



Unit Assessment  
At  
Southwest Virginia Community College  
2023-2024

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 no results reported 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-eight units submitted assessments in 2023-2024. Eighty-five outcomes were assessed. Of those 47 were met, 23 were unmet, ten were partially met and five had no data reported. Follow-up plans are included for each unit.

## **Unit Assessment Calendar 2023-24**

|                 |   |
|-----------------|---|
| October 2       | All Unit Assessment Plans Due to Supervisor                         |
| October 10-23   | Unit Assessment Reviewed by Administration                          |
| October 24      | Peer Mentoring as Needed  |
| October 30      | All Plans Submitted to the Assessment IR Office                     |
| December 19     | Fall Unit Assessment Day  |
| November - July | Work on Assessment Findings and Action Plans                        |
| May 14          | Spring Unit Assessment Day  |
| August 30       | Findings and Action Plans are due to the Supervisor                 |
| September 1-30  | Unit Assessment Administrators Review All Completed Plans           |
| October 1       | All Reviewed Plans Submitted to the Assessment IR Office            |
| October 31      | Final Unit Assessment Report Submitted and Published to the Website |

**Revised 29 OCT 24**

## Summaries of 2023-24 Unit Assessment

### *Administration*

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The following administrative units submitted completed Unit Assessment Plans for the 2023-2024 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 Success  
Division of Workforce and Continuing Education  
Human Resources  
Information Technology  
Institutional Advancement  
Institutional Research and Assessment  
Academic Outreach and Dual Enrollment**

## **Bluefield Center**

Goal 1: Work with Administrative, Dean's and other necessary personnel to increase student access to classes providing an avenue to program offerings not entirely available in areas surrounding the Center, specifically Tazewell County and local West Virginia counties.

Outcome Related to Goal 1: Increase student access to classes providing avenues to three other programs.

Outcome Met. Beginning Fall 2024, general education offerings have expanded and EMS and Nursing full programs have been added.

Goal 2: Work with administration and other departments to determine the minimal need for classroom division especially the HyFlex classroom.

Outcome Related to Goal 2: Work with administration and other departments to determine the minimal need for classroom division especially the HyFlex classroom through construction of walls for two rooms.

Outcome Met. Walls were completed by August 2024.

Goal 3: Participate in local events as exhibitors to increase local knowledge of center offerings.

Outcome Related to Goal 3: Staff will participate in at least two community events to increase awareness of offerings.

Outcome Met. Staff participated in the Holiday Bazaar sponsored by Sanders House and also in Autumn event for town of Bluefield VA.

Goal 4: Add additional programs to the Center.

Outcome Related to Goal 4: Add Medical and/or workforce offerings to the Center.

Outcome Met. Two health care programs were added—RN Nursing and EMS.

### ***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 and are investigating LPN to RN and Paramedic programs. Plans are also being made to continue to participate in community events and to host events at the Center.

## Business Office

Goal 1: Further expand the unit's capacity to meet business/accounting demands through the strategic addition of new positions or realignment of positions as needed.

Outcome Related to Goal 1: The Business Office will be fully staffed.

Outcome Met. The unit is at full capacity as of June 30, 2024.

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. Due to unforeseen long-term in the department and a lack of cross training, this goal has not been met. Efforts to meet this goal will be continued in FY25.

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. Due to unforeseen long-term in the department and a lack of cross training, this goal has not been met. Efforts to meet this goal will be continued in FY25.

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

A new position has been added to the business office – the Controller. This position will be able to guide the progress of these goals as the department rebuilds. Each unmet outcome has become the responsibility of that position.

## Campus Police

Goal 1: Provide the safest and most secure campus environment possible for all students, staff, faculty, and visitors.

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

Outcome Not Met. Not all doors have locks and stops have been installed though there is now a plan to remedy this building by building.

Goal 2: Improve utilization for the Record Management System (RMS) in the review and analysis for calls for service.

Outcome Related to Goal 2: The RMS will be utilized for daily reporting requirements.

**Outcome Not Met.** Currently this project is still in the building phase and will continue to develop the monitoring and reporting requirements.

Goal 3: Build positive relationships with community stakeholders and develop prevention strategies that support those partnerships and strategies to proactively address public safety issues.

Outcome Related to Goal 3: MOU's will be established that will assist in assessing security issues and help with community policing.

**Outcome Not Met.** Currently most of the current MOU's are outdated and have expired relationships with stakeholders.

Goal 4: Ensure all personnel have adequate, safe, and functioning equipment and facilities that are properly maintained for constant readiness.

Outcome Related to Goal 4: New equipment will be purchased that assists with community policing on campus.

**Outcome Not Met.** Currently campus police are operating with no body cameras and outdated equipment.

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

As a product of this year's assessment staff have made several plans. The plan for stops and window coverings is being implemented currently. The RMS will be functional and used for daily reporting in the coming months. MOU's will be renewed or revamped. Finally, a plan for the purchase of new equipment has been put forth to administration.

### **Division of Arts and Sciences**

Goal 1: The division will work in conjunction with Transfer VA to establish new common curricula in Religion, Sociology, Art History, History, Philosophy, and Geology.

Outcome Related to Goal 1: The division will continue to work in conjunction with Transfer VA to establish new common curricula in Religion, Sociology, Art History, History, Philosophy, and Geology through participation with The TransferVA staff and four-year partners.

**Outcome Met.** First drafts of common curricula that launched development Fall 2023 (Art History, Geology, History, Philosophy, Physics, Religion, Sociology) have been reviewed by four-year faculty representatives and community college faculty representatives and updated by us. Upper division institutions are now doing mapping exercise, with a May 31 deadline.

Goal 2: The division will work to open a second bio lab so that bio labs may run concurrently offering more flexibility in student scheduling.

Outcome Related to Goal 2: A fully functioning second biology lab will be established.



Outcome Met. Materials were moved from the Lebanon center with proper authorization and placed into T213. This lab will support students beginning in the Fall of 2024. Biology classes were combined so that there is a large morning face to face class on MW which will then split into two labs that afternoon. The same pattern will follow on a T/TH format.

Goal 3: All Web based sections of courses will be monitored for compliance with established RSI standards as well as time spent in courses by faculty. The goal will be to review all W section courses three times a semester.

Outcome Related to Goal 3: All W sections of courses (web based) will be reviewed for compliance three times a semester.

Outcome Not Met. First of all, the three times a semester has proven impossible due to time constraints. In Fall 2023 three times a semester monitoring was carried out, but in the Spring of 24, time did not allow the review, so a final review at the end of the semester seems the most feasible approach. In the Fall of 2023, 137 online sections were reviewed for time commitment and RSI compliance. Twenty-six or 19% of courses were found to have questionable RSI commitments. Afterwards, a major RSI campaign was undertaken – especially adjuncts. In the Spring of 2024, 129 online sections were review for time commitment and RSI compliance. Eighteen or 12% were found to have questionable RSI compliance issues. That is a 6% improvement. As to time commitment, Fall 23 saw 17 class with faculty commitment < 5hours (12.4%) and Spring saw seven classes with < 5 hours (5%). Spring saw a major education effort as to time commitment.

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 parity between online and face to face classes of 60% face to face or hybrid.

Outcome Not Met. Based upon the section count produced by Ad Astra for the Fall of 2023, the Arts & Sciences division ended by with 46% of courses being held on campus and face to face. This is 4% less than the Southwest wide face to face percentage of 50%.

In the Spring of 24, the face to face percentage for Arts & Sciences rose by 1% to 47%. 51% of classes were face to face when Ad Astra looks at the Southwest-wide numbers.

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

Based on the findings of this cycle, the division has several action plans. The first cycle of TransferVA common curriculum in education will be implemented in Fall 2024. In addition, the dean has developed a plan to monitor the larger class format with dual labs occurring at the same time. To meet the success standards set for web-based sections, efforts will continue to increase RSI commitment and time commitment by the faculty. Finally, though the rate of face to face classes grew, that number grew by only 1%. The plan is to more carefully plan face to face courses especially in light of the fact that the federal government now counts Hybrid courses as face to face if a minimum of 50% of the course is held in person.

## Division of Business, Engineering and Industrial Technology

Goal 1: Change the perceived image of the adventure tourism and outdoor recreation related programs away from consisting of part-time and seasonal work, by rebranding them under a School of Natural Resources umbrella.

Outcome Related to Goal 1: Increase Spring 2024 FTEs, for courses with a FOR or RPK prefix.

**Outcome Not Met. Enrollment decreased by 28.32% from end of Fall 2023 to end of Spring 2024 semesters.**

Goal 2: Expand student access to third-party, nationally recognized credential opportunities through integration of new certifications in target programs of study.

Outcome Related to Goal 2: Increase the number of credentials earned by division program students by 15% over the 2022/2023 number of certifications earned.

**Outcome Not Met. The goal of increasing division certifications by 15% was not met. A major contributing factor was reduced enrollment during 2023/2024 in Automotive Technology and the Welding programs. In addition, efforts to integrate additional certifications into the advanced manufacturing and welding curriculum were slowed due to availability of trainers required for certifications and getting the instructors to complete the necessary training.**

Goal 3: Increase participation of underserved populations in the Advanced Manufacturing & Skill Trades, Computer Information Technology, and Outdoor Tourism & Recreation Career Pathways.

