Develop and launch a 'Healthcare Careers Camp' for middle school students in the SWCC service region by summer academic term 2023 (2233).	Number of middle school students from the service region who attend the camp.	The camp is attended by 20 middle school students from the service region.	The camp will be hosted on June 13th, 2023.	The Division will provide an update in July 2023.

The DHT Diversity & Equity Committee will select and implement two recruitment strategies identified in spring of 2022 to implement prior to the DHT competitive application cycle (February 15th - March 15th, 2023).	Number of recruitment strategies that are developed and implemented by the DHT DE&I Committee.	Two recruitment strategies are developed and implemented by the DHT DE&I Committee.	The Division selected to host an alumni panel and to capture new branding materials to be more reflective of the current diversity in each program.	The outcome was met.
Analysis/Use of Results				
<b>Comments</b> (Goals tied to other unit activities, anticipate new goal based on findings.)				
The division will work with part-time faculty to understand their availability for and the type of DEI professional development that will be most helpful.				

Administrative Unit Assessment: Southwest Virginia Community College 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Dean of Student Success	Dyan Lester	Dyan.lester@sw.edu	Fall 2022	Spring 2023
<p style="text-align: center;"><b>Mission of the Unit</b></p> <p>The mission of the dean of student success's office is to ensure that all student services are in alignment with the institutional mission while focusing on enrollment management and growth.</p>				
<p style="text-align: center;"><b>Unit Goals</b></p> <p><b>Goal 1:</b> To establish an expedited onboarding process for students who funnel into the system from the web presence in line with the VCCS Taskforce Recommendations.</p> <p><b>Goal 2:</b> To create depth in the Enrollment Management &amp; Recruitment area.</p>				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
Goal 1: Establish Service Level Agreements for the new onboarding plan to expedite prospective students in the CRM enrollment funnel.	Goal 1: Work with CRM to identify and coordinate processes and SLAs.	Goal 1: Presence of SLAs.	<p>Goal 1: Within 24 hours, 100% of student inquiries are engaged with a message via email, text and phone call. If the inquiry comes in on a weekend, they receive contact the following work day.</p> <p>CRM Inquiry Numbers:  June 2022 - 99  July 2022 - 103  August 2022 - 189  September 2022 - 95  October 2022 - 114  November 2022 - 90  December 2022 - 105  January 2023 - 164  February 2023 - 131  March 2023 - 156  April 2023 - 127  May 2023 – 198</p>	Goal 1: To connect and compare the CRM data with the SIS enrollment data to determine % of success with enrollment, completion and retention.

			<p>100% of new applications also receive contact within 24 hours of submission, or on the next business day following a weekend.</p> <p>New application numbers:  June 22 - 214  July 22 - 227  August 22 - 545  September 22 - 131  October 22 - 210  November 22 - 100  December 22 - 122  January 23 - 329  February 23 - 238  March 23 - 391  April 23 - 178  May 23 – 400</p> <p>During this time, 606 new applications were marked as suspicious.</p>	
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Goal 2: Hire an Enrollment Navigator to spearhead prospective student movement through the CRM into enrollment.	Goal 2: Have the position answer to the Coordinator of Recruitment & Enrollment Management to serve as a back-up form EM processes while focusing on onboarding redesign.	Goal 2: Presence of Enrollment Navigator.	Goal 2: Enrollment Navigator was successfully hired and in place in Recruitment & Enrollment Management. A system has been created in the CRM to continue engaging inquiries after the initial contact via an automated process. If actual contact was made, the prospect goes into one process. If contact was not made, it goes into another.  Additionally, the Navigator works the Spring 2023 Roadshow Participant lists to keep the students engaged through the summer melt period in an effort to keep their fall enrollment a priority.	Goal 2: To connect and compare the CRM data with the SIS enrollment data to determine % of success with enrollment, completion and retention.
Analysis/Use of Results				
Comments (Goals tied to other unit activities, Anticipate new goal based on findings.)				
<p>The Navigator is assisting with orientation redesign, both online and in person and will assist the Coordinator of Recruitment &amp; Enrollment Management with planning the year's recruitment calendar.</p> <p>The CRM has proven to be useful; however, without connecting to SIS there is not an efficient way to track the enrollment funnel past the enrollment point. A system that integrates would provide very valuable data in this area.</p>				

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Workforce & Continuing Education	John Mullins	john.mullins@sw.edu	Fall 2022	Spring 2023
<p>Mission of the Unit:</p> <p>The mission of the SWCC Workforce &amp; Continuing Education unit is to provide in-demand Workforce and Continuing Education training and other learning opportunities to the wider region, including citizens, businesses, organizations, and governments, all to support economic development and improve the quality of life within the region. As a key part of the unit's mission, providing student, career, and employer/partner services as feasible, including through partnerships, is a priority.</p> <p>Reports to:</p> <p>Dr. Robert Brandon</p>				
Annual Unit Goals				
SMART— <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant, <u>T</u> ime-based				
<p><b>Goal 1:</b> The expansion of Workforce training opportunities at both on-campus and off-campus locations. This includes expanded programming at the SWCC main campus, Southern Gap Training &amp; Logistics Center, and the Bluefield Center. Adding key Fast Forward-approved programs that align with the VIA Infrastructure Academy goals will be a key priority.</p>				
<p><b>Goal 2:</b> The expansion and better implementation of Career Services in all Workforce programs to prepare students to enter career opportunities with local employers throughout the region upon successful completion of their program. This will include implementing services such as resume building, interview skills, soft skills, employer engagement, and other professional development opportunities. Our goal is to provide our students a better overall Student Services experience. This includes taking steps to support the “One Door” initiative and other VCCS student services priorities, including the current strategic plan and DEI.</p>				
<p><b>Goal 3:</b> Expansion of and creation of new partnerships that enable Workforce training opportunities to be offered to a larger and more diverse group of students. This includes the implementation of paid externships for students, expansion of training to Department of Corrections facilities, and the overall leveraging of other partnerships with both private and public sector organizations throughout the region.</p>				



Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
<p>1. The addition of targeted and new Fast Forward programs and classes including a Power Lineman program, training opportunities related to solar energy, and medical sector classes held at SGTLC.</p> <p>2. To achieve a higher number of students who actively enter the workforce and are retained by their employers after all probationary periods have ended. For students who wish to continue their education upon completion of Workforce classes, we will convert those students into academic pathways that can better improve their long-term career</p>	<p>Identify applicable funding sources to implement new programs along with other available funding sources and have classes offered by the conclusion of the Fall semester.</p> <p>Student success will be tracked by follow-up from key team members including Career Services, G3 Student Success Advisor, and applicable instructors. Our Credentialing Specialist will implement steps to identify students who pursue an academic pathway.</p>	<p>Classes conducted and completed. We will also strive to increase Fast Forward enrollment from the previous year by at least 10%.</p> <p>A higher number of students quickly gain employment upon completion of Workforce training and/or enroll in academic pathways to further their education.</p>	<p>We are in the process of obtaining Fast Forward approval for SHINE solar certification, equipment is being purchased for classes to be held at SGTLC, and we expect to begin Medication Aide Management training this Fall.</p> <p>We have seen a consistently higher amount of Workforce students either transition into academic pathways or receive meaningful employment upon completion of our programs. Both our CNA and Phlebotomy programs have effectively served as a Segway for students to meet the prerequisites required to enter into academic programs. Graduates of our CDL and Diesel programs have also gained employment quickly and consistently earn livable wages.</p>	<p>We will continue looking for additional funding sources that would support the overall cost of a Power Lineman or Broadband program. We also plan to invest additional funds to ensure SGTLC is a full functional medical lab for both non-credit and academic programming.</p> <p>In this coming year, we plan to merge non-credit and academic nursing classes to both take place at SGTLC. This will enable students to effectively transition into an academic program upon completion of non-credit classes. We also will continue to utilize our employer partnerships to ensure students are connected with local businesses, earn</p>

<p>opportunities. To achieve this, we also plan to take steps to ensure a better understanding of what would qualify as credit for prior learning with all academic divisions on campus.</p> <p>3. A larger number of classes are offered both on and off-site. We wish to establish an MOU to begin delivering both Workforce and Academic pathways to incarcerated individuals. This training may happen at both DOC facilities and SWCC facilities. We are also beginning the process of establishing MOUs with local employers to allow students enrolled in Workforce classes to work on-site at the employer and be compensated during this time.</p>	<p>Paid externships with local employers will begin with our Diesel Repair program and later expand to other opportunities. Once an MOU with the DOC has been established, we plan to offer Workforce based training from the Appalachian Detention Center and both academic and Workforce training from Keen Mountain Correctional Center.</p>	<p>Increased number of enrollments by establishing alternative training solutions at DOC facilities. We also hope to serve a minimum of seven students who engage in paid externships this current year.</p>	<p>We have entered into an MOU with Southwest Regional Adult Education to deliver CNA and Welding classes at specific Career and Technical centers throughout our service counties. We have also completed Work Zone Flagger certification classes at a local probation office to enable those participants to enter the workforce. We expect to be able to expand our partnership with Appalachian Detention Center this year and our proposal to do so is currently being reviewed by the Department of Corrections.</p>	<p>externships when applicable, etc.</p> <p>In the coming year, we will plan to continue to leverage our partnerships to expand training opportunities. This includes partnerships with the DOC, SRAE, and our local Workforce Development Boards. We also plan to continue to engage local employers to expand paid externship opportunities for our students. Doing so will enable students to earn a wage while training is being completed and eliminate common barriers that exist for our students.</p>
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Analysis/Use of Results
<p><b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)</p> <p>We plan to implement better ongoing marketing of Workforce training opportunities. This will include establishing a marketing checklist where each team member actively assists with the marketing of all programs. We also have the goal of expanding our instructor pool to better serve the needs of all on and off campus sites. Finally, we must do a better job of leveraging partnerships and gaining referrals from other entities. To accomplish this, we must better maintain consistent communication and outreach to DARS, the Workforce Development Board, DSS, Adult Education, and other partners throughout our region.</p>

**Administrative Unit Assessment: Southwest Virginia Community College  
2022-23**

Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Operations	Randall Rose, (interim coordinator while director position is vacant)	randall.rose@sw.edu	Fall 2022	Spring 2023

**Mission of the Unit**

Mission of the Unit: The operations department mission is to provide timely and cost-effective service relating to maintenance and operations of capital outlay projects, risk management, facilities maintenance, grounds, housekeeping, receiving, utility services and other roles that support the faculty, staff, students and public related functions of SWCC.

Reports to: Vice President of Administration and Finance

**Program Goals**

**Goal 1:** Onboard and empower current and anticipated new unit leaders (maintenance supervisor, director of operations) caused by recent retirements and turnover to further develop and implement preventative maintenance plans for equipment and building systems within timeframes as guided and approved by senior staff and the VCCS.

**Goal 2:** Continue to address ADA compliance findings identified in OCR review with maintenance reserve funding from VCCS.

**Goal 3:** Successful design and implementation of maintenance and operations plans and procedures for college auxiliary and off-campus sites.

**Goal 4:** Full implementation of the new work order software to track metrics on maintenance, housekeeping, utilities management, event planning & scheduling, inventory management, and capital project planning & tracking.

**Assessment Categories**

Outcome Sought	Measures	Success Standard	Findings	Action Plans
Comprehensive preventative maintenance plans for equipment and building systems utilizing industry standards within best practice software tracking system(s).	Preventative maintenance items routinely scheduled with completion dates.	Target of 100% preventative maintenance work orders are completed prior to scheduled completion dates.		Updated action plan needed.
Steady progress in addressing ADA recommendations as feasible.	Demonstrated and documented progress to ensure 15-20% of findings are addressed each year	All recommendations addressed in 5-7 year timeframe overall, or as directed by senior staff.		New operations leadership to establish workplan, monitor, etc.
Auxiliary and off-site plan developed and implemented.	Plan developed; implemented.	By the end of Spring 2024 semester		Ensure that this outcome is incorporated into the EWP and workplan for the Director of Operations position

Full implementation and use of operations management software (work order system) to maximize efficiency and effectiveness of operations work orders to better serve our students, faculty, staff, and community.	Full implementation and reporting of system metrics, supported by incorporating seamless maintenance, housekeeping, event scheduling, inventory management, and capital projects management data entry by end users in an intuitive “simple to use” cloud-based solution across multiple hardware platforms.	Target of full capability and use of system by end of Spring 2024 semester.		Ensure the Director of Operations position EWP and workplan addresses this priority.
Analysis/Use of Results				
<b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.)				
See <i>Action Plans</i> .				

Administrative Unit Assessment: Southwest Virginia Community College 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Human Resources	Kim Steiner	Kim.steiner@sw.edu	Fall 2022	Spring 2023
<p align="center"><b>Mission of the Unit</b></p> <p align="center">To provide an equity-minded strategic and tactical partnership to the SWCC community in all human resource functions.</p>				
<p align="center"><b>Program Goals</b></p>				
<p><b>Goal 1:</b> Implement the state HCM system, Cardinal</p>				
<p align="center"><b>Assessment Categories</b></p>				

Outcome Sought	Measures	Success Standard	Findings	Action Plans
Transition the college from CIPPS and PMIS to Cardinal with minimal disruption to employee pay and benefits.	<ul style="list-style-type: none"> <li>• Number of off-cycle payrolls required</li> <li>• Timeliness of pay</li> <li>• Accuracy of pay</li> </ul>	<ul style="list-style-type: none"> <li>• No more than 2 off-cycle payrolls</li> <li>• Meet 100% of payroll deadlines</li> <li>• Have pay 100% correct within two pay cycles of an error</li> </ul>	<ul style="list-style-type: none"> <li>• Zero off cycle payrolls were required.</li> <li>• 100% of payroll deadlines were met</li> <li>• 100% of pay was correct with in two pay cycles of an error</li> </ul>	<ul style="list-style-type: none"> <li>• No changes needed</li> </ul>
Analysis/Use of Results				
Comments (Goals tied to other unit activities, Anticipate new goal based on findings.)				



Administrative Unit Assessment: Southwest Virginia Community College 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Information Technology	Charles Musick	<a href="mailto:Charles.Musick@sw.edu">Charles.Musick@sw.edu</a>	Fall 2022	Spring 2023
<p style="text-align: center;"><b>Mission of the Unit</b></p> <p>The mission of the Information Technology department is to support the college's vision, mission, and values by providing computers, networking, telecommunications, data analysis, and security services utilized by the faculty, staff, and students of SWCC.</p> <p>Reports to: The Information Technology Department reports to the Vice President of Administration and Finance</p>				
Program Goals				
<b>Goal 1:</b> Upgrade outdated Cisco switches across campus and replace with new Meraki cloud controlled switches.				
<b>Goal 2:</b> Expand the Wi-Fi across campus to include outside areas around buildings, parking lots, and athletic areas.				
<b>Goal 3:</b> Replace the Palo-Alto firewall.				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
1. To upgrade end of life Cisco equipment with new cloud based Meraki equipment that is current technology and has support coverage.	1. Old equipment has been replaced and new equipment is installed and functional.	1. New equipment is installed, configured, and operational.	1. New Meraki switches are easier to manage and provide more bandwidth to the end users and have a ten year warranty coverage.	1. Around 90% of the old Cisco switches have been replaced and the other 10% are scheduled to be replaced this fiscal year.
2. Install new Wi-Fi access points across campus to provide Wi-Fi coverage around the outside of buildings, parking lots, and athletic field areas. This project was delayed in FY 22 due to equipment availability due to COVID.	2. New Wi-Fi Access Points are installed and functional. Pre-defined coverage areas have coverage.	2. New equipment is installed, configured, and operational.	2. The 17 new Meraki outdoor access points provide additional coverage to the areas defined in the scope of work.	2. Plan to monitor campus for additional areas that might need Wi-Fi coverage and will expand as needed.

3. Upgrade the Palo-Alto Firewall.	3. Current Palo-Alto Firewall is end of life and needs to be replaced.	3. New equipment is installed, configured, and operational.	3. New Palo-Alto has an updated software interface, current maintenance agreement, and more available settings that allow for more detailed security configurations and management.	3. Replacement is on a five year cycle, will continue to monitor and evaluate over the product lifespan.
Analysis/Use of Results				
<b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.)				
IT has ongoing responsibilities to the other units of the college. IT will continue to support the other units of the college with their technology needs. New goals may be tied to the security initiatives IT performs or to new VCCS initiatives.				

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Educational Foundation/Grants/Alumni	Susan Lowe	<a href="mailto:Susan.lowe@sw.edu">Susan.lowe@sw.edu</a>	Fall 2022	Spring 2023
<p style="text-align: center;"><b>Mission of the Unit</b></p> <p>The mission of the Educational Foundation is to raise funds and manage private resources to support the educational mission of the College to provide opportunities for students to enhance institutional excellence in ways that would not be possible with state funds alone.</p> <p>Reports to: President</p>				
<p style="text-align: center;"><b>Annual Unit Goals</b></p> <p><b>Goal 1:</b> Direct fundraising activities such as major gift campaigns, annual campaigns and planned giving campaigns to support the College mission on identified priorities.</p> <p><b>Goal 2:</b> Direct the development of federal, state, local and corporate foundation grants to support College priorities and needs.</p> <p><b>Goal 3:</b> Promote an environment of philanthropy toward the College both internally and externally.</p> <p><b>Goal 4:</b> Encourage alumni engagement and future giving.</p>				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
Increase the number of individuals who participate in planned and annual giving through ongoing fundraising efforts and outreach. Successful outcome to new \$10 Million Fundraising Campaign.	Maintain records of both current and new donors through Raiser's Edge software and personal contact. Determine Percentage change from year to year.	Annual 10% increase in donor/funds raised	Donations/Funds raised increased by more than 10% during the 2022-2023 year.  \$1.6 Million of donations received.	Annual campaigns, internal campaigns, mailings, events. Continuation of \$10 Million Building Legacies Campaign.

Outcome Sought	Measures	Success Standard	Findings	Action Plans
Sponsor events to raise awareness and funding for new scholarships and programs on campus. Use events as opportunities to further diversify donor base.	Monitor gifts to compare numbers annually.	Increase scholarship numbers by 5 new annually & Program funding by 10% over last year. Increased diversity of donor base and community support.	A total of 5 new scholarships were established in 2022-2023 <ul style="list-style-type: none"> <li>• Genan</li> <li>• Moore Family (2)</li> <li>• Regon</li> <li>• Hensley</li> </ul>	Scholarship Banquet moved to October; SWCC Golf Scholarship Classic in September.

Outcome Sought	Measures	Success Standard	Findings	Action Plans
Identify and make application for federal, state, and local grants that will support new initiatives and programs. Specifically, DEI initiatives, student housing support, and workforce programs.	Monitor the number of grants applied for each year.	Additional \$1 million dollars in grant dollars secured for new initiatives.	A total of \$1.3 million in new grant dollars were received.	Continue to identify and apply for grant funding for new college initiatives.

Outcome Sought	Measures	Success Standard	Findings	Action Plans
Develop annual Alumni Friend-Raising and fundraising event(s)	Schedule Events	Increase current number of approximately 50 alumni donors averaging around \$10,000 gifted annually by 10%	Have not yet increased alumni giving; however, several annual events have been put into place and have garnered attention.	Develop an Alumni Committee; Homecoming Week each September; Alumni Graduation After Party hosted each year.

Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.)
See <i>Action Plans</i> .

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Institutional Research and Assessment	Cathy Smith-Cox	cathy.smith-cox@sw.edu	Fall 2022	Spring 2023
<p>Mission of the Unit: The Office of Institutional Research and Assessment strives to provide relevant data and reports to all internal and external stakeholders with integrity and clarity.</p> <p>Reports to: Dr. Robert Brandon, VP of Academic and Student Services</p>				
<b>Annual Unit Goals</b> <b>SMART—Specific, Measurable, Achievable, Relevant, Time-based</b>				
<b>Goal 1:</b> Establish an updated timeline and submit the second general education competency report to SCHEV.				
<b>Goal 2:</b> Begin work on next SACSCOC Decennial Review.				
<b>Goal 3:</b> Work with IT for data download for enrollment dashboard.				
Assessment Categories				



Outcome Sought	Measures	Success Standard	Findings	Action Plans
<p>1. The second general education competency report, Written Communication, will be published on the IR webpage and sent to SCHEV on or before October 31.</p> <p>2. Establish committee to begin work on topic selection and form a workgroup to review the faculty credentialing process.</p> <p>3. Investigate the SACSCOC Differentiated Review process in anticipation of 2026.</p>	<p>1. Publication and Completion dates</p> <p>2. Committee and workgroup meetings</p> <p>3. Pros and Cons presentation</p> <p>4. Dashboard will be on IR website</p>	<p>1. Publication of the report by October 31<sup>st</sup>.</p> <p>2. Committee and workgroup minutes will indicate progress.</p> <p>3. Executive Decision to pursue differentiated review or continue traditional review.</p> <p>4. Dashboard published and updated in realtime.</p>	<p>The report was posted on the website and the link sent to SCHEV on November 14th.</p> <p>QEP Topic Committee was formed in late spring 2023. Credentialing was not addressed.</p> <p>A request for differentiated review was sent to SACSCOC on 23 MAY 23 after receiving the class of 2026 orientation letter. Decision will be made by SACSCOC prior to the annual meeting in December.</p> <p>Dashboard content received executive approval. Realtime is not currently possible but a static copy</p>	<p>Missed self imposed timeline by two weeks. To avoid this in the future, check on progress at least once per semester</p> <p><a href="https://sacscoc.org">Faculty Credentials (sacscoc.org)</a> is reference document. Link to standard SACSCOC Form is <a href="#">FACULTY-ROSTER-FORM.docx (live.com)</a></p>

4. Learn process for upload and update of dashboard. Dashboard using PowerBI will be published on the IR page of the website prior to July 1 <sup>st</sup> and updated bi weekly.			was posted on the IR website on 09 JUN 23.  <a href="#">10-Year-Annual-Data-FTE.pdf (sw.edu)</a>	
5. Submit all state and federal reports in a timely manner.	5. Reporting Calendar from VCCS	Reporting calendar will reflect 100% on time submission dates	All reports were completed early or on time. That includes SCHEV, IPEDS and VCCS.	

Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)
<p>Continue to work on PowerBI.</p> <p>Begin Faculty Credentialing Work for Decennial Review.</p> <p>Submit Quantitative Reasoning Report to SCHEV.</p>

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Academic Outreach & Dual Enrollment	Christina Rimmer	Christina.rimmer@sw.edu	Fall 2022	Spring 2023
<p>Mission of the Unit: The Coordinator of Academic Outreach and Dual Enrollment works collaboratively with area local schools and SWCC administration and staff to offer quality educational opportunities in dual enrollment in accordance with VCCS and DOE guidelines.</p> <p>Reports to: Vice President of Academic and Student Services</p>				
Annual Unit Goals SMART— <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant, <u>T</u> ime-based				
<b>Goal 1:</b> Work with the public schools to offer more classes in the 22-23 school year				
<b>Goal 2:</b> Course Calendar will be on website for each county				
<b>Goal 3:</b> Receive class rosters from guidance counselors prior to the end of school year				
<b>Goal 4:</b> Work on DE website to have an advising narrative and provide links to pertinent information				
Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans

<p>Goal 1: To provide new offerings to dual enrollment students for the next school year</p> <p>Goal 2: students will have access course calendar on the DE website</p>	<p>Comparison of offerings with 22-23 school offerings</p> <p>Calendar is published on website</p>	<p>If we have 3 or more new classes to the students in place by Spring 23</p> <p>Calendar is on website by the end of Fall 22</p>	<p>Buchanan County added: SDV 100, ITE 152, ENG 245, ENG 246 and CHM 111</p> <p>Not complete</p>	<p>Working with Tazewell Co. to offer EMT classes and Welding. Russell Co to add BUS 100 at HHS. Working with Mtn. Mission to add math courses.</p> <p>2023/2024 calendar will be added to website summer 2023</p>
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Outcome Sought	Measures	Success Standard	Findings	Action Plans
<p>Goal 3: In order to facilitate fall registrations, encourage guidance counselors to send 22-23 class rosters with contact information prior to the end of the school year</p> <p>Goal 4: Provide more in-depth knowledge to students about Passport, UCGS, CTE offerings and what to do after completion of high school on the DE website</p>	<p>Record the number of schools that send rosters with contact information of students who have not completed applications</p> <p>Advising narrative and links are on website</p>	<p>If we receive rosters from 50% of the schools prior to end of school year</p> <p>Narrative written by end of fall semester. Published and on website with links by end of Spring 23 semester</p>	<p>Still awaiting rosters prior to GCs leaving for the summer at this time have rosters from 3 schools.</p> <p>Not complete</p>	<p>Still in contact with GCs at this time and have requested rosters. A couple of concerns have been raised: It is hectic getting rosters while doing end of year activities and the second is that they are concerned about errors on final rosters that would be more accurate if turned in after the start of school.</p> <p>Will speak to Webmaster to discuss changes. Plan to be complete Fall 23</p>
Analysis/Use of Results				
<b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)				
Enough time was not given to website updates. Guidelines and other DE websites will be reviewed, so that website can be updated. More priority will be given to this task.				

## APPENDIX A2

### Assessment Forms by Category

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#### Grants

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Great Expectations	Denise Miller	Denise.miller@sw.edu	Fall 2022	Spring 2023
<p>Mission of the Unit:</p> <p>The SWCC Great Expectations Program's mission is to provide ongoing support for the success of the program participants, who qualify because of their affiliation with foster care, kinship care, and adoption. The program provides wraparound services that promote success in the transition to college, overcoming obstacles and hardships, and increasing the likelihood of participant graduation. The program strives to increase the chance of participants obtaining sustainable employment and independence.</p> <p>Reports to:</p>				
Annual Unit Goals				
SMART—Specific, Measurable, Achievable, Relevant, Time-based				
<b>Goal 1:</b> Increase recruitment and networking in the community, to encourage a greater number of Great Expectations program participants.				
<b>Goal 2:</b> Provide opportunities for the students in the program to be more involved with activities to enhance his/her college experience – Including the expansion of job shadowing opportunities.				
<b>Goal 3:</b> Monitor the GE Housing Project that is funded provided by the Gilliam Foundation and monitor the Joe and Linda Daniel Student Success Fund Fast Forward				
Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
1- Attend at least 10 events on campus or by zoom and in the community to promote the program, recruit new students, and	1- Documentation logs of events attended.	1- 10 Events	7 campus and zoom events completed	I plan to continue to reach at least 10 events. Opportunities have gotten better since



strengthen partnerships with other agencies in the community.				things are continuing to open up.
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Outcome Sought	Measures	Success Standard	Findings	Action Plans
<p>2- Promote group cohesion and participation through at least 7 student meetings (possibly zoom), activities, and the opportunity to participate in at least 2 community projects. Expand the job shadowing project to provide increased opportunity for students – having at least 5 each semester to participate.</p> <p>3- monitor the Gilliam Housing fund and the Daniel grant. Not to exceed 15 students for the Gilliam housing.</p>	<p>2-Maintain sign in sheets to verify attendance. Complete student surveys for feedback about events. Also: Maintain documentation of students' job shadowing experiences. Have surveys completed by the agency and by the student.</p> <p>3- Completion of Application process, required to regularly meet with their Great Expectations coach, participate in</p>	<p>At least 3-4 Student group meetings per semester and 2 community project participation opportunities. And 5 student participants in Job Shadowing.</p> <p>3- continue to support and monitor the success of each student receiving funding. At least 12 out of the 15 to continue enrollment spring</p>	<p>2-We met our goal of 4 student group meetings with only 1 community project which I worked on that.</p> <p>Did not have any interest in offered job shadowing.</p> <p>3- Continued monitoring the Gilliam and Daniel fund. I had 4 graduates from these lists. Carrying over 9 of the 15 for summer.</p>	<p>Continued effort in student group meetings, community projects and seek more opportunities in Job shadowing.</p> <p>3 August is a new application process for vacancies that are due to graduation, failing grades or nonenrolment. 15 spots available in Gilliam. Five spots available in the Genan grant for housing.</p>

	financial literacy activities, and surveys completed from students and mentors for the Gilliam Fund. Completion of application and monitoring students who can obtain a certification or reach graduation within 12 months for the Daniel Grant.	semester		Continued applicants for the Daniel grant.
Analysis/Use of Results				
<b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)				
See <i>Action Plans</i> .				

Administrative Unit Assessment: Southwest Virginia Community College 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
APEX Accelerator/PTAC	Rhonda Vandyke	<a href="mailto:rhonda.vandyke@sw.edu">rhonda.vandyke@sw.edu</a>	Fall 2022	Spring 2023
<p style="text-align: center;"><b>Mission of the Unit</b></p> <p>The mission of the APEX Accelerator's national program is to expand the number of businesses participating in Government contracting whether it be federal, state, or local government.</p>				
<p style="text-align: center;"><b>Program Goals</b></p>				
<b>Goal 1:</b> Hold at least 700 hours of counseling during the period of performance				
<b>Goal 2:</b> Participate in at least 30 outreach events				
<b>Goal 3:</b> Add 100 new clients to our database				
<b>Goal 4:</b> Achieve a cost per credit hour of \$417.00				
<b>Goal 5:</b> Achieve 40 hours of mandated training for all Full Time employees and 20 hours of mandated training for Part Time employees.				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
<b>Achievement of all Goals:</b>				
<b>GOAL 1:</b> Hold 700 hours of counseling during the period of performance utilizing email, telephone, virtual meetings and in person meetings.	All hours are numeric and obtained from NeoSerra data program.	Achievement of 90% of the PY Goal	Achieved this goal. The program achieved 758 hours of counseling time. Exceeding the goal by 58 hours. Achieved 1.083%.	Going forward the goal will remain the same for the 2023-24 PY due to changes in staffing and training requirements.
<b>GOAL 2:</b> Participate in, host and co-host 30 events.	All are numeric and obtained from NeoSerra data program.	Achievement of 100% of the PY Goal	The Accelerator participated, hosted and co-hosted a total of 32 events. Exceeding the goal by 2 events. Achieved 1.07%.	Going forward the goal will remain the same for the 2023-24 PY due to changes in staffing and training.
<b>GOAL 3:</b> Add 100 new clients to database	All are numeric and obtained from NeoSerra data program.	Achievement of 90% of the PY Goal	Due to reduced staff, the program received 75 new clients, 75% of goal.	Hiring new FT counselor and PT Admin Assistant, will assist with increasing client activity.
<b>GOAL 4:</b> Obtain a cost per counseling hour of \$417.00	All are numeric and obtained from NeoSerra data program.	Achieve a cost of \$417.00/hour or lower.	Achieved goal. Obtained a cost of \$360.20/counseling hour.	This element of the application process may be going away in the new 2024-25 application.
<b>GOAL 5:</b> Complete 40 Hours of training for FT employees and 20 hours of training for PT employees	All are numeric and obtained from NeoSerra data program.	Achievement of 100% of the PY Goal	Achieved 200 hours of training, 3.32% total increase.	This goal will remain the same moving forward, as it is stated in the terms and conditions for the program.