Outcome Related to Goal 3: Increase participation of underserved populations by at least 10% over 2022/2023 enrollments in two of the following targeted programs: Electrical/Electronics, HVAC, Electrical, Machining, Welding, IST, Cybersecurity, Outdoor Recreation, Environmental Management & Recreational Ecology,

**Outcome Partially Met. Results were as follows: HVAC increased by 3% to 6%, Electrical stayed the same at 4%, Machining stayed the same at 10%, Welding decreased from 6% to 3%, IST increased by 1% to 25%, Cybersecurity decreased by 18% to 22%, Outdoor Recreation and Environmental Management and Recreational Technology were new additions with no benchmark data available for comparison.**

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

The School of Natural Resources will serve as the gateway for careers, training, and recreational opportunities related to forestry, ecology, fish & wildlife management, recreation, and tourism. The initiative will engage students, faculty, staff, members of the community, natural resource related organizations, and employers in related curriculum, activities and events.

Goals and Objectives include:

- Offer natural resource-based programs of study.
- Provide opportunities for coordinated destination adventures for students, faculty, and staff with an annual multi-week summer adventure trip.
- Host student, faculty, staff, community, and employer engagement activities.

- Establishment of articulation agreements for transfer opportunities.
- Create research-based partnerships with area organizations (Elk, Clinch River).
- Continue efforts to rebrand Adventure Tourism and Outdoor Recreation as the School of Natural Resources.
- Promote the fitness and health benefits of outdoor recreation activities.
- Integration of service-learning projects in curriculum.

Increasing third-party credential opportunities benefits the students and their prospective employers. Continue the integration of NC3 LEEPs into the Welding and Advanced Welding and Fabrication programs and the NC3 FESTO Certifications into the advanced manufacturing programs. The goal is for each student enrolling in each of the programs to have the opportunity to earn at least 10 certifications. In addition, for 2024/2025, students completing course work in the HVAC and Electrical Installation programs will have the opportunity to earn National Center for Construction Education and Research (NCCER) certifications in HVAC and electrical.

Increasing 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 others on campus to apply for additional grants with a similar focus.

Goals for 2024/2025 will include:

- Continued growth in the School of Natural Resources.
- Increasing nationally recognized third-party credentials in division programs of study.
- Secure grant resources to support emerging program opportunities.

### **Division of Health Technologies**

Goal 1 The Division of Health Technologies will increase the enrollment capacity of the Department of Nursing by offering nursing courses at Southern Gap and the Bluefield Center starting in August 2024.

Outcome Related to Goal 1: Nursing Cohorts (20 students) will begin at Southern Gap and the Bluefield Center in August 2024.

Outcome Met. Two cohorts of students are attending courses at Southern Gap this coming fall semester. Eight (8) first-year and twelve (12) second year students for a total of 20 at this location.

One cohort of 21 students will be attending courses at the Bluefield Center this coming fall semester.

Goal 2: In support of VCCS goal 2\*, the Division of Health Technologies will design and deliver two professional development sessions that focus on strategies for best serving students who identify as first-generation or as part of the LGBTQIA+ community by the end of the spring 2024 (2242) academic term that will be attended by 80% of DHT full-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 2: In support of VCCS goal 2, the Division of Health Technologies will design and deliver two professional development sessions that focus on strategies for best serving students who identify as first-generation or as part of the LGBTQIA+ community by the end of the spring 2024 (2242) academic term that will be attended by 80% of DHT full-time faculty.

**Outcome Partially Met. One LGBTQIA+ professional development session was offered in fall 2023 with 61% of DHT full-time faculty present.**

Goal 3: The Division of Health Technologies will evaluate clinical and laboratory instructors by December 2023 to ensure all part-time (wage) employees are engaged in student-centered instruction, are meeting their institutional responsibilities, and are current in their profession by attending one professional development activity per year.

Outcome Related to Goal 3: All clinical and lab instructors will be evaluated by the criteria specified.

**Outcome Met. The Division of Health Technologies Dean and/or Program Director evaluated 100% of clinical and laboratory instructors by December 2023.**

Goal 4: The Division of Health Technologies will educate middle school students on healthcare career opportunities by expanding the 'Healthcare Careers Camp' for middle school students in the SWCC service region to three sites (i.e. Cedar Bluff, Bluefield, and Grundy) during the summer academic term of 2024 (2243).

Outcome Related to Goal 4: Healthcare Career Camp will be offered at three locations (i.e. Cedar Bluff, Bluefield, and Grundy).

**Outcome Not Met. There were no healthcare career summer camps offered the summer academic term of 2024.**

### ***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. The Dean of the Health Technologies Division resigned in November 2023, and an Interim Dean was appointed to the role until June 30, 2024. The new Dean of Health Technologies assumed office on July 1, 2024. Due to significant turnover during this period, several goals and success standards were not achieved, and some findings were deemed unattainable.

## **Division of Student Success**

Goal 1: To help more students achieve their academic goals.

Outcome Related to Goal 1: Students will return each semester (60%) until they transfer or graduate.

**Outcome Partially Met. The 23/24 Academic Year Fall to Spring Retention + graduation rate for non-dual students was 77%. This is flat from last year. The 22/23 Fall to Fall Retention + graduation rate for non-dual students was 59%.**

Goal 2: To increase enrollment.

Outcome Related to Goal 2: Achieve a 1% increase student FTE and meet budget goals.

Outcome Met. The following findings were presented: Summer FTE 2024: 470 (441, 6.5%); Fall FTE 2023: 1531 (1453, 5.4%); Spring FTE 2024: 1426 (1295; 10.1%).

Goal 3: To increase student satisfaction.

Outcome Related to Goal 3: To achieve a 1% growth in student satisfaction as measured by the Graduate Survey.

Outcome Not Met. Though the 2023 Graduate Survey showed that 90% of students are satisfied with their overall education at SWCC, that number was a 6% decrease over the prior year.

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

In response to the results of this assessment cycle, the following have been observed or implemented. The division will continue to increase retention and FTE through continuation of services and best practices. Concerning student satisfaction, the data shows a direct correlation with dissatisfaction with the internet services. This will be addressed with Administration to explore improvements.

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

Goal 1: Begin CNA and Phlebotomy classes at Southern Gap in March.

Outcome Related to Goal 1: CNA and Phlebotomy instructors will be on board by mid-February. CNA and Phlebotomy Classrooms ready by mid-February with classes start mid-March.

Outcome Met. CNA and Phlebotomy classes at Bluefield Center have seen successful passing rates and high enrollment numbers. Licensed students in both classes are obtaining employment in hospitals, long-term care facilities, and home health providers.

Goal 2: Provide credential and/or customized employee training to three local businesses.

Outcome Related to Goal 2: Provide beneficial training that will increase productivity and the performance of employees.

No Data Reported.

Goal 3: Partner with DOC Appalachian Community Corrections Alternative Program to provide Heavy Equipment Program.

Outcome Related to Goal 3: Provide training to justice impacted individuals from the DOC Appalachian facility off-site. Establish an MOU to begin delivering both Workforce and Academic pathways to incarcerated individuals.

Outcome Met. The first heavy equipment cohort was successful.

## **Analysis/Use of Results**

Three initiatives have come out as a result of this year's assessment. 1) Implementing a class through Career Services providing professional soft skills to better prepare CNA and Phlebotomy students for a Clinical environment. 2) Establish SWCC Workforce as the leading source for local Businesses in employee training. 3) Partner with Southwest Regional Adult Education and local Probation Offices to offer continuous short-term training classes throughout the year.

### **Human Resources**

Goal 1: Identify key performance metrics related to HR and develop a baseline.

Outcome Related to Goal 1: Identify which KPI's are important and what they mean to the institution.

**Outcome Not Met. Initial research has been started but KPIs have not been selected yet.**

Goal 2: Develop an online HR policy repository to replace the handbook.

Outcome Related to Goal 2: Replace the existing handbook with an online repository of HR policies.

**Outcome Partially Met: One HR related policy is almost completely finished and ready for review by Faculty/Staff senates and Senior Staff.**

Goal 3: Develop a merit-based employee recognition process.

Outcome Related to Goal 3: Have a merit-based employee recognition process that is available to supervisors and peers.

**Outcome Partially Met. Initial Research has been completed.**

## **Analysis/Use of Results**

As a result of this year's assessment, staff will do the following things. First staff will schedule a dedicated time every other week to research KPIs. Also, staff will identify the specific targeted policies for revision and schedule deadlines for each revision. Finally, staff will present findings to senior staff to determine which, if any, of the proposed processes should be considered for adoption.

### **Information Technology**

Goal 1: Upgrade the sound equipment in the King Community Center Gymnasium.

Outcome Related to Goal 1: KCC Gym will have a new video capable sound system.

**Outcome Met. Old equipment was removed and the new equipment was installed. New audio and projector system add enhanced value during events. The sound is better quality than the old system, and with the ability to project video during events using the same system, it cuts down on setup and teardown time for IT, by not having to connect separate systems.**

Goal 2: Install new parking lot security camera system.

Outcome Related to Goal 2: New security camera system will be installed for all parking lot areas on campus.

Outcome Met. The new system was installed and configured and is operating as expected. The new system has better quality and management features than the old system.

Goal 3: Upgrade outdated Cisco switches across campus and replace with new Meraki cloud-controlled switches.

Outcome Related to Goal 3: End of life Cisco equipment will be replaced with new cloud-based Meraki equipment that is current technology and has support coverage.

Outcome Met. All switches have been upgraded. New Meraki switches are easier to manage and provide more bandwidth to the end users and have a ten-year warranty coverage.

### ***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.

## **Institutional Advancement Marketing and Communications**

Goal 1: Facilitate the use of college branding and images by providing access to tools and training.

Outcome Related to Goal 1: Higher quality, college branded publications will be produced.

Outcome Partially Met More people are using the provided tools and graphics however, some units are still opting to use other tools to bypass the review process.

Goal 2: Grow the college brand through a variety of distribution channels.

Outcome Related to Goal 2: Social engagement and impressions across all distribution channels will be increased.

Outcome Met. Increased usage of the social media manager has led to a 61% increase in engagement.

Goal 3: Grow the college brand through a variety of distribution channels.

Outcome Related to Goal 3: More student inquiries will be generated and more interest garnered from media outlets.

Outcome Met. In 2022-23 there were 1514 inquiries; in 2023-24, 1938 inquiries. This is an increase of 414 inquiries.

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

Many of the activities of this cycle will be continued into the next cycle. Staff will continue to encourage use of tools and adhering to brand guidelines and provide branding training/workshops. In addition, staff will continue working with social content creators and provide training/workshops. Finally, staff will continue to cultivate and create opportunities through advertising and PR to increase inquiries.

### **Institutional Research and Assessment**

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

Outcome Related to Goal 1: The third general education competency report, Quantitative Literacy, will be published on the IR webpage and sent to SCHEV on or before November 15, 2023.

**Outcome Partially Met.** The report was posted on the website and the link sent to SCHEV on June 4, 2024.

Goal 2: Continue work on next SACSCOC Decennial Review.

Outcome Related to Goal 2: A) Form Committees and begin exploratory phase for each standard. B) Attend Class of 2026 Orientation at Annual Meeting of SACSCOC. C) Complete Institutional Summary Form prior to December meeting

**Outcome Met.** All Exploratory committees met and reported findings to the VP of A&SS. Attended the 2023 Annual Meeting and Orientation for the class of 2026. The Institutional Summary form was submitted in a timely manner.

Goal 3: Plan for succession in the IR Office pending retirement of the Institutional Research Officer.

Outcome Related to Goal 3: Develop a succession plan for IRO in light of retirement prior to FY25.

**Outcome Not Met.** Due to the SACSCOC Decennial Report the IRO delayed retirement until 12/31/2024.

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

As a result of this cycle's findings staff will complete three tasks. 1) Prepare operations list for successor. 2) Complete all assigned sections of decennial report prior to retirement. 3) Revise general education submission plan.

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

Goal 1: Work on DE website to have an advising narrative and provide links to pertinent information.

Outcome Related to Goal 1: 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.

**Outcome Not Met.** Worked with Webmaster and changes are planned but website conversion did not go as planned and items were lost and some changes to main website to link to are not complete.



Goal 2: Create and populate drive with dual enrollment course syllabi with access for Dean's assistants.

Outcome Related to Goal 2: All dual enrollment syllabi will be in a digital form with access to all that get requests from former students.

**Outcome Partially Met.** Drive is created and the older ENG syllabi have been added. It was found to be more labor intensive and will take more time

Goal 3: Create and populate drive with dual enrollment instructor's credential with access for deans and VP of Academic and Student Services.

Outcome Related to Goal 3: All dual enrollment instructor credentials will be in a digital format and easily available for review.

**Outcome Not Met.** Discussion is needed on where to house the drive – deans offices or Coord. Office.

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

Several things have been gleaned from the findings of this cycle. Work needs to continue in these assessed areas as they are needed. The website should be updated and this goal will remain important to the coordinator. Work will continue on the drives for the syllabi and for credentials as one is very important for the ease of assisting students and the other very important for the standardization of locating credentials.

## ***Grants***

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The following grant related units submitted completed Unit Assessment Plans for the 2023-2024 assessment cycle.

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

## **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 Not Met. The program achieved 638 hours of counseling time. Unfortunately, that did not meet the 700 hours required.**

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 33 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 turnover led to only 22 additional entries to the database.**

Goal 4: Achieve 40 hours of training for all FT employees and 20 hours of training for PT employees during the program year

Outcome Related to Goal 4: Complete 40 Hours of training for FT employees and 20 hours of training for PT employees.

**Outcome Met. Full-time employees had 295 hours of training time and part-time employees had 57 hours of training.**

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

Apex Accelerator has had turn over in the current program year but will be working diligently to hold steady with goals regarding counseling, training events, and personnel training hours. New client goals may be adjusted for a goal that is historically more likely to be achieved while still growing year-to-year.

## **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 seven 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 Met. Consistent contact with the local High Schools and visits with individual senior students seems to be the best recruiting method. Working with counselors and career coaches in promoting GE has been successful.

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, activities, and the opportunity to participate in at least two community projects. Offer job shadowing.

Outcome Partially Met. We offered a nutrition program through Virginia Family Nutrition, which consisted of 6 meetings. Also offered was One Stress class partnering with Bluefield University. GE participated in the Career Fair w/SWCC and a Gilliam Foundation program.

Goal 3: Monitor the GE Housing Project that is funded provided by the Gilliam Foundation and the Genan housing fund.

Outcome Related to Goal 3: Monitor the Gilliam Housing fund and the Genan housing grant. Not to exceed 15 students for the Gilliam housing. The Genan fund has a maximum of 4 students getting student housing completely paid and 3 to receive partial funding

Outcome Met. Ten students received the Gilliam fund throughout the year. There was an additional Genan fund through which five students that received their rent paid at the SWCC student housing apartments.

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

Staff will continue to have at least seven events. Student group meetings, community projects and job shadowing will be stressed. In addition, an internship program will be offered for our GE students. GE will utilize all the opportunities that are given for housing or other support.

### **Small Business Development Center**

Goal 1: The SBDC strives to enhance Virginia’s diverse economy by providing small businesses advising, specialized business training, and current business resources that promote community and workforce development in the Commonwealth.

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 2024: A) Unique Clients Served – 110; B) Long-term Clients served—18; C) New Business Starts—15; D) Client Capital Investment \$2.5 million

Outcome Not Met. The Virginia SBDC -SWCC goals currently attained (Sept 2023 -May 2024) are as follows: Client Consulting Hours: 143.2; Unique Clients Served: 54; New Business Starts: 2; Client Capital Investment: \$350,000.

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

Due to several factors, the SBDC did not meet goals set forth by the Virginia Small Business Development Center. The year saw staff turnover due to retirement of the director. To meet goals in the next year staff plan to do the following: 1) Provide one-on-one counseling. 2) Provide workshops/webinars at SWCC and Group partnerships (Southwest Region SBDCs (SWCC, MECC, VHCC and Blue Ridge Crossroads). 3) Assist clients with business plan preparation and financial projections. 4) Assist clients with marketing research, effective marketing tools. 5) Continue training specifically in relation to best business practices and regulatory guidelines. 6) Seek funding opportunities for clients. Staff will also continue to utilize technology to maximize efficiency of SBDC office and encourage continuous learning and professional development for staff members relative to regulatory issues for small businesses, funding opportunities, best management practices, marketing initiatives and financial management. Staff will make every effort to Engage with federal, state and local leaders, business organizations, and networks to stay abreast of current economic conditions.

### **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.

No Data Reported

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.

No Data Reported

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.

No Data Reported

### ***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 2024. The goals and objectives should be 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 will be 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 career and college ready.

Outcome Related to Goal 1 Assist students with job shadowing opportunities to be college/career ready.

Outcome Met. 18 Program Participants applied to and participated in the 2024 ASPIRE Program. These students shadowed at the hospital, commonwealth's attorney office, SWCC IT Department, and other positions throughout the community.

Goal 2: Assist students with post-secondary enrollment.

Outcome Related to Goal 2: Assist students with post-secondary enrollment through college tours. In addition, prepare them for college responsibilities by providing opportunities to complete the FAFSA.

Outcome Met. Provided participants with the opportunity to tour UVA-Wise, Radford, VT, ETSU and other college campuses. Conducted a pre-FAFSA Workshop by Zoom, in partnership with The College Place. Kept students updated on the Better FAFSA and coordinated with the high school career coaches to refer students and assist at the FAFSA night at our target school.

Goal 3: Assist students to be successful in secondary and post-secondary education through CPP2 (Meeting Student Social, Emotional, and Academic Need).

Outcome Related to Goal 3: Conduct needs assessments of all participants.

Outcome Met. Each student completed a series of needs assessments upon entrance to the program.

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

Staff will continue with the successful initiatives from this year and continue with aforementioned goals, as they relate to the program objectives outline in the grant application to the U.S. Department of Education.

## **Veterans' Upward Bound**

Goal 1: To increase enrollment of veteran students into the VUB program.

Outcome Related to Goal 1: More students will be enrolled in the program.

Outcome Met. 53 veterans and military students were enrolled during the fall 2023 and spring 2024.

Goal 2: Increase success, retention, and completion rates of veteran students.

Outcome Related to Goal 2: Increase veteran student support opportunities on campus.

Outcome Met. A time management workshop was hosted in the Fall 23 semester. Three new workshops were developed in the Spring 24 semester: Financial literacy, study skills and test-taking.

Goal 3: Establish better student tracking and data management.

Outcome Related to Goal 3: Create a more accurate and user-friendly way to track VUB students.