Analysis/Use of Results
<p><b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.)</p> <p>The results above for the 2022-23 program year reflect that the program has continued to grow in all areas except the New Clients area. The decrease in New Clients is attributed to the COVID19 pandemic and then the decrease in staffing. Moving forward, with the addition of a new FT counselor and PT Administrative Assistant as well as the decrease in the pandemic, the program director is optimistic about the continued growth of the program and the ability to increase the new clients once the new FT counselor completes their training and becomes familiar with the programs, agencies, and the region in which they will be working with/in.</p>

Administrative Unit Assessment: Southwest Virginia Community College 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Small Business Development Center	Margie Douglass	margie.douglass@sw.edu	Fall 2022	Spring 2023
<p align="center"><b>Mission of the Unit</b></p> <p>In accordance with the SWCC and Virginia SBDC goals and objectives, the Small Business Development Center (SBDC) at SWCC's mission is to provide small businesses and entrepreneurs, within the four-county footprint, substantive business counseling, research, training, and business resources.</p> <p>Reports to: John Mullins, Dean of Workforce Development and Continuing Education</p>				
<p align="center"><b>Program Goals</b></p> <p><b>Goal 1:</b> The Small Business Development Center (SBDC) strives to enhance Virginia's economic growth by providing small business advising, specialized business training, and business resources that promote community and workforce development in the Commonwealth of Virginia.</p> <p><b>Goal 2:</b> Market available services, resources and programs through both Southwest Virginia Community College and Virginia Small Business Development Center to assure all small businesses within the SWCC footprint have the necessary tools to operate effectively, efficiently and profitably.</p> <p><b>Goal 3:</b> Stay abreast of regulatory compliance for the SBDC-SWCC organization.</p>				
Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans

<p>Meet or exceed state guidelines and goals for the SBDC-SWCC through one-on-one client meetings and group workshops during the designated term.</p> <p>Note: Goals are based on a calendar year of January-December through the State SBDC Office</p>	<p>Number of unique and long-term clients served, amount of capital investments</p>	<p>The Virginia SBDC established the following goals for the SBDC at SWCC for CY 2022:</p> <p>Unique Clients Served – 110</p> <p>Long-term Clients served 18</p> <p>New Business Starts: 18</p> <p>Client Capital Investment \$3.1 million</p>	<p>The Virginia SBDC – SWCC goals attained CY (Jan-Dec 2022) are as follows:</p> <p>Unique Clients Served: 164</p> <p>Long-term Clients Served: 39</p> <p>New Business Starts: 18</p> <p>Client Capital Investment: \$1,994,874</p>	<p>SBDC-SWCC will:</p> <p>Provide one-on-one counseling and group workshops</p> <p>Assist clients with business plan preparation</p> <p>Assist clients with financial projections for the purpose of obtaining financing</p> <p>Assist clients with marketing research, effective marketing tools</p> <p>Continue training relative to best business practices and regulatory guidelines</p>
Analysis/Use of Results				
<p><b>Comments</b> (Goals tied to other unit activities, anticipate new goal based on findings.)</p> <p>Continue to utilize technology to maximize efficiency of SBDC office.</p> <p>Encourage staff to stay abreast of regulatory guidance, funding opportunities, best management practices, marketing initiatives and financial management through continuing education/workshops/professional development.</p> <p>Incorporate thoughtful processes to encourage respectful, engaging inclusivity.</p> <p>Provide substantive workshops and training to clients.</p> <p>The SBDC exceeded all goals set forth by the Virginia Small Business Development Center with the exception of capital investment. It is the consensus of the state-wide SBDC network that post COVID investment was slow to recover.</p>				

Administrative Unit Assessment: Southwest Virginia Community College 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Student Support Services	<b>Mike Henry</b>	<b>mike.henry@sw.edu</b>	Fall 2022	Summer / Fall 2023
The mission of the Student Support Services Program (SSS) is to identify 300 SWCC students that are disadvantaged low-income college students, first-generation college students, and college students with disabilities to successfully complete a program of study at the postsecondary level as well as transfer to complete a baccalaureate degree.				
Program Goals				
<b>Goal 1:</b> The SSS Program will identify 300 participants for their program and provide services to assist them to be in good academic standing at a rate equal to or higher than rates set by the SSS Grant (70%) .				
<b>Goal 2:</b> SSS Students identified by the program will persist at a rate equal to or higher than those set by the grant 60% Fall to Fall).				
<b>Goal 3:</b> SSS Students identified by the program will graduate and transfer within four years at a rate equal to or higher than the rate set by the grant (21%).				
Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans



		<p>The SSS Program will identify 300 eligible students in which at least two-thirds of the participants (66%) served will be low-income and first-generation and student with disabilities. Good Academic Standing will be measured by using the SIS System for determining the participants cumulative GPA at SWCC.</p>	<p>At least 300 students will be identified in which 2/3s are first-generation and low-income or students with disabilities. 70% of all the SSS participants will be in Good Academic standing each year.</p>	<p>The SSS Program identified 300 eligible students in which at least two-thirds were first-generation and low income 204 (68%) and one – third (32%) were either first generation, low-income or disabled at the end of spring semester 2023. Two hundred thirteen (213) SSS students (71%) were in good academic standing.</p>	<p><b>Progression:</b> The SSS Program will provide Counseling, Intrusive Advising, Tutoring on-line and on-going contact with students to do early academic interventions as needed as well as acquaint students to the available resources on the SWCC campus. The use of instructor and student contact through various resources will be used as an early intervention strategy as well as a collaborative effort with faculty to track student progress. The SSS Program will Increase visibility of their program resources by establishing a presence in all academic buildings as well as implementing an email campaign to faculty to do class and other presentations.</p>
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Outcome Sought	Measures	Success Standard	Findings	Action Plans
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<p>Goal Two:]</p> <p>60% of SSS Participants will persist from one academic year to the next.</p>	<p>Progression and Persistence will be measured using the SIS system and Navigate each semester for enrollment and persistence in participants program of study.</p>	<p>60% of the identified SSS students will Persist from fall to fall each year of the grant.</p>	<p>The SSS program persistence/progression measures of 63% are from fall to spring. The current measure is from fall 2022 to spring 2023 with on-going fall 2023 registration. The SSS program will have a final measure in August 2023 (the last day for fall registration).</p>	<p><b>Progression:</b> The SSS Program will provide Counseling, Intrusive Advising, Tutoring and on-going contact with students to do early academic interventions as needed as well as acquaint students to the available resources. The use of contact through various sources by the SSS Program and others will be used as an early intervention strategy as well as a collaborative effort with faculty to track student progress. SSS Program will assist in conducting and promoting registration Clinics with student incentives for early registration prior to the end of the term.</p>
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Outcome Sought	Measures	Success Standard	Findings	Action Plans
Goal Three: 21% SSS Participants will graduate and transfer within four years.	The SSS Program will use the SIS System and the SSS Programs Blumen Data Base to track each Student Cohort for progression and program completion of credits for graduation. The National Clearinghouse, Admissions office and contact with transfer institutions will be used for tracking.	21% of each SSS Student Cohort will Graduate and Transfer within four years.	The SSS current cohort graduation rate is 31.7% and transfer rate is 30% for 2022-23. Final calculations will take place in August 2023 with the assistance of using the National Clearinghouse for updated information.	Completion: The SSS program will conduct on-going checkups through the SIS system, Blumen Data Base, Navigate and Clearinghouse for progress toward graduation. The SSS Program will assist in implementing an SIS evaluation and Completion Campaign for students who have significant credits but who have not applied for graduation. The SSS program will continue to conduct transfer “ready” workshops, host transfer fairs online and on campus with the four-year colleges and universities as well as provide transfer trips to four-year colleges and universities of choice.

Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities, Anticipate new goals based on findings.)
<p>The SSS program will continue to conduct early and mid-point progress evaluations. The goals and objectives final tally will take place in August 2023. The goals and objectives should were met successfully. The SSS program will continue to make revisions as needed in order to meet stated goals and objectives. The services provided by the Student Support Services Program and others are and were in line to assist SWCC in meeting the goals in the areas of Entry, Connection, Progression and Completion as well as the VCCS Strategic Plan.</p> <p>The use of the results and findings will continue to help the SSS Program make formative and summative evaluations. It will also allow for changes and adjustments in the SSS program to reach the Unit Objectives and goals set by the grant as well as improve the services provided to the SSS participants.</p>

Administrative Unit Assessment: Southwest Virginia Community College 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Upward Bound	April Quesenberry	April.quesenberry@sw.edu	Fall 2022	Summer 2023
<p>The mission:</p> <p>To assist secondary students to enroll, persist and complete postsecondary education.</p> <p>Upward Bound reports to the Dean of Student Success</p>				
Program Goals				
<b>Goal 1:</b> Assist students to be successful in secondary and post-secondary education through CPP2 ( <i>Meeting Student Social, Emotional, and Academic Need</i> )				
<b>Goal 2:</b> Assist students with post-secondary enrollment				
<b>Goal 3:</b> Assist students to be career and college ready				
Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
1. Assist students to be successful in secondary and post-secondary education through CPP2 ( <i>Meeting Student Social, Emotional, and Academic Need</i> )	Create need assessments for student's <i>Social, Emotional, and Academic Needs</i> .	Create an individual baseline of need for each student and an action plan to meet each need.	The focus career development within CPP2 happens during the Upward Bound Summer program. At this point, students are moving toward reaching their goal but the final assessment will be July 14, 2023.	Place students in a job shadowing opportunity to master challenges to be college and career ready.

Outcome Sought	Measures	Success Standard	Findings	Action Plans
2. Assist students with post-secondary enrollment	Provide College Tour opportunities or host Zoom calls with college admission representatives  Either in person or virtually, provide opportunities to complete the FASFA, college applications, and answer parental questions.	Attendance at Senior Seminar.  Completion of FAFSA and three college applications by December 1.	88% of students completed their FAFSA, 83% of students completed a college application, and 100% of students attended a college tour by the time they graduated from high school,	Schedule senior seminar for fall 2024 and continue offering services of college tours, FAFSA completion, admission office meeting, and parent questions.
3. Assist students with job shadowing opportunities to be college/career ready	Provide virtual job shadowing, career component in every summer class taught and career guest speakers during the virtual summer program.	Participation in the virtual summer program.	Students will be able to be on-site with job shadowing experiences and working hands-on with business professionals.	Students will be placed at their job site June 26, 2023.
Analysis/Use of Results				
Comments (Goals tied to other unit activities, Anticipate new goal based on findings.)				
Continue with on-site rather than virtual job shadowing placements.				

Southwest Virginia Community College Veterans Upward Bound Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Veterans Upward Bound	Gwendalyn Slone	Gwendalyn.Slone@sw.edu	Fall 2022	Spring 2023
<b>Mission of the Unit:</b> Veterans Upward Bound’s mission, as defined by the United States Department of Education is to motivate and assist veterans in the development of academic and other requisite skills necessary for acceptance and success in a program of postsecondary education. The program provides assessment and enhancement of basic skills through counseling, mentoring, tutoring and academic instruction in the core subject areas. The primary goal of the program is to increase the rate at which participants enroll in and complete postsecondary education programs. <b>Reports to:</b> Dyan Lester, Dean of Student Success Services				
<b>Annual Unit Goals</b> <b>SMART—Specific, Measurable, Achievable, Relevant, Time-based</b>				
<b>Goal 1:</b> To enhance awareness among Southwest Virginia’s veterans and military service members of college programs and workforce development training initiatives through weekly recruitment efforts, participation in local job fairs, veteran-targeted conferences, and community events and through partnerships with veteran service agencies, community colleges, the Virginia Employment Commission and other relevant stakeholders.				
<b>Goal 2:</b> To prepare veterans for enrollment in postsecondary education through assessment of current academic skills and knowledge of college processes and resources and provision of services such as peer mentoring, advisement, tutorial services and remedial courses.				
<b>Goal 3:</b> To enhance the retention and graduation rates of student veterans through the use of a comprehensive, equitable, culturally-sensitive case management model utilizing success and career coaching, trauma-informed, intrusive advisement monthly until graduation or transfer.				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
Objective 1A: Conduct (6) recruitment efforts targeting veterans including presentations at the National Guard Armories, Army Reserve Unit, Veterans Health Expo at SWHEC, VCCS Military/Student Veteran Summit	Obtain sign in sheets at each event. Information collected should include printed name, email and phone.	<p>100% of contacts collected will be contacted via phone or email for potential enrollment.</p> <p>10% enrollment benchmark will be used for initial enrollment. Actual post-event enrollments will serve as the next benchmark standard.</p>	<p>Presentations were not conducted at the National Guard Armory or the Army Reserve Unit in Bluefield, WV due to a state of heightened alert on the units.</p> <p>VUB staff represented SWCC at the Veterans Health Expo held at SWHEC, at the VCCS Student Veteran Summit, at VHCC and WCC colleges during community events and at a community sponsored veterans' summit also held at SWHEC.</p> <p>The Health Expo attendance was exceptional; however, the veteran population there was 50 years or older and were either disabled, retired or uninterested in pursuing higher education.</p>	<p>Follow up with unit commander to schedule presentations at the Army Reserve Unit in Bluefield and the National Guard Armories in Richlands and Bluefield</p> <p>Continue attending established veteran-specific events to maintain our presence with other service providers and the communities and...</p> <p>Seek out job fairs and public events with large attendance and set up VUB and SWCC information tables stocked with brochures and flyers and manned by VUB staff who are knowledgeable in financial aid, program offerings and support services</p>



Outcome Sought	Measures	Success Standard	Findings	Action Plan
Object 1B. Recruitments will be conducted 3 weeks per month at the partner institutions.	Lists of student contacts will be maintained for each visit to the partner colleges. All contacts will receive a follow up call or videoconference to assess interest in enrollment	100% of contacts collected will be contacted via phone, email or videoconference for potential enrollment.  Enrollment benchmark for education institutions is 20 students per location	VUB staff made weekly visits to VHCC, MECC and WCC as evidenced by billing statements from the physical plant.  VUB recruitment staff failed to provide any documentation of student contacts at the partner institutions.	*reinforced proper procedure for documenting student contact  *met individually with
Objective 1C: Monthly visits will be conducted with each of our community partners in order to build and/or maintain strong working relationships.	Distribute a Likert-scale (1-5) survey to all program partners to assess the strengths and weaknesses of the assigned veteran recruitment/transition specialist	Assessment tool reveals a rating of “4” satisfied or “5” very satisfied with the recruiter’s attendance and performance  End-of-year assessment of the number of student referrals received from partner institutions	VUB staff were scheduled for monthly visits to the veteran service agencies, VFW posts, businesses and the VECs in assigned recruitment areas.  Staff stated that they made the required visits; however, no written documentation was submitted by the VUB recruitment staff concerning connections with community partners.	Community partners are reluctant to complete a formal performance survey; however, they do willingly offer verbal feedback.  Evaluate the use of a Likert Scale survey and replace this process with formal meetings between community partners and the program director each semester.  End of year assessment of student referrals to be

				conducted during the summer semester 2023.
Objective 1D: Distribute flyers and promotional materials to satellite veteran clinics and service agencies through the target area	Document the date, time and number of flyers distributed at each location. When veterans enroll, document the number/percentage who indicate a flyer or brochure was how they learned about the program	Anticipated benchmark is 5%; however, the actual benchmark will be determined at the end of the year based on the number of veterans who received referrals or brochures from the location	50 flyers and 500 brochures with left with the employment commission and with veteran service agencies in the counties served. Seven (7) of the VUB veterans recruited (22) during the fall and spring semester first learned about the Veterans Upward Bound Program by seeing a flyer or brochure at one of our community partner offices. 31.8% far exceeds the estimated 5% recruitment goal from print media.	Continue plan as written  Expand the recruitment area to include the Veterans Hospital in Salem, Virginia and veteran services agencies in the cities of Radford, Roanoke and Salem Virginia. Expansion approved in the new, currently funded grant program.

Objective 1E: Conduct a phone survey of all veterans identified by the IR Office who applied but did not enroll in college courses	<p>Contact all veterans who applied but did not enroll;</p> <p>Attempt completing surveys on 50% of veterans identified;</p>	<p>A report is submitted to the Dean of Student Services, the VP of Academics and Student Services detailing the reasons cited for applying but not enrolling at the host institution. Common rationales will be identified and addressed</p>	To be conducted during the summer semester	
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Outcome Sought	Measures	Success Standard	Findings	Action Plans
Objective 2A: All VUB staff will be trained and certified in career coaching, Navigate and Canvas and Credits2Careers to prepare them to conduct assessments and initial interviews	Training is scheduled for all staff in Navigate, Canvas, Career Coach training and Credits2Careers	100% of staff successfully complete the Navigate, Canvas, and Career Coach training	100% of VUB staff are certified career coaches and have completed training in Navigate, Canvas and all mandatory college training.	2A: Continue training with conducting academic assessments and initial interviews.
Objective 2B: Conduct assessments of all veterans who indicate an interest in attending college	Conduct Credits2Careers to assess credit for prior learning	Student records show a transcript of approved credits for prior learning	Alta Lewis conducts all CPL activities at SWCC. All veterans who asked for assessment for prior learning credit received an evaluation and appropriate credit hours.	Include annual continuing education programs for all VUB staff who interact with student veterans  2B. Continue using C2C and ACE to credit for prior learning.
Objective 2C: Student veterans who failed to complete biology, chemistry or Algebra I&II and geometry with a grade of C or better will be placed in tutoring or remedial classes	100% of students who had academic deficiencies are referred for services  75% of students who received tutoring or remediation successfully complete the training	Contact notes reflect referrals to tutorial services or other necessary support services	100% of veterans who required tutoring were assigned tutors. Additionally, 100% of veterans accessing tutoring services received a "C" or above on the targeted course, as verified by Beth Gianato, tutorial services coordinator.	2C. Continue referrals and follow up for tutorial services and academic strengthening.

Objective 3A: All VUB staff will receive training in Trauma Informed Advisement	VUB staff were scheduled for the first available Trauma Informed Advisement workshop	100% of VUB staff earned certification in Trauma Informed Advisement	All VUB staff completed part I of Trauma Informed Advisement	3A. Continue goal with pertinent training and professional development
Objective 3B: Cohorts of enrolled student veterans are distributed for case management	Cohort lists are reviewed and reveal that all enrolled student veterans have been assigned to a VUB staff member	100% of currently enrolled student veterans were contacted a minimum of once monthly via phone, videoconference or email	All enrolled veterans are assigned to a VUB staff member for case management and assessment of academic progress	3B. Continue plan
Objective 3C: Student veterans receive advisement a minimum of 3-4 times per semester	Case notes are present in Navigate and in the student file and reflect monthly contacts during each semester	A records audit indicates that students received peer mentoring at a rate equal to or higher than the established objective	All veterans received a minimum of 3 contacts each semester; however documentation was not included in Navigate	3C. Schedule a training event in Navigate for all VUB staff. Observe all staff entering contact information in Navigate to ensure a working knowledge of Navigate
Objective 3D: Student veterans are retained at a rate equal to or greater than the retention rates of the campus wide retention rate	SIS records indicate that 70% the student successfully completed the current semester	Retention rates were calculated for the student veteran cohort and compared to the established retention rate of the student body as a whole	To be assessed in July while completing the Best for Vets Survey	
Objective 3E: Student veterans graduate at a rate equal to or greater than the student body average	Graduation rates for the student body are obtained from IR	Graduation rates for the student veterans are calculated and compared to the SWCC total graduation rates.	To be assessed in July while completing the Best for Vets Survey	

		Veterans graduate at a rate equal to or higher than the student body.		
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Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)
<ol style="list-style-type: none"> <li>1. <b>A consistent lack of written activities has been identified.</b> <ol style="list-style-type: none"> <li>d. Individual and group training will be conducted on how to complete contact notes and write visit summaries following recruitment activities and meetings with community partners.</li> <li>e. Paper forms and writable PDF templates will be provided for all VUB staff</li> <li>f. Take prompt corrective action immediately following failure to properly document activities and student contacts</li> </ol> </li> <li>2. <b>Community outreach activities do not provide access to younger veteran populations</b> <ol style="list-style-type: none"> <li>d. Convene a committee to discuss strategies to reach target veteran populations</li> <li>e. Identify community activities that provide access to younger veteran populations</li> <li>f. Design or schedule a minimum of one community activity each semester to attract student veterans</li> </ol> </li> </ol>

## APPENDIX A3

### Assessment Forms by Category

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#### Learning Support

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Distance Learning	Melissa Stiltner	<a href="mailto:Melissa.stiltner@sw.edu">Melissa.stiltner@sw.edu</a>	Fall 2022	Spring 2023
<p>Mission of the Unit: The mission of Distance Learning and Testing Services is to support the initiatives of the institution in its online instruction, research, and public service mission. In addition to, offering support services and equal access to all students in compliance with federal law. These services are fundamental to SWCC's efforts to develop, implement, and deliver programs in non-traditional avenues.</p> <p>Reports to: Dean of Student Success</p>				
Annual Unit Goals				
SMART— <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant, <u>T</u> ime-based				
<b>Goal 1:</b> To collect and present Nursing faculty and administration with ATI TEAS testing data to help identify and reduce barriers that students face during the application process in regards to the new version of the TEAS test.				
<b>Goal 2:</b> To ensure all Fall 2022 and Spring 2023 online courses are published to the learning management system, Canvas, by the course start date to ensure that online faculty and students have access to course materials on the first day of classes.				
<b>Goal 3:</b> To provide faculty with scheduled and ad hoc professional development that is added to the repository of SWCC teaching and learning resources to ensure that faculty have access to the most up-to-date LMS, educational technology, and pedagogy information when building quality online courses.				



Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
1. To collect and present Nursing faculty and administration with ATI TEAS testing data to help identify and reduce barriers that students face during the application process in regards to the new version of the TEAS test.	1. A spreadsheet with ATI TEAS data will be developed and presented to Nursing faculty and administration by March 1, 2022.	1. Goal is to develop, maintain, and present TEAS testing information that will be evaluated by Nursing faculty and administration to identify barriers to students applying to the program.	1. Goal met. The TEAS testing data was sent to the program director, Dean of Health Sciences, admissions coordinator, Student Success Dean, and VP of Academics at the end of the testing period for evaluation and barrier identification.	1. Barriers were identified and the deans and program director are evaluating proposed processes for the next cohort of testers for the 2023- 2024 testing period beginning September 2023.