Outcome Met. Blumen online tracking for students was implemented in the Spring 2024 semester. All participants included in the 2023 annual performance report are included in Blumen Online Tracking System.

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

As a result of assessment this cycle staff will do the following: 1) Continue recruitment efforts to maintain 125 eligible veterans in Blumen and the annual performance report. 2) Sponsor workshops on each of the partner campuses during Fall 2024 and Spring 2025. 3) Conduct annual training reviews in Blumen and amend Blumen records as necessary for the Annual Performance Report.

## ***Learning Support***

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The following learning support units submitted completed Unit Assessment Plans for the 2023-2024 assessment cycle.

**Distance Learning**  
**Honors**  
**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 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 directors, Dean of Health Sciences, admissions director, Dean of Student Success, and VP of Academics for evaluation and barrier identification.

Goal 2: To ensure all Fall 2023 and Spring 2024 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 Met. The LMS Administrator and Unit Coordinator found that approximately 90% of the Fall 2023 and Spring 2024 courses contained the requested content in their Canvas Course.

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 resources 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.

## Honors

Goal 1: Students shall exhibit increased awareness of diverse cultures within the Honors College.

Outcome Related to Goal 1: Honors students will be familiar with other cultures through either study abroad opportunities and/or classwork.

Outcome Met. Forty-six percent of honors students participated in a study abroad opportunity.

Goal 2: Completers of the Honors College will demonstrate the ability to synthesize data and communicate research findings effectively

Outcome Related to Goal 2: Honors students demonstrate how to assess a research problem, communicate effectively and synthesize data through capstone papers and poster presentations.

Outcome Met. One hundred percent of second year honors students completed their capstone paper and presented research in a poster presentation format. In addition, four students gave oral presentations on campus and five students presented at the VA/WV State honors conference.

Goal 3: Students who participate in Honors College activities will demonstrate personal and professional awareness.

Outcome Related to Goal 3: Honors students increase their personal awareness and professionalism through personal development and career readiness.

Outcome Not Met. 48 % of honors students participated in the honors domestic travel opportunity with either the NYC honors option or the PTK Leadership option. This did not meet the 50% benchmark.

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

Honors students participated in a book study which allowed authentic conversations about Appalachia. Students discussed economics, drug abuse, business growth, generational poverty, and how to effect change. Honors students will continue to have a book study each semester. Both the international, domestic and capstone initiatives will continue.

## 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 63 allied health books to support RN/LPN/CNA programs at main library; 116 print books (58 each) to support both Bluefield and Southern Gap sites RN nursing and CNA programs for Fall 2024. Campus initiatives: Purchased 78 fiction and non-fiction books as a base collection of Artificial Intelligence (AI) books for student, faculty and staff support and interest. General

collection development: 99 new fiction and non-fiction popular print books and 6 new reference titles. Added 38 print bestseller fiction and non-fiction titles as donations from SWCC Foundation. Weeded allied health collections (1%) as new editions and current recommended print books were added to collection. Will complete weeding (2%) Language and Literature and Technology collections Summer 2024.

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 2024 to students, faculty and staff, and community members March-April 2024. Administer the Faculty and Staff Library Questionnaire Spring 2024 in February-March 2024

Goal Met. General Library Survey Spring 2024--128 surveys were distributed as a pencil/paper survey to all SWCC Library visitors between March 18-29, 2024. 124 surveys were returned.

All findings: Achieved 90% in overall customer service satisfaction (very good-excellent scale)—met 85% benchmark. Achieved 88% in other areas for very good/excellent user satisfaction in resources/services—met 85% benchmark in both services and resources satisfaction. User satisfaction with customer service, resources, and other services declined 1-2% compared to last year.

124 survey participants reported: (1) Purpose for visit: 17% class assignment; 15% printing and copying; 14% studied using their own materials; 12% used Library computers; others used quiet study rooms for group/individual study, took non-proctored tests, or studied using library materials. (2) Library resources used: 29% searched Internet; 16% used the online catalog, 7% used online full-text databases; 21% other (used computers and printers, used Canvas for class content and test-taking, and applied for student IDs).

Faculty and staff findings:

10 of the 124 participants (8%) in the General Library Survey Spring 2024 self-identified as faculty/staff. Achieved 100% in overall customer service satisfaction (very good-excellent scale)—met 85% benchmark. Achieved 100% in other areas for very good/excellent user satisfaction in resources/services—met 85% benchmark in both services and resources satisfaction.

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 2023-2024

Outcome Met. **Student Instruction** surveys--178 total student participants, 90% agree/strongly agree that the current library instruction session provided new techniques and ideas for research—met 85% benchmark; 89% agree/strongly agree that library instruction session was relevant to class assignments while 96% believe they will use knowledge/skills in future classes—met 85% benchmark.

**Faculty Instruction** surveys—4 faculty participants, 100% “strongly agree” that the instruction was both 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 2023-2024 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: Continue to develop application handbook for international students that will provide guidance on all required documents necessary to apply for an I-20 to include all policy updates and enrollment requirements.

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 to include all policy updates and enrollment requirements.

**Outcome Not Met. Updates will still be needed through May 2025.**

Goal 2: Continue to provide training resources for new Admissions personnel and update current staff with policy changes.

Outcome Related to Goal 2 Continue to provide training resources for new Admissions personnel and update current staff with policy changes.

**Outcome Partially Met. Action is still ongoing to accommodate VCCS changes as they happen.**

Goal 3: Continue to finalize Accessibility Services handbook.

Outcome Related to Goal 3: Continue to finalize Accessibility Services handbook.

**Outcome Met. The handbook has been completed and will continue to be revised as needed.**

Goal 4: Implement new graduation process to include submission of application and conferment of degrees.

Outcome Related to Goal 4: Implement new graduation process to include submission of application and conferment of degrees

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

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

Work continues on the application handbook for international students. Training materials for Admissions staff are modified as needed. The new online graduation application will be implemented in Fall 2024.

## Advising Center

Goal 1: Ensure students are successful in their courses.

Outcome Related to Goal 1: More students will persist and graduate to achieve their educational and personal goals.

Outcome Partially Met. Fall to Spring Retention was 74.1% (75%). Graduation rates increased to 44% (40%). Average gpa increased to 3.16 (2.95).

Goal 2: Ensure students are using available technology.

Outcome Related to Goal 2: Students will access the Navigate App.

Outcome Not Met. Thirty-four percent of students used Navigate. The benchmark was 50%.

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

Staff will persist in disseminating information about academic resources, including tutoring services Brainfuse, and facilitate ongoing communication with faculty and advisors to enhance GPA and overall academic success.

## Career Coaches

Goal 1: 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 1: Activities and/or seminars will be created and offered to students.

Outcome Met. The career coaches implemented activities while partnering with guidance departments to speak to rising juniors regarding the importance of academic planning during the junior year. English 10 classes at THS and GHS were presented to regarding the topics below:

- SAT/ACT prep
- Dual Enrollment (expectation/benefits of DE)
- HS courses needed for allied health programs at Virginia Community Colleges
- Short term training/CSC/Workforce programs available @SWCC

Importance of visiting 4 year colleges/universities (campus tours, open houses, etc.)

-Building a resume throughout high school that lists community involvement, service hours, leadership opportunities, etc. (how this will assist students with applying to colleges and completing scholarship applications)

The career coach attended freshman orientation at HHS and RHS and setup a table with SWCC promotional information. Career coach also participated in a community engagement night.

The career coach, at the beginning of the academic year, hosted Cookies with the Career Coach event where students can drop by and have a cookie and meet the career coach.

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 10-plus attendees per event.

Outcome Related to Goal 2: Financial Aid workshops and SWCC information session will be held at all high schools in the service area.

Outcome Met. During the Fall semester, the career coach partnered with the guidance counselors at each of her schools as well as the SWCC staff to plan a Financial Aid Workshop for each of the schools in her service area.

Graham HS – 1/29/24 – 14 students

Tazewell HS – 1/31/24 – 13 students

Twin Valley HS – 2/1/24 – 17 students

Richlands HS – 2/6/24 – 28 students

Lebanon HS – 2/7/24 – 15 students

Castlewood HS – 2/8-24 – 21 students

Hurley HS – 2/12/24 - 11 students

Honaker HS – 2/13/24 – 15 students

Council HS – 2/15/24 – 4 students

Grundy HS – 2/20/24 – 23 students

Goal 3: The Career Coach unit will create a dual-enrollment onboarding guide for first time dual-enrollment students to improve the success rate of dual-enrollment students to 75% (pass/fail).

Outcome Related to Goal 3: The dual enrollment onboarding guide will be created and implemented.

Outcome Met. The career coach created a presentation for Dual Enrollment onboarding that was used to discuss all aspects of Dual Enrollment and especially the student and parent responsibilities. The career coach met with all new DE students and presented the onboarding guide and answered questions. This allowed for a successful academic year for Dual Enrollment students.

### ***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 24-25 school year. Resources to help strengthen the career coach services will also be provided and dual enrollment workshops are planned at all high schools.



## Engagement and Inclusion

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

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

Outcome Met. The committee met every first and fourth Tuesday of the month, to discuss, establish, and plan upcoming student engagement events and evaluate previous 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. 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: The Financial Aid office would like to have a higher FAFSA completion rate by the first day of classes in the Fall.

Outcome Related to Goal 1: Higher percentage of FAFSA fully completed (90%).

Outcome Not Met. Fall 2023 FAFSA completion was 78% and Spring FAFSA completion was 73%.

Goal 2 Educate new and returning students on the FAFSA and any new financial aid regulations.

Outcome Related to Goal 2: Create awareness of the FAFSA and financial aid offerings through FAFSA/Financial Aid workshops.

Outcome Met. One hundred sixty-one students attended the workshops.

Goal 3: Provide disbursements to the business office in order for students to receive their financial aid timely by deadlines and accurately.

Outcome Related to Goal 3: Students will receive their financial aid in a timely and accurate manner.

Outcome Met. Overall 81.5% of student awards were disbursed by the 30% point.

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

Staff will continue to work toward increased, earlier FAFSA completion. Measures will be re-evaluated as 8 week late starting classes increase. Staff will continue outreach opportunities for FAFSA completion.

### **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 2024.

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 30% of high school seniors registered by May 2024.

Outcome Met. Three hundred sixty-nine Class of 2024 students are currently enrolled at Southwest in either Summer or Fall as of 6/21/24. The percentage of students enrolled is 37.3% exceeding the benchmark set by staff. All eleven high schools had roadshow events.

Goal 2: Recruitment and Enrollment Management will work with the SWCC marketing team to create automations (automatic e-mails) on the CRM to increase the inquiry registration yield to ten percent for each month.

Outcome Related to Goal 2: A benchmark will be set for future semesters.

No Data was reported.

Goal 3: Recruitment and Enrollment Management will create an outreach campaign to the new applicants to increase applicant yield to forty percent for each month.

Outcome Related to Goal 3: A benchmark will be set for future semesters.

Outcome Met. Data has been collected and a benchmark will be set based on the following data:

August 2023 – 75.69% (dual enrollment)

September 2023 – 43.16%

October 2023 – 40.21%

November 2023 – 44.77%

December 2023 – 62.56%

January 2024 – 61.48%

February 2024 – 42.29%

March 2024 – 49.74%

April 2024 – 56.30%

May 2024 – 49.61%

June 2024 – 36.97%

***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 24-25 school year.

# APPENDIX A1

## Assessment Forms by Category

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### **Administration**

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| Administrative Unit | Unit Coordinator | Email Address       | Beginning Term | Ending Term |
|---------------------|------------------|---------------------|----------------|-------------|
| Bluefield Center    | Denver L. Riffe  | denver.riffe@sw.edu | Fall 2023      | Spring 2024 |

**Mission of the Unit:** Southwest Virginia Community College- Bluefield Center, has a goal to provide quality educational and cultural enrichment opportunities for lifelong learners, workforce, and community. We will continue to develop the physical and academic areas of the center. This is to be achieved through involvement of the local community population, local businesses, SWCC administration and other institutions of higher learning.

**Reports to:** Dr. Robert Brandon

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Work with Administrative, Dean’s and other necessary personnel to increase student access to classes providing an avenue to program offerings not entirely available in areas surrounding the Center, specifically Tazewell County and local West Virginia counties.

**Goal 2:** Work with administration and other departments to determine the minimal need for classroom division especially the HyFlex classroom.

**Goal 3:** Participate in local events as exhibitors to increase local knowledge of center offerings.

**Goal 4:** Work with all necessary to add additional programs to the Center. Emphasis on Medical and Workforce.

**Assessment Categories**

| Outcome Sought   | Measures   | Success Standard  | Findings  | Action Plans  |
|--|--|---|---|---|
| Increase Student Access to classes providing avenues to other programs.  | Number of new classes added which specifically coordinate with programs other than the General Education Transfer.                           | Addition of at least 3 classes in medical, business, criminal justice or IT fields. | Beginning Fall of 2024 will be adding three areas, general education, EMS and Nursing.                      | Next year hope to add possibly LPN to RN and Paramedica                   |
| Work with administration and other departments to determine the minimal need for classroom division especially the HyFlex classroom. | The installation of at least divisions in the areas of Room 114 and divide into Rooms 114 and 115. To separate HyFlex and possible lab area. | Construction of walls for two rooms.  | Walls will be completed by end of August 2024   | No further plans for additional construction needs.                       |
| Participate in local events as exhibitors to increase local knowledge of center offerings.   | Establish tables of information in at least two (2) events connected to chamber, towns and High Schools                                      | Attendance in two events.   | Participated in Holiday Bazaar sponsored by Sanders House and also in Autumn event for town of Bluefield VA | Will continue to participate in events as well as sponsor some at center. |

|   |   |  |                                  |   |
|---|---|--|----------------------------------|---|
| _Work with all necessary to add additional programs to the Center. Emphasis on Medical and Workforce. | Establish new programs for enrollment through the Bluefield Center. Work through academics and Workforce. | See the beginning of two new programs one medical and one workforce. | Two programs Nursing-RN and EMS. | Continue to grow program offerings to benefit area. |
|---|---|--|----------------------------------|---|

**Analysis/Use of Results**

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

See Action Plans

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

|                          |                  |                        |                |             |
|--------------------------|------------------|------------------------|----------------|-------------|
| Administrative Unit      | Unit Coordinator | Email Address          | Beginning Term | Ending Term |
| Business Office/Accounts | Lindsey Salyers  | Lindsey.salyers@sw.edu | Fall 2023      | Spring 2024 |

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.

Reports to: Vice President of Finance & Administration

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Further expand the unit’s capacity to meet business/accounting demands through the strategic addition of new positions or realignment of positions as needed.

**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.

**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.

**Assessment Categories**

| Outcome Sought | Measures | Success Standard | Findings | Action Plans |
|----------------|----------|------------------|----------|--------------|
|----------------|----------|------------------|----------|--------------|



|                                |   |   |   |  |
|--------------------------------|---|---|---|--|
| Full capacity unit             | <ul style="list-style-type: none"> <li>- Completed onboarding, training, and cross-training</li> <li>- Current staff relieved of interim duties</li> <li>- Addition and realignment of positions</li> </ul> | <p>By June 30, 2024</p> <p>By Jan 31, 2024</p> <p>By June 30, 2024</p>  | <p>Complete.</p>  | <p>Outcomes are incorporated into the Director of Finance’s workplan and EWP.</p>  |
| Budget/Financial Reporting     | <ul style="list-style-type: none"> <li>- All reports provided accordingly on monthly, quarterly, and annual basis, including to senior staff, divisions, etc.</li> </ul>                                    | <ul style="list-style-type: none"> <li>- All reporting on schedule and accurate by Dec 1, 2023</li> <li>- FY25 and FY 26 budget projection completed by March 31, 2024</li> </ul> | <p>Incomplete. Due to unforeseen long-term in the department and a lack of cross training, this goal has not been met. Efforts to meet this goal will be continued in FY25.</p> | <p>Outcome are 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>  | <ul style="list-style-type: none"> <li>- By June 30, 2024</li> </ul>  | <p>Incomplete. Due to unforeseen long-term in the department and a lack of cross training, this goal has not been met. Efforts to meet this goal will be continued in FY25.</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.)

A new position has been added to the business office – the Controller. This position will be able to guide the progress of these goals as the department rebuilds.

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

|                     |                  |  |                |             |
|---------------------|------------------|--|----------------|-------------|
| 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> | Fall 2024      | Spring 2024 |

**Mission of the Unit:** The mission of the Southwest Virginia Community College Campus Police Department is to provide a safe and secure environment for all employees, students and guests. Embracing the principles of community policing, the department will work collaboratively with academic and administrative units, individuals and organizations in furtherance of the mission of the Southwest Virginia Community College.

Reports to: Vice President Dyan Lester

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Provide the safest and most secure environment possible for all students, staff, faculty, and visitors to the campus community.

**Goal 2:** Improve utilization for the Record Management System RMS in the review and analysis for calls for service.

**Goal 3:** Build positive relationships with community stakeholders and develop prevention strategies that support those partnerships and strategies to proactively address public safety issues.

**Goal 4:** Ensure all personnel have adequate, safe, and functioning equipment and facilities that are properly maintained for constant readiness.

**Assessment Categories**

| Outcome Sought  | Measures   | Success Standard   | Findings  | Action Plans  |
|---|--|--|---|---|
| <b>Goal 1:</b> Provide the safest and most secure environment possible for all students, staff, faculty, and visitors to the campus community | The measures of this goal will be met with the continued improvement of security measures across campus. | The Success Standard of this goal will be timely completion of each SWCC security project. | Currently not all doors have stops. Classroom windows still need to have coverings. | Daily shift completion of installation of stops beginning with Buchanan Hall. Transitioning to each hall on campus. |

| Assessment Categories   |  |   |   |  |
|---|--|---|---|--|
| Outcome Sought  | Measures   | Success Standard  | Findings  | Action Plans   |
| <b>Goal 2:</b> Improve utilization for the Record Management System RMS in the review and analysis for calls for service.   | The measure of this goal will be met with daily reporting requirements for all staffed officers.   | The success standard of this goal will be met with timely completion of each reported call for service.               | Currently this project is still in the building phase and will continue to develop the monitoring and reporting requirements. | Daily reporting requirements and monitoring for the successful reporting requirements          |
| <b>Goal 3:</b> Build positive relationships with community stakeholders and develop prevention strategies that support those partnerships and strategies to proactively address public safety issues. | The measure of this goal will be met with establishing new relationships in our community to help assess security issues and community policing. | The success of this goal will be met with engaging stakeholders and re-establishing new memorandums of understanding. | Currently most of the current MOU's are outdated and have expired relationships with stakeholders.                            | Creating an environment to engage stakeholders and positive re-enforcement of community goals. |
| <b>Goal 4:</b> Ensure all personnel have adequate, safe, and functioning equipment and facilities that are properly maintained for constant readiness.  | The measure of this goal will be met with the establishment of new equipment that will assist in the community policing of campus.               | The success of this goal will be met with new grants to equip campus police for a state of readiness.                 | Currently campus police are operating with 0 body cameras and outdated equipment.   | Obtaining new equipment for campus readiness.  |

**Analysis/Use of Results**

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

Additional Goals and objectives will be laid out in quarterly reports.