Outcome Sought	Measures	Success Standard	Findings	Action Plans
2. Faculty will upload course syllabus, faculty contact information, and at least one module into Canvas by the course start date to focus on meeting the Department of Education Distance Learning Regulations.	2. LMS Administrator and Unit Coordinator will assess each Fall 2022 and Spring 2023 online course to determine if each course contains the desired materials.	2. Goal is that, with support, each online faculty will upload the desired materials in their course by the course start date.	2. The LMS Administrator and Unit Coordinator found that approximately 70% of the Fall 2022 and Spring 2023 courses contained the requested content in their Canvas course. SIS Integration barriers were identified and reported to the deans and VP of Academics.	2. Ongoing collaboration with deans and VP to support faculty with training, start of term reminders, and direct Canvas support to improve outcomes. It is a teaching and learning best practice and pedagogical approach to provide students with access to this information on the first day of class.

Outcome Sought	Measures	Success Standard	Findings	Action Plans
<p>3. To provide faculty with scheduled and ad hoc professional development that is added to the repository of SWCC teaching and learning resources to ensure that faculty have access to the most up-to-date LMS, educational technology, and pedagogy information when building quality online courses.</p>	<p>3. Build and present to faculty professional development sessions that are then added to the repository of SWCC teaching and learning resources.</p>	<p>3. Success will be achieved by presenting at least two professional development sessions to faculty by the end of the Spring 2023 semester.</p>	<p>3. Provided approximately 25 professional development opportunities and added the content to the SWCC Faculty Canvas repository.</p>	<p>3. Ongoing development and collaboration with deans, department heads, and senior leadership to create a plan for areas of need and opportunities for the next academic year.</p>

Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.)
Each of the goals for this unit assessment is designed to monitor student satisfaction, course availability, and faculty support to maintain and promote the mission of equity and inclusion in online learning.

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Library	Dr. Teresa Yearout	Teresa.Yearout@sw.edu	Fall 2022	Spring 2023
<p>Mission of the Unit: The mission of the Southwest Virginia Community College (SWCC) Library is to serve as a focal point for research and study; to provide students, academic personnel and support staff, and community patrons access to informational resources; and to provide an up-to-date collection of library materials and electronic collections which support and enhance the educational programs of the college as well as lifelong learning of individuals using the Library.</p> <p>Reports to: Vice President of Academic and Student Services</p>				
Annual Unit Goals				
SMART— <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant, <u>T</u> ime-based				
<b>Goal 1:</b> Provide collection development services to support new and existing programs and new initiatives.				
<b>Goal 2:</b> Determine Library User (students, faculty, staff, administrators, community patrons) use and satisfaction with Library Facilities, Resources, and Services.				
<b>Goal 3:</b> Provide regular and timely individual and group Library instruction/orientation as requested, with a focus on Library Literacy, Information Literacy, Critical Thinking, and Technology for Information and Remote Access.				
Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
1. Focused collection development--Purchase new physical materials, review and weed existing collections, and relocate materials and collections as necessary.	1. Record acquisitions and cataloging for new materials in support of programs and initiatives; record deselection of materials, based on	1. Purchase 20-50 physical items to support each new or existing programs (i.e., new Sonography program) or initiatives; complete weed target collections (Language	1. Program support: Purchased 107 Diversity, Equity & Inclusion print books (topics in Ageism, Ableism, Gender, Gender Identities, LGBTQ+, Social Justice, DEI in the	1. Apply for level or additional 2023-2024 budgeting to increase support for new or existing programs or initiatives. Support new Sonography program for Fall 2023.

	accuracy, currency, relevancy, and physical condition; tract relocation of materials and collections.	and Literature; Technology) by 2% of existing collection.	Workplace, etc.); 126 RN/LPN/CNA/ EMS/Radiology allied health print books, including 39 books to support new Sonography and existing Radiography programs for Fall 2023; 35 academic test preparation print books, including TEAS nurse entrance exam; 120 Children's award books to support Children's Literature course supplemental readings. General collection development: 50 new fiction and non-fiction popular print books, and 10 print reference volumes. Weeded target print collections (89 test preparation books, 753 allied health/nursing books) by 30-40% of existing subject collections; weeded items were removed from collections as a Summer/Fall 2022 project. Weeded periodicals collection (453 magazine/ journal issues)	Support electronic resources and services through local funding along with FY24 funding from the Virginia Community College System (VCCS) and the Virtual Library of Virginia (VIVA).
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			during annual periodical discard project in May 2023.	
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Outcome Sought	Measures	Success Standard	Findings	Action Plans
2.a. Administer the annual General Library Survey Spring 2023 to students, faculty and staff, and community members March-April 2023.	2.a. Evaluate the findings for the General Library Survey for use of library resources and services and satisfaction with resources and services.	2.a. 85% very good/excellent user satisfaction for resources/services.	<p>2.a. General Library Survey Spring 2023—134 surveys were distributed as a pencil/paper survey to all SWCC Library visitors between March 26-April 7, 2023. 123 surveys were returned.</p> <p>Achieved 91% in overall customer service satisfaction (very good-excellent scale)—met 85% benchmark. Achieved 90% in other areas for very good/excellent user satisfaction in resources/services—met 85% benchmark in both services satisfaction and resources satisfaction.</p> <p>123 survey participants reported: (1) Purpose for visit: 18% class assignment; 15% other purposes such as attended sports study session; 11% used Library wi-fi for mobile devices; 10% used Library computers (2) Library resources used: 35% searched Internet; 10% used</p>	<p>2.a. Plan to administer the pen-and-paper General Library Survey early in Spring 2024.</p> <p>Work with campus IT webpage designer to post an online version of the General Library Survey beginning Fall 2023 through Spring 2024; gather findings from online survey results.</p> <p>For the General recommendations or comments section of the General Library Survey Spring 2023, one self-identified student requested “Color Printers.” While the majority of printing and copying that students and other patrons do in the Library is general non-color printing, some students prefer color prints or copies for graphics, photos, PowerPoint slides, etc.</p>



<p>2.b. Administer the Faculty and Staff Library Questionnaire Spring 2023 in March-April 2023</p>		<p>2.b. 85% very good/excellent</p>	<p>the online catalog, 10% used online full-text databases; 17% other (used computers and printers, used Canvas for class content and test-taking, and used study rooms and study areas for quiet study).</p> <p>Faculty and staff findings:</p> <p>9 of the 123 participants (7%) in the General Library Survey Spring 2023 self-identified as faculty/staff. Achieved 89% in overall customer service satisfaction (very good-excellent scale)—met 85% benchmark. Achieved 89% in other areas for very good/excellent user satisfaction in resources/services—met 85% benchmark in both services satisfaction and resources satisfaction.</p>	<p>Library staff will pursue the possibility of providing a limited number of color printers for use with projects, presentations, graphics, photos, etc. Color printing/copying is cost prohibitive due to initial cost of printers, consumable printer supplies, quality and speed of color printing, etc.</p>
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<p>3. Provide individual and group instruction as requested; Administer the Student Instruction Survey and Faculty Instruction Survey during group bibliographic sessions throughout Fall, Spring, and Summer semesters 2022-2023</p>	<p>2.b. Evaluate the findings for the Faculty and Staff Library Questionnaire for improved Library resources/services</p> <p>3. Record daily, monthly, and annual</p>	<p>faculty/staff satisfaction for resources/services; improved 20% return rate</p> <p>3. Annual comparative statistics for all</p>	<p>2.b. The Faculty and Staff Library Questionnaire was not administered as a separate survey this spring; however, faculty and staff participated in the General Library Survey Spring 2023 (see 2.a. for findings) and the Faculty Instruction Survey 2022-2023 (see 3. for findings).</p>	<p>2.b. Plan to administer the Faculty and Staff Library Questionnaire Spring 2024 in March-April 2024.</p> <p>3. Comments about Library instruction were</p>
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	<p>contacts with individuals for reference and directional questions, numbers of Library tours and student contacts, and numbers of class sessions and students instructed; Evaluate the findings for Student and Faculty Instructional Surveys</p>	<p>statistical reports for facility, resources, and services usage; Student and Faculty Instruction Surveys--85% benchmark in all areas.</p>	<p><b>3. Student Instruction</b> surveys--97 total student participants, 89% agree/strongly agree that the current library instruction session provided new techniques and ideas for research—met 85% benchmark; 91% agree/strongly agree that library instruction session was relevant to class assignments and that they will use knowledge/skills in future classes—met 85% benchmark.</p> <p><b>Faculty Instruction</b> surveys—5 faculty participants, 100% responded that the instruction was very useful and would recommend it to other faculty members—met 85% benchmark. 100% responded the library session met their expectations for their courses—met 85% benchmark.</p>	<p>generally very positive. Library staff will consider suggestions for session improvements, including more concrete examples and interactive training for non-auditory learners; providing handouts with specific steps and instructions for accessing frequently used databases and library catalog; clearly identifying resources and databases appropriate for course content and research projects; and session length.</p>
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Analysis/Use of Results				
<b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)				
(1) Share findings of Library assessments, surveys, and questionnaires with the VP of Academic and Student Success for evaluation and application to SWCC Library, SWCC, and VCCS goals (2) Expand efforts to improve most recent Faculty and Staff Library Questionnaire return rate for planning and evaluation purposes (3) Focus on course, program, Workforce, and all campus sites with support through Library resources and services as well as instructional and budgetary support.				

## APPENDIX A4

### Assessment Forms by Category

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#### **Student Services**

Administrative Unit Assessment: Southwest Virginia Community College 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Admissions & Academic Accessibility Services	Alta Lewis & Dionne Cook	<a href="mailto:alta.lewis@sw.edu">alta.lewis@sw.edu</a> <a href="mailto:dionne.cook@sw.edu">dionne.cook@sw.edu</a>	Summer 2022	Spring 2023
<p>The mission: Ensure that all admissions and records are processed and maintained to satisfy VCCS and legal compliance standards, in accordance with SWCC enrollment goals.</p> <p>Admissions reports to the Director of Admissions &amp; Academic Accessibility Services under the direction of the Dean of Student Success.</p>				
Program Goals				
<p><b>Goal 1:</b> Develop application handbook for international students that will provide guidance on all required documents necessary to apply for an I-20.</p> <p><b>Goal 2:</b> Update current documentation and build training resources for new Admissions personnel.</p> <p><b>Goal 3:</b> Create Disability Services handbook and update marketing material including web presence.</p>				
Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans

1) To develop application handbook for international students that will provide guidance on all required documents necessary to apply for an I-20.	Updates have been completed on international data sheet and enrollment checklist. However, additional information concerning the enrollment process needs to be finalized prior to completion of handbook.	1) May 2023	Updates are still needed through May 2024.	As international enrollment continues to increase, this task will need to be reviewed and modified as SEVIS regulations change for international students and cost-of-living increases.
2) To update current documentation and build training resources for new Admissions personnel.	Current procedures have been applied to training material for all new personnel. Updates to training documentation are applied as policy changes occur and the registrar continues to train current and new staff regarding new policies.	2) December 2022	Action has been completed.	Training material will continue to be modified as policy changes occur.
3) To create Disability Services handbook and update marketing material including web presence.	Marketing material has been updated including a name change from "Disability Services" to "Academic Accessibility Services". Business cards and website have been updated to reflect name change. New brochure has been created. New process has been created to submit accommodation requests electronically. Accommodation forms are now submitted to faculty and student as one-step process. Packets of information have been developed and given	3) May 2023	Completion date is extended to May 2024.	Handbook still needs to be finalized.

Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.)
See <i>Action Plans</i> .



Administrative Unit Assessment: Southwest Virginia Community College 2022-23				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Advising Center	Lisa Haywood	Lisa.haywood@sw.edu	Fall 2022	Spring 2023
<b>Mission of the Unit</b>  The Advising Center is dedicated to student success, intervention, retention, and completion by meeting students where they are and identifying strategic interventions tailored to student needs.				
<b>Program Goals</b>				
<b>Goal 1:</b> Increase student awareness and access to resources on campus to improve student success and retention				
<b>Goal 2:</b> Increase student autonomy by using Navigate Registration to ensure accurate self-registration as suggested by the advisor planning tool.				
<b>Goal 3:</b> Develop strategic interventions with communication schedule based on levels of need				
<b>Goal 4:</b> Implement the faculty hand-off by using the referral tool in Navigate				
Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans

1: Increase awareness and utilization of campus resources to improve overall success.	A student survey will be issued at the beginning and end of the semester to gauge student awareness and usage of resources. If a student requests more information they will be connected through an automated link. Data will be calculated at the end of the semester based on survey results.	Student awareness and utilization of campus resources will increase by 5%	The survey tool was not effective in Navigate for this survey. A combination campaign was implemented: Single Stop/Timely Care and Take a Break from Hunger. Students were contacted via text and email to sign up for Single Stop and Timely Care and receive a food bag from Food for Thought. There were 56 participants who were new to Single Stop, Timely Care, and Food for Thought.	This goal was completed as new students were enrolled in support services but we were unable to measure our percentage due to issues with Navigate technology.
2: Increase student autonomy by using Navigate Registration to ensure accurate self-registration as suggested by the advisor planning tool.	Students will meet with their student success advisor to create an academic plan. The student will log into their Navigate site to approve, make changes, and self-register.	Student use will increase by 5%	The self-registration tool in Navigate did not incorporate correctly and created barriers to student registration. This goal was unattainable.	This goal will be discontinued but may be revisited at a later date.
3: Develop strategic interventions with communication schedules based on levels of need	Students will receive strategic communication based on levels of need (maximum, moderate, minimum)	Student retention and completion will increase by 2%	Student retention remained flat. Students are contacted with specialized information based on need. Students receiving the maximum communication are those under a 2.0 GPA, in developmental courses, and First Generation. Students with moderate communication are between a 2.0 and 2.9 with possible repeated courses or withdrawals. Students with minimum communication are 3.0 or higher, no developmental, consistent persistence.	This goal will continue.
4: Implement the faculty hand-off by using the referral tool in Navigate Page   130	Advisors will refer students to their faculty advisor, within the first year, using the referral tool in Navigate.	Student connection with their faculty advisor will increase by 2%	The referral tool was not used in Navigate. Students were connected with faculty via email.	This goal will be discontinued as the Navigate technology is unreliable. It will be reassessed for next year.

Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.)
See <i>Action Plans</i> .

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Career Coaches	Mandy Barrett	<a href="mailto:Mandy.Barrett@sw.edu">Mandy.Barrett@sw.edu</a>	Summer 2022	Summer 2023
<p>Mission of the Unit: The mission of the Career Coach unit at SWCC is to empower students to make informed decisions about their career and education plans and to prepare students for success in postsecondary education and training by providing career and academic assessments and other important information to school high school students in SWCC service area.</p> <p>Reports to: Career Coaches unit reports to the Coordinator Recruitment and Student Engagement.</p>				
Annual Unit Goals				
SMART— <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant, <u>T</u> ime-based				
<b>Goal 1:</b> The Career Coach unit will create a video or flyer in order to highlight the career coach role in the high school. The video/flyer will be shared with local high schools.				
<b>Goal 2:</b> The Career Coach unit will plan and execute a financial aid workshop/SWCC information session for each high school in the SWCC service region with 5-plus attendees per event.				
<b>Goal 3:</b> The Career Coach unit will host at least one activity or seminar for freshman/sophomore students in each high school in the SWCC service region with at least 25 student participants.				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
The Career Coach unit will create a video or flyer in order to highlight the career coach role in the high school. The video/flyer will be shared with local high schools.	Video/flyer created	The number of views of the video will be the measure of success.	The career coach created a flyer to share with the students at the respective school explaining career coach services and providing contact information. The flyer was also shared with parents of seniors.	<p>Create a flyer for the 23-24 academic year to share with students and parents.</p> <p>Ensure the flyer is also shared on Google Classroom or the school's website</p> <p>The career coach team will create a video in Summer 2023 along with the marketing team to highlight services provided.</p>

Outcome Sought	Measures	Success Standard	Findings	Action Plans
To administer financial aid workshops and SWCC information sessions at each high school in the SWCC service area with at least five participants at each event.	<p>Number of financial aid workshop/SWCC information sessions administered.</p> <p>Number of students participating</p>	The number of financial aid workshop/SWCC information sessions and the number of students participating will be used as the benchmarks to determine success.	<p>The career coaches have hosted the following FAFSA and information sessions:</p> <p>Twin Valley HS – October 5  Grundy HS – October 11  Castlewood HS – October 12  Honaker HS – October 17  Lebanon HS – October 18  Council HS – October 20  BCCTHLC -October 24  Hurley HS – October 27  Tazewell HS – November 3</p> <p>Several more parents attended the events this year in comparison to the 21-22 academic year.</p>	<p>Continue offering in-person FAFSA and information sessions to seniors in local high schools in order to promote accessibility.</p> <p>Work with the RVHI grant to provide an incentive for the students/parents who attend the FAFSA workshop.</p>

Outcome Sought	Measures	Success Standard	Findings	Action Plans
The Career Coach unit will host at least one activity or seminar (virtual or in-person) for freshman/sophomore students in each high school in the SWCC service region with at least 25 student participants.	Activity/seminar presented Number of students participating.	The number of activities/seminars presented and the number of participants will be used as the benchmarks to determine success.	Career coaches work with freshman/sophomore students in regards to career plans and dual-enrollment plans individually, but a formal activity was not hosted inside the high schools for the 2022-2023 school year.	The career coach team will work closely with the Upward Bound staff during the Summer 2023 semester and 23-24 academic year to connect with underclassman students and provide an activity.

Analysis/Use of Results
<b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.) Efforts to inform students, parents, and the school community about the career coach services will continue to be enhanced during the 23-24 school year. Resources to help strengthen the career coach services will also be provided.



Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Student Engagement & Inclusion	Antwan VanBuren	<a href="mailto:antwan.vanburen@sw.edu">antwan.vanburen@sw.edu</a>	Fall 2022	Spring 2023
<p>Mission of the Unit: The Office of Student Engagement &amp; Inclusion will provide pathways for student involvement through activities and social opportunities that enhance leadership skills, and an appreciation for diversity. Students will have opportunities to join student clubs, participate in volunteer and community service, leadership experiences and learn about themselves through their living and learning environment at Southwest Virginia Community College.</p> <p>Reports to: Dyan E. Lester</p>				
Annual Unit Goals				
SMART— <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant, <u>T</u> ime-based				
<b>Goal 1:</b> Increase student involvement in planning engagement events – Form a student engagement planning committee				
<b>Goal 2:</b> Increase communication with faculty to incentivize attendance at student engagement events. Work with marketing and public relations to increase awareness around campus and in the community.				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
<p>Goal 1:</p> <p>Form a Student Engagement Planning Committee to engage students, faculty and staff members around planning events for the campus community.</p>	<p>Goal 1:</p> <p>Presence of committee with 12 committee members</p>	<p>Goal 1:</p> <p>There was not a SEPC before this initiative. The success standard was just to have the committee implemented.</p>	<p>Goal 1:</p> <p>This committee was established in October of 2022 (fall semester) with 5 members, it grew to 12 committee members by months end. The SEPC meets once a month, every first Tuesday of the month to discuss, establish and plan upcoming student engagement events.</p>	<p>Goal 1:</p> <p>Request to make the SEPC a formal club in the 2023-2024 academic year, or increase the committee membership by adding other members of other clubs to join the committee to engage in planning process.</p>

Outcome Sought	Measures	Success Standard	Findings	Action Plans
Goal 2:  Engage faculty and staff around student engagement events.	Goal 2:  Student participation was the measure all marketing.	Goal 2:  99% of events had at least 1 student participate in all events due to marketing and communications.	Goal 2:  Sent emails to the marketing team as well as public relations to release every student engagement event through SWCC's social media spaces. Emailed "public" and students live serve regarding all student engagement events. Hired work-study for additional marketing around campus.	Goal 2:  Continue to utilize social media platforms to increase SE awareness. Student engagement should be more proactive in its approach in all marketing efforts. Using Canvas will be a favorable tool to utilize moving forward.
Analysis/Use of Results				
Comments (Goals tied to other unit activities; Anticipate new goal based on findings.)				
Will explore ways to survey students pre and post event for more direct feedback from a wider demographic. These statistics are to be shared with the Dean of Students in follow up meetings post event(s).				

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Financial Aid	Lindsay Salyers	<a href="mailto:Lindsay.Salyers@sw.edu">Lindsay.Salyers@sw.edu</a>	Summer 2022	Spring 2023
<p style="text-align: center;"><b>Mission of the Unit</b></p> <p>The mission of the Financial Aid office is to provide qualified students with financial aid for which they are eligible. In addition to, offering students resources, opportunities and access to a quality education that SWCC offers.</p> <p>Reports to: Dean of Student Success</p>				
<p style="text-align: center;"><b>Annual Unit Goals</b></p> <p style="text-align: center;"><b>SMART—<u>S</u>pecific, <u>M</u>easurable, <u>A</u>chievable, <u>R</u>elevant, <u>T</u>ime-based</b></p>				
<p><b>Goal 1:</b> Research and implement utilizing the Follett Access program to offer a more cost-efficient way of receiving textbooks. By implementing the Follett Access programs students will have an e-book on the first day of classes and we will be able to contribute to the overall success and retention of students in all terms offered.</p>				
<p><b>Goal 2:</b> Research and implement a process to better notify students of any financial aid action items such as verification, Satisfactory Academic Progress, and No FAFSA in advance of any enrollment cancellation. By implementing the process, we will be able to contribute to a better retention rate.</p>				
<p><b>Goal 3:</b> Develop and Implement a policy and procedures manual. With the help of NASFAA's policy and procedure builder financial aid will be able to develop a more audit ready, proactive approach to financial aid regulations.</p>				
<p><b>Goal 4:</b> Develop a more updated and informative Financial Aid Web presence with the help of SWCC's webmaster. This will help contribute to our goals of offering students resources, opportunities and access to a quality education as well as stay in compliance with any DOE or EAB audit requirements</p>				

Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
1.To allow all students to obtain course materials at a low cost and availability on the first day of class.	Use the Follett Access program within the bookstore, IT support of setting up course specific fees, and financial aid office to track and monitor Financial aid allowance.	Coordination with Financial Aid, IT, and Bookstore to allow students to utilize Follett Access and allow courses to have access to materials by course specific fees.	Follett Access was piloted in Summer 2022 and has continued to grow with availability for students. Fall 2022 we had seven courses that participated in Follett Access that saved students an average of \$56 in the participating courses and total saved for the 495 overall students participating a total of \$29,437.51 as compared to the retail price. In Spring 2023, we increased to sixteen courses offering Follett Access. Students saved an average of \$47 in the participating courses and total saved for the 889 students participating a total of \$41,270.62 when compared to the retail price.  We monitor student's	We will continue to participate in the Follett Access program and hope to grow the number of courses participating.