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| Administrative Unit | Unit Coordinator | Email Address       | Beginning Term | Ending Term |
|---------------------|------------------|---------------------|----------------|-------------|
| Arts & Sciences     | Brian Wright     | Brian.wright@sw.edu | Fall 2023      | Spring 2024 |

Mission of the Unit: The Division of Arts & 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.

Reports to: Vice president of Academic and Student Services

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** The division will work in conjunction with Transfer VA to establish new common curricula in Religion, Sociology, Art History, History, Philosophy, and Geology.

**Goal 2:** The division will work to open a second bio lab so that bio labs may run concurrently offering more flexibility in student scheduling.

**Goal 3:** All W section courses will be monitored for compliance with established RSI standards as well as time spent in courses by faculty. The goal will be to review all W section courses three times a semester.

**Goal 4:** The division will continue to monitor the demand for online versus face to face courses (carried over from last year)

| Assessment Categories   |  |   |   |   |
|---|--|---|---|---|
| Outcome Sought  | Measures   | Success Standard                                      | Findings  | Action Plans  |
| Goal 1: The division will work in conjunction with Transfer VA to establish new common curricula in Religion, Sociology, Art History, History, Philosophy, and Geology. | Cooperation with the Transfer VA process and four-year partners to fully establish common curricula in the aforementioned areas. | Full implementation with the approval of Transfer VA. | From the April 30 agenda meeting with Micol: First drafts of common curricula that launched development Fall 2023 (Art History, Geology, History, Philosophy, Physics, Religion, Sociology) have been reviewed by four-year faculty representatives and community college faculty representatives and updated by us. 4Y now doing mapping exercise, with a May 31 deadline. | To see full implementation by Fall 2024. Begin first cycle of VA Transfer courses that includes Education – one of the first common curriculum revamps. |

| Outcome Sought  | Measures  | Success Standard                 | Findings  | Action Plans  |
|---|---|----------------------------------|---|---|
| <p>Goal 2: The division will work to open a second bio lab so that bio labs may run concurrently offering more flexibility in student scheduling.</p> | <p>A fully functional second lab will be established in the old bio lab in Tazewell Hall.</p> | <p>Lab classes will be held.</p> | <p>Materials were moved from the Lebanon center with proper authorization and placed into T213. This lab will support students beginning in the Fall of 2024. Bio classes were combined so that there is a large a.m. face to face class on MW which will then split into two labs that afternoon. The same pattern will follow on a T/TH format.</p> | <p>The plan is to monitor the larger class format with dual labs for student success and scheduling ease. Faculty will also be queried as to their view of the success of the format.</p> |

| Outcome Sought   | Measures                                    | Success Standard   | Findings  | Action Plans  |
|--|---|--|---|---|
| <p>All W section courses will be monitored for compliance with established RSI standards as well as time spent in courses by faculty. The goal will be to review all W section courses three times a semester.</p> | <p>Audits will review a 90% compliance.</p> | <p>The amount of time and evidence of RSIs will be sought. These will be regular interactions with students as well as a time limit of no fewer than 25 hours spent in the course by the faculty member.</p> | <p>First of all, the three times a semester has proven impossible due to time constraints. In Fall 2023 three times a semester monitoring was carried out, but in the Spring of 24, time did not allow the review, so a final review at the end of the semester seems the most feasible approach. In the Fall of 2023, 137 online sections were reviewed for time commitment and RSI compliance. Twenty-six or 19% of courses were found to have questionable RSI commitments. Afterwards, a major RSI campaign was undertaken – especially adjuncts. In the Spring of 2024, 129 online sections were review for time commitment and RSI compliance. Eighteen or 12% were found to have questionable RSI compliance issues. That is a 6% improvement. As to time commitment, Fall 23 saw 17 class with faculty commitment &lt; 5hours (12.4%) and Spring saw seven classes with &lt; 5 hours (5%). Spring saw a major education effort as to time commitment.</p> | <p>Efforts will continue to increase RSI commitment and time commitment by the faculty.</p> |



| 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>Based upon the section count produced by Ad Astra for the Fall of 2023, the Arts &amp; Sciences division ended by with 46% of courses being held on campus and face to face. This is 4% less than the Southwest wide face to face percentage of 50%.</p> <p>In the Spring of 24, the face to face percentage for Arts &amp; Sciences rose by 1% to 47%. 51% of classes were face to face when Ad Astra looks at the Southwest-wide numbers.</p> | <p>Though the rate of face to face classes grew, that number grew by only 1%. The plan is to more carefully plan face to face courses especially in light of the fact that the Federal Govt now recognizes Hybrid courses if a minimum of 50% of the course is held face to face.</p> |
| <b>Analysis/Use of Results</b>   |   |   |  |   |
| <b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.)  |   |   |  |   |
| See Action Plans.  |   |   |  |   |

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| <b>Administrative Unit</b>                              | <b>Unit Coordinator</b> | <b>Email Address</b> | <b>Beginning Term</b> | <b>Ending Term</b> |
|---|-------------------------|----------------------|-----------------------|--------------------|
| Business, Engineering, & Industrial Technology Division | James Dye               | James.dye@sw.edu     | Fall 2023             | Spring 2024        |

**Mission of the Unit:** 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.

**Reports to:** Dr. Robert Brandon, Vice President of Academics and Student Services

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Change the perceived image of the adventure tourism and outdoor recreation related programs away from consisting of part-time and seasonal work, by rebranding them under a School of Natural Resources umbrella. This rebranding will emphasize the Environmental Management and Recreational Ecology AAS, with sustainable full-time job opportunities, and establish the related career studies certificates as stackable credentials to supplement and complement other program majors. Conduct marketing and outreach initiatives to increase Spring 2024 FTEs, in courses with a FOR and RPK prefix, by 40% over Fall 2023 and by May 14, 2024, have pre-enrollment FTE for Fall 2024 at 75% of Spring 2024.

**Goal 2:** Expand student access to third-party, nationally recognized credential opportunities through integration of new certifications in target programs of study. Increase the number of credentials earned by division program students by 15% over the 2022/2023 number of certifications earned.

**Goal 3:** Increase participation of underserved populations in the Advanced Manufacturing & Skill Trades, Computer Information Technology, and Outdoor Tourism & Recreation Career Pathways. Increase participation of underserved populations by at least 10% over 2022/2023 enrollments in targeted programs

| Assessment Categories  |                        |   |   |  |
|--|------------------------|---|---|--|
| Outcome Sought   | Measures               | Success Standard  | Findings  | Action Plans   |
| Increase Spring 2024 FTEs, for courses with a FOR or RPK prefix.   | Percentage of Increase | <p>Increase enrollment Spring 2024 by 10% over Fall 2023 enrollment</p> <p>By May 14, 2024, Pre-enrollment FTE for Fall 2024 at 75% of Spring 2024 enrollment</p> | <p>Enrollment decreased by 28.32% from end of Fall 2023 to end of Spring 2024 semesters</p> <p>Enrollment for Fall 2024, as of May 14, 2024, is up 83% higher than enrollment from Spring 2024</p>  | <p>Continue outreach and awareness campaigns to K-12 and the community.</p> <p>Work with recruitment and marketing staff on enrollment alternatives and social media posts.</p>  |
| Outcome Sought   | Measures               | Success Standard  | Findings  | Action Plans   |
| Increase the third-party, nationally recognized certification opportunities in division programs of study. | Percentage of Increase | Increase certifications earned in division program by 15% over 2022/2023 certification numbers.   | <p>Certifications earned by division programs as of May 30, 2024 was 430, 98% of the 2022/2023 total of 437.</p> <p>The goal of increasing division certifications by 15% was not met. A major contributing factor was reduced enrollment during 2023/2024 in Automotive Technology and the Welding programs.</p> <p>In addition, efforts to integrate additional certifications into the</p> | <p>Work with instructors to explore opportunities to embed additional certifications into the curriculum and complete required training to offer through courses taught.</p> <p>Look for additional resources to train all faculty and obtain training kits in targeted programs to offer relevant program related certifications.</p> <p>Opportunities exist for welding, HVAC, electrical, automotive,</p> |

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  | <p>advanced manufacturing and welding curriculum were slowed due to availability of trainers required for certifications and getting the instructors to complete the necessary training.</p> | <p>machining, and advanced manufacturing. Additional certifications from NCCER and NC3 are available.</p> <p>Work with the recruitment and marketing team to increase enrollment in targeted programs. This would include Automotive Technology and Welding.</p> |
|--|--|--|--|--|

| Outcome Sought  | Measures                      | Success Standard   | Findings  | Action Plans   |
|---|-------------------------------|--|---|--|
| <p>Increase participation of underserved populations</p> <p><b>Targeted Programs:</b><br/>Electrical/Electronics, HVAC, Electrical, Machining, Welding, IST, Cybersecurity, Outdoor Recreation, Environmental Management &amp; Recreational Ecology</p> | <p>Percentage of Increase</p> | <p>Increase participation of underserved populations in at least two division programs of study by at least 10%. 2022/2023 enrollments used a benchmark.</p> | <p><b>For 2023/2024:</b></p> <p>HVAC increased by 3% to 6%</p> <p>Electrical stayed the same at 4%</p> <p>Machining stayed the same at 10%</p> <p>Welding decreased from 6% to 3%</p> <p>IST increased by 1% to 25%</p> <p>Cybersecurity decreased by 18% to 22%</p> <p>Outdoor Recreation and Environmental Management and Recreational Technology were new additions with no benchmark data available for comparison.</p> | <p>We had an increase in two programs but only by 3% and 1%. We did not meet our goal of 10% within two programs.</p> <p>Continue to explore alternative ways to reach underserved populations related to division programs.</p> <p>Work with the other recruiting segments of campus to increase community awareness of training opportunities that lead to employment in the identified industry segments.</p> <p>Collaborate on grant opportunities to promote high-wage, high-demand jobs to underserved and underrepresented populations.</p> |

## Analysis/Use of Results

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

The School of Natural Resources will serve as the gateway for careers, training, and recreational opportunities related to forestry, ecology, fish & wildlife management, recreation, and tourism. The initiative will engage students, faculty, staff, members of the community, natural resource related organizations, and employers in related curriculum, activities and events.

Goals and Objectives include:

- Offer natural resource-based programs of study.
- Provide opportunities for coordinated destination adventures for students, faculty, and staff with an annual multi-week summer adventure trip.
- Host student, faculty, staff, community, and employer engagement activities.
- Establishment of articulation agreements for transfer opportunities.
- Create research-based partnerships with area organizations (Elk, Clinch River).
- Continue efforts to rebrand Adventure Tourism and Outdoor Recreation as the School of Natural Resources.
- Promote the fitness and health benefits of outdoor recreation activities.
- Integration of service-learning projects in curriculum.

Increasing third-party credential opportunities benefits the students and their prospective employers. Continue the integration of NC3 LEEPs into the Welding and Advanced Welding and Fabrication programs and the NC3 FESTO Certifications into the advanced manufacturing programs. The goal is for each student enrolling in each of the programs to have the opportunity to earn at least 10 certifications. In addition, for 2024/2025, students completing course work in the HVAC and Electrical Installation programs will have the opportunity to earn National Center for Construction Education and Research (NCCER) certifications in HVAC and electrical.

Increasing 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 others on campus to apply for additional grants with a similar focus.

Goals for 2024/2025 will include:

- Continued growth in the School of Natural Resources.
- Increasing nationally recognized third-party credentials in division programs of study.
- Secure grant resources to support emerging program opportunities.

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| Administrative Unit             | Unit Coordinator                  | Email Address                           | Beginning Term | Ending Term |
|---------------------------------|-----------------------------------|---|----------------|-------------|
| Division of Health Technologies | Dr. Clint Pinion/Dr. Bethany Rose | Clint.pinion@sw.edu/bethany.rose@sw.edu | Fall 2023      | Spring 2024 |

Mission of the Unit: 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.

Reports to: Dr. Robert Brandon, Vice President of Academic and Student Services

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** The Division of Health Technologies will increase the enrollment capacity of the Department of Nursing by offering nursing courses at Southern Gap and the Bluefield Center starting in August 2024.

**Goal 2:** In support of VCCS goal 2\*, the Division of Health Technologies will design and deliver two professional development sessions that focus on strategies for best serving students who identify as first-generation or as part of the LGBTQIA+ community by the end of the spring 2024 (2242) academic term that will be attended by 80% of DHT full-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.

**Goal 3:** The Division of Health Technologies will evaluate clinical and laboratory instructors by December 2023 to ensure all part-time (wage) employees are engaged in student-centered instruction, are meeting their institutional responsibilities, and are current in their profession by attending one professional development activity per year.

**Goal 4:** The Division of Health Technologies will educate middle school students on healthcare career opportunities by expanding the 'Healthcare Careers Camp' for middle school students in the SWCC service region to three sites (i.e. Cedar Bluff, Bluefield, and Grundy) during the summer academic term of 2024 (2243).

| Assessment Categories  |  |  |  |  |
|--|--|--|--|--|
| Outcome Sought   | Measures   | Success Standard   | Findings   | Action Plans   |
| <p><b>1.1:</b> The Division of Health Technologies will increase the enrollment capacity of the Department of Nursing by offering nursing courses at Southern Gap and the Bluefield Center starting in August 2024.</p>  | <p>Nursing cohorts attending courses at Southern Gap and the Bluefield Center.</p> | <ul style="list-style-type: none"> <li>• One cohort of 20 students attending courses at Southern Gap.</li> <li>• One cohort of 20 students attending courses at the Bluefield Center.</li> </ul> | <ul style="list-style-type: none"> <li>• Two cohorts of students are attending courses at Southern Gap this coming fall semester. Eight (8) first-year and twelve (12) second year students for a total of 20 at this location.</li> <li>• One cohort of 21 students will be attending courses at the Bluefield Center this coming fall semester.</li> </ul> | <ul style="list-style-type: none"> <li>• Although the overall number of 20 students at the Southern Gap location was met, it does include two cohorts. Plan to enhance local outreach, networking, and marketing.</li> <li>• Bluefield center success standard met.</li> </ul> |
| <p><b>2.1:</b> In support of VCCS goal 2, the Division of Health Technologies will design and deliver two professional development sessions that focus on strategies for best serving students who identify as first-generation or as part of the LGBTQIA+ community by the end of the spring 2024 (2242) academic term that will be attended by 80% of DHT full-time faculty.</p> | <p>Number of faculty attending each professional development session.</p>          | <ul style="list-style-type: none"> <li>• 80% of DHT full-time faculty attend the two professional development sessions offered by the DHT.</li> </ul>  | <ul style="list-style-type: none"> <li>• *One LGBTQIA+ professional development session was offered in fall 2023 with 61% of DHT full-time faculty present.</li> </ul>   | <ul style="list-style-type: none"> <li>• The Division will work with faculty to understand availability and the type of DEI professional development that they would like to incorporate for the next fiscal year.</li> </ul>  |



|   |   |   |  |   |
|---|---|---|--|---|
| <p><b>Goal 3:</b> The Division of Health Technologies will evaluate clinical and laboratory instructors by December 2023 to ensure all part-time (wage) employees are engaged in student-centered instruction, are meeting their institutional responsibilities, and are current in their profession by attending one professional development activity per year.</p> | <p>Completed Clinical/Laboratory Evaluation Form for all Clinical and Laboratory Instructors</p>    | <ul style="list-style-type: none"> <li>• 100% of Clinical and Laboratory Instructors are evaluated by the Dean or a Program Director using the Clinical/Laboratory Evaluation Form</li> </ul> | <ul style="list-style-type: none"> <li>• The Division of Health Technologies Dean and/or Program Director evaluated 100% of clinical and laboratory instructors by December 2023.</li> </ul> | <ul style="list-style-type: none"> <li>• The outcome was met.</li> </ul>  |
| <p><b>Goal 4:</b> The Division of Health Technologies will educate middle school students on healthcare career opportunities by expanding the 'Healthcare Careers Camp' for middle school students in the SWCC service region to three sites (i.e. Cedar Bluff, Bluefield, and Grundy) during the summer academic term of 2024 (2243).</p>                            | <p>Healthcare Career Camp offered at three locations (i.e. Cedar Bluff, Bluefield, and Grundy).</p> | <ul style="list-style-type: none"> <li>• Healthcare Career Camp offered at three locations.</li> </ul>  | <ul style="list-style-type: none"> <li>• *There were no healthcare career summer camps offered the summer academic term of 2024.</li> </ul>  | <ul style="list-style-type: none"> <li>• The Division will offer middle school students a healthcare career exploration program in the summer of 2025, aimed at expanding outreach and engaging students at an early, formative age.</li> </ul> |

Analysis/Use of Results

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

\*The Dean of the Health Technologies Division resigned in November 2023, and an Interim Dean was appointed to the role until June 30, 2024. The new Dean of Health Technologies assumed office on July 1, 2024. Due to significant turnover during this period, several goals and success standards were not achieved, and some findings were deemed unattainable.

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| <b>Administrative Unit</b> | <b>Unit Coordinator</b> | <b>Email Address</b> | <b>Beginning Term</b> | <b>Ending Term</b> |
|----------------------------|-------------------------|----------------------|-----------------------|--------------------|
| Student Success            | Lisa Haywood            | Lisa.haywood@sw.edu  | Fall 2023             | Spring 2024        |

Mission of the Unit: 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.

Reports to: Vice President of Academic & Student Services

**Annual Unit Goals**  
**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** To help more students achieve their academic goals.