Outcome Sought	Measures	Success Standard	Findings	Action Plans
2. To create a more effective means of communication via email with students on the standing on their verification, SAP, and No FAFSA but enrolled.	Work with SIS Email sending process to alert students of their financial aid status regarding verification, SAP. Email notification process needed for students enrolled with no FAFSA.	Effective implementation and planning within Financial aid to develop a process to manually notify and a process within SIS to notify students in order proactively prevent large enrollment cancellation and to increase retention rates.	Starting in Spring 2023, the financial aid staff member in charge of processing ISIRs has been in charge of manually emailing students of their action needing to process their financial aid. While research is still needed as to the effectiveness the notifications are happening once we receive the ISIR	Continue emailing affected students and continue research on the most effective approach to correspond with students.

Outcome Sought	Measures	Success Standard	Findings	Action Plans
3. Prepare and Complete the NASFAA Policy and Procedure builder.	Completion of Policy and Procedure manual to include all financial aid office functions and federal regulations.	Improved and proactive approach to financial aid, audit ready processes, and access for others to be able to read manual for better understanding of all financial aid processes and federal regulations.	Continued work and implementation of the NASFAA Policy and Procedure builder. We have plans to purchase the same NASFAA Policy and Procedure builder again this year and will continue to update and implement updated policy and procedures.	Continued work.
Outcome Sought	Measures	Success Standard	Findings	Action Plans
4. To create a more informative and user-friendly webpage for financial aid.	Completion of and updated webpage to better inform students of all financial aid office functions and federal regulations.	Improved and informative approach to financial aid, maintain EAB and DOE ready web presence, and easy access for students to have a better understanding of financial aid, access to forms and information.	Continued work to maintain the financial aid webpage. Will continue to work with the webpage administrator to have a more informative financial aid webpage	Continued work.
Analysis/Use of Results				
<b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.)				
See <i>Action Plans</i> .				

Southwest Virginia Community College Administrative Unit Assessment 2022-2023				
Administrative Unit	Unit Coordinator	Email Address	Beginning Term	Ending Term
Recruitment and Student Engagement	Mandy Barrett	<a href="mailto:Mandy.Barrett@sw.edu">Mandy.Barrett@sw.edu</a>	Summer 2022	Summer 2023
<p>Mission of the Unit: The mission of the Recruitment and Enrollment Management Office at SWCC is to research, plan, and execute recruitment and retention strategies to increase and retain enrollment by providing recruitment outreach to prospective SWCC students, current SWCC students, and community members.</p> <p>Reports to: Recruitment and Enrollment Management reports to the Dean of Student Success.</p>				
Annual Unit Goals SMART— <u>S</u> pecific, <u>M</u> easurable, <u>A</u> chievable, <u>R</u> elevant, <u>T</u> ime-based				
<b>Goal 1:</b> Recruitment and Enrollment Management will conduct roadshow events with 100% high schools in the Southwest service region participating and have 25% of high school seniors registered by May 2023.				
<b>Goal 2:</b> Recruitment and Enrollment Management will contact new applications/inquiries to increase the applicant yield over 35% for the Summer 2022, Fall 2022, and Spring 2023 semesters.				
<b>Goal 3:</b> Recruitment and Enrollment Management will assist the financial aid office with the FACA and enrollment cancellation spreadsheets to ensure no more than 10% of the semester students are affected.				



Assessment Categories				
Outcome Sought	Measures	Success Standard	Findings	Action Plans
Recruitment and Enrollment Management will conduct roadshow events with 100% high schools in the Southwest service region participating and have 25% of high school seniors registered by May 2023.	Number of SWCC Roadshow events held  Class of 2023 SWCC enrollment data	Summer 2023 and Fall 2023 pre-registration enrollment information will be the benchmark used to determine success.	Southwest roadshow events were scheduled for the dates below: River View HS – March 15 Hurley HS – March 17 Graham HS – March 20 Grundy HS – March 24 Twin Valley HS – March 27 BCCTHLC – March 28 RCCTC – April 4 Castlewood HS – April 6 Ridgeview HS – April 12 Tazewell HS – April 13 Honaker HS – April 14 Lebanon HS – April 21 Council HS – April 26 TCCTC – April 27 Richlands HS – April 28  303 students participated in the roadshow events out of 876 seniors total in the schools served (34.5%).	Continue to offer the roadshow events completely in person for the 2023-2024 academic year in order to connect with more seniors. Create a strategy to connect with students prior to the roadshow event – use career coaches to help promote.  Offer incentives (t-shirts) for attending

Outcome Sought	Measures	Success Standard	Findings	Action Plans
Recruitment and Enrollment Management will contact new applications/inquiries to increase the applicant yield over 35% for the Summer 2022, Fall 2022, and Spring 2023 semesters.	Yield rate provided by the SWCC IR office or the inquiry spreadsheet.	Referring students to the advising office for registration and using the yield rate provided by the SWCC IR office will determine success.	<p>The Recruitment team calls new applicants from the prior day (Friday/Saturday/Sunday on Monday) to ask the student if he/she needs assistance with advising/financial aid/etc. The same procedure is applied to the new inquiries received. Once a request for services is made, the recruitment team member refers the student to advising, financial aid, respective faculty member, or another department. The VCCS has not been sending a RUN report for yield since February 2022.</p> <p>3,085 new applications were submitted between June 2022-May 2023</p> <p>606 applications were marked as suspicious.</p> <p>1,571 inquiries were submitted between June 2022 – May 2023</p>	<p>Continue to outreach to new applicants and inquiries to promote registration via the Enrollment Navigator. Combine personal calls with e-mails and texts. Use automations created in ActiveCampaign (SWCC's CRM). Continue the Admitted Student Experience to increase yield.</p> <p>Continue to screen new applications for "suspicious" applications. Criteria for determining a "suspicious" app is address and phone number.</p>

Outcome Sought	Measures	Success Standard	Findings	Action Plans
Recruitment and Enrollment Management will assist the financial aid office with the FACA and enrollment cancellation spreadsheets to ensure no more than 10% of the semester students are affected.	FACA list and enrollment cancellation lists	Communicating with students to resolve FACA and enrollment cancellation causes.	E-mail, texts, and phone calls were sent to the students affected by FACA (financial aid course audit) and the enrollment cancellation for the Summer 2022, Fall 2022, and Spring 2023 semesters.	Continue the outreach campaign to save students affected by FACA and the enrollment cancellation. Create a communication (OneDrive team, spreadsheet, etc.) among recruitment/enrollment management, financial aid, advising, and the business office to help best serve the students quickly and effectively.
Analysis/Use of Results				
<b>Comments</b> (Goals tied to other unit activities, anticipate new goal based on findings.)				
The recruitment/enrollment management office will create strategies and tasks to assist with recruitment, FACA, enrollment cancellation, and other enrollment management items for the 23-24 school year.				

## APPENDIX B

### Assessment Status Matrix

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Unit	Unit Coordinator	Reports to	Mission	Plans	Outcome	Measure	Benchmark	Findings	Action Plan	Analysis /Use	Date Completed
Off Campus and DE	Rimmer	Brandon	X	X	X	X	X	X	X	X	5-Jun-23
IR	Smith-Cox	Brandon	X	X	X	X	X	X	X	X	8-Jun-23
Dean A&S	Wright	Brandon	X	X	X	X	X	X	X	X	12-May-23
Dean HT	Pinion	Brandon	X	X	X	X	X	X	X	X	12-May-23
Dean BEIT	Dye	Brandon	X	X	X	X	X	X	X	X	7-Jun-23
Dean WF	Mullins	Brandon	X	X	X	X	X	X	X	X	12-Jun-23
Dean SS	Lester	Brandon	X	X	X	X	X	X	X	X	9-Jun-23
Library	Yearout	Brandon	X	X	X	X	X	X	X	X	8-Jun-23
Bluefield Center	Riffe	Brandon	X	X	X	X	X	X	X	X	8-Jun-23
Admissions/Disabilities	Cook	Lester	X	X	X	X	X	X	X	X	7-Jun-23
SSS	Henry	Lester	X	X	X	X	X	X	X	X	9-Jun-23
UB	Quesenberry	Lester	X	X	X	X	X	X	X	X	8-Jun-23
Vet UB	Slone	Lester	X	X	X	X	X	X	X	X	8-Jun-23
Career Coaches	Barrett	Lester	X	X	X	X	X	X	X	X	12-Jun-23
Recruitment & Enrollment Mgt	Barrett	Lester	X	X	X	X	X	X	X	X	12-Jun-23
Great Expectations	Miller	Haywood	X	X	X	X	X	X	X	X	6-Jun-23
DDL/Testing	Stiltner	Lester	X	X	X	X	X	X	X	X	8-Jun-23
Financial Aid	Salyers	Lester	X	X	X	X	X	X	X	X	16-Jun-23
Engagement & Inclusion	VanBuren	Lester	X	X	X	X	X	X	X	X	8-Jun-23
Advising Center	Haywood	Lester	X	X	X	X	X	X	X	X	8-Jun-23
Business Office	Stevens	Rose	X	X	X	X	X	X	X	X	6-Jun-23
Facilities	Bales	Rose	X	X	X	X	X	X	X	X	6-Jun-23
Campus Police	Lawson	Rose	X	X	X	X	X	X	X	X	
Accounts	VACANT	Rose									
IT	Musick	Rose	X	X	X	X	X	X	X	X	6-Jun-23
VP Institutional Advancement	Lowe	Wright	X	X	X	X	X	X	X	X	29-Jun-23
Human Resources	Steiner	Wright	X	X	X	X	X	X	X	X	27-Jun-23
SBDC	Douglas	Wright	X	X	X	X	X	X	X	X	6-Jun-23
PTAC	Vandyke	Wright	X	X	X	X	X	X	X	X	6-Jun-23

**Report Compiled by**  
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**18 JUL 23**