**Goal 2:** To increase enrollment.

**Goal 3:** To increase student satisfaction.

**Assessment Categories**

| <b>Outcome Sought</b>                         | <b>Measures</b>   | <b>Success Standard</b>   | <b>Findings</b>  | <b>Action Plans</b> |
|---|---|---|--|---------------------|
| Goal 1: To retain and graduate more students. | Goal 1: Achieve 60% fall-to-fall retention rates, and 70% fall-to-spring retention rates. | Goal 1: The 22/23 Academic Year Fall-to-Spring retention + graduation rate for non-dual students was <b>77%</b> . The 21/22 Academic Year Fall-to-Fall retention + graduation rate for non-dual students was <b>56%</b> . | The 23/24 Academic Year Fall to Spring Retention + graduation rate for non-dual students was 77%. This is flat from last year. The 22/23 Fall to Fall Retention + graduation rate for non-dual students was 59%. | Continue goal.      |

| <b>Outcome Sought</b>   | <b>Measures</b>   | <b>Success Standard</b>  | <b>Findings</b>  | <b>Action Plans</b>   |
|---|---|--|--|---|
| Goal 2: To increase student enrollment and meet budget goals.   | Goal 2: To achieve a 1.5% increase in each term.                                      | Goal 2:<br>Summer FTE 2023: 441<br>Fall FTE 2023: 1453<br>Spring FTE 2022: 1295                                  | Summer FTE 2024: 470<br>Fall FTE 2023: 1531<br>Spring FTE 2024: 1426                                     | We exceeded the goal and will strive to increase by 1.5% based on these findings.   |
| <b>Outcome Sought</b>   | <b>Measures</b>   | <b>Success Standard</b>  | <b>Findings</b>  | <b>Action Plans</b>   |
| Goal 3: To increase student satisfaction with in their experience at SWCC.                                      | Goal 3: To achieve a 1% growth in student success as measured by the Graduate Survey. | Goal 3: The 2022 Graduate Survey showed that 96% of students are satisfied with their overall education at SWCC. | The 2023 Graduate Survey showed that 90% of students are satisfied with their overall education at SWCC. | There was a 6% decrease in overall satisfaction. The data shows a direct correlation with dissatisfaction with the internet services. This will be addressed with Administration to explore improvements. |
| <b>Outcome Sought</b>   |   |  |  |   |
| <b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.) See Action Plans. |   |  |  |   |

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| Administrative Unit              | Unit Coordinator    | Email Address              | Beginning Term | Ending Term |
|----------------------------------|---------------------|----------------------------|----------------|-------------|
| Workforce & Continuing Education | Adrianna Culbertson | Adrianna.culbertson@sw.edu | Fall 2023      | Spring 2024 |

Mission of the Unit: The mission of the SWCC Workforce & 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.

Reports to: Dr. Robert Brandon

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Begin CNA and Phlebotomy classes at Southern Gap in March.

**Goal 2:** Provide credential and/or customized employee training to 3 local businesses.

**Goal 3:** Partner with DOC Appalachian Community Corrections Alternative Program to provide Heavy Equipment Program.

**Assessment Categories**

| Outcome Sought | Measures | Success Standard | Findings | Action Plans |
|----------------|----------|------------------|----------|--------------|
|----------------|----------|------------------|----------|--------------|

|   |   |  |   |   |
|---|---|--|---|---|
| <p>CNA and Phlebotomy instructors will be on board by mid-February.<br/> CNA and Phlebotomy Classrooms ready by mid-February.<br/> Classes start mid-March.<br/> Support by Resource Partner-Southwest Virginia Adult Education providing training in CPR/First Aid and REVIVIE for CNA and Phlebotomy.<br/> Partnering with Health Technology Division in sharing Nursing/CNA classroom.</p> | <p>3 CNA classes with enrollment of 5 students each class for first year<br/> 2 Phlebotomy classes with enrollment of 10 students each class for first year</p> | <p>A 90% percent passing rate for license in both classes.</p> | <p>CNA and Phlebotomy classes at Bluefield Center have seen successful passing rates and high enrollment numbers. Licensed students in both classes are obtaining employment in hospitals, long-term care facilities, and home health providers. Providing these classes at SGTLC gives residents the opportunity to improve their employability in a short amount of time.</p> | <p>Merging non-credit an academic nursing classes at SGTLC can provide an opportunity to effectively transition students into a credit program upon completion of non-credit class.</p> |
|---|---|--|---|---|

| Outcome Sought  | Measures   | Success Standard   | Findings  | Action Plans   |
|---|--|--|---|--|
| <p>Providing beneficial training that will increase productivity and the performance of employees.</p> <p>Provide training to justice impacted individuals from the DOC Appalachian facility.</p>   | <p>Employer Surveys<br/>Certifications Earned if Applicable.<br/>Increased Retention<br/>Increased Recruitment</p> <p>Provide training on campus. Offering students opportunity to earn certifications that can lead to employment quickly after released.</p> | <p>Employees develop skill sets that allow them to assume a variety of work.</p> <p>Employees feel more confident in their work.</p> <p>Overall passing rate of 90% for the program.</p> | <p>Promote training and qualified instructors to business sector. Visiting employers, attending events, and making our staff available. Emphasis on strong ability to create and customize training on our sites or an employer's business location.</p> <p>Working with DOC and Appalachian CCAP to provide credential training benefitting all entities. Earning certifications builds confidence and shows employers the willingness and ability to successfully re-enter society equipped to perform skilled labor.</p> | <p>Create beneficial relationships with local businesses to trust and call upon SWCC Workforce for their training needs.</p> <p>Expanding training programs that can be offered at Appalachian CCAP. Showcasing successful students to our business partners as a possible recruitment pipeline.</p> |
| <b>Analysis/Use of Results</b>  |  |  |   |  |
| <b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)   |  |  |   |  |
| <p>Implementing a class through Career Services providing professional soft skills to better prepare CNA and Phlebotomy students for a Clinical environment.</p> <p>Establish SWCC Workforce as the leading source for local Businesses in employee training.</p> <p>Partner with Southwest Regional Adult Education and local Probation Offices to offer continuous short term training classes throughout the year.</p> |  |  |   |  |

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

|                     |                  |                    |                |             |
|---------------------|------------------|--------------------|----------------|-------------|
| Administrative Unit | Unit Coordinator | Email Address      | Beginning Term | Ending Term |
| Human Resources     | Kim Steiner      | Kim.steiner@sw.edu | Fall 2023      | Spring 2024 |

Mission of the Unit: To provide an equity-minded strategic and tactical partnership to the SWCC community in all human resource functions.

Reports to: Dr. Tommy F. Wright, EdD

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Identify key performance metrics related to HR and develop a baseline.

**Goal 2:** Develop an online HR policy repository to replace the handbook.

**Goal 3:** Develop a merit-based employee recognition process.

**Assessment Categories**

| Outcome Sought  | Measures                 | Success Standard   | Findings  | Action Plans   |
|---|--------------------------|--|---|--|
| Goal 1: Understand which KPI's are important and what they mean to the institution. | Goal 1: KPI's, Baselines | Goal 1: Identify the relevant KPI's, Determine the appropriate baseline for each KPI | Initial research has been started but KPIs have not been selected yet.  | Schedule a dedicated time every other week to research KPIs.                                   |
| Goal 2: Replace the existing handbook with an online repository of HR policies.     | Goal 2: Policies         | Goal 2: Have at least 5 HR related policies posted.                                  | One HR related policy is almost completely finished and ready for review by Faculty/Staff senates and Senior Staff. | Identify the specific targeted policies for revision and schedule deadlines for each revision. |



| Outcome Sought  | Measures                                | Success Standard   | Findings                             | Action Plans  |
|---|---|--|--------------------------------------|---|
| Goal 3: Have a merit-based employee recognition process that is available to supervisors and peers. | Goal 3: Merit-based recognition process | Goal 3: Have at least one method of merit-based employee recognition available to supervisors and peers. | Initial research has been completed. | Present findings to senior staff to determine which of any of the proposed processes should be considered for adoption. |
| <b>Analysis/Use of Results</b>  |   |  |                                      |   |
| <b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)       |   |  |                                      |   |
| See Action Plans.   |   |  |                                      |   |

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| Administrative Unit    | Unit Coordinator | Email Address         | Beginning Term | Ending Term |
|------------------------|------------------|-----------------------|----------------|-------------|
| Information Technology | Charles Musick   | Charles.Musick@sw.edu | Fall 2023      | Spring 2024 |

**Mission of the Unit:** 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.

**Reports to:** The Information Technology Department reports to the Vice President of Administration and Finance

**Annual Unit Goals**  
**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Upgrade the sound equipment in the King Community Center Gymnasium.

**Goal 2:** Install new parking lot security camera system.

**Goal 3:** Upgrade outdated Cisco switches across campus and replace with new Meraki cloud-controlled switches.

**Assessment Categories**

| <b>Outcome Sought</b>  | <b>Measures</b>  | <b>Success Standard</b>   | <b>Findings</b>  | <b>Action Plans</b>  |
|--|--|---|--|--|
| <p>1. To update the sound system in the King Community Center Gym and add Video projection capability.</p> | <p>1. Old equipment has been replaced and the new equipment is installed and functional.</p> | <p>1. New equipment is installed, configured, operational and performs as expected.</p> | <p>1. Old equipment was removed and the new equipment was installed. New audio and projector system add enhanced value during events. The sound is better quality than the old system, and with the ability to project video during events using the same system, it cuts down on setup and teardown time for IT, by not having to connect separate systems.</p> | <p>2. Plan to monitor the system and look for ways to provide additional connections to allow for more events.</p> |

|   |  |  |  |  |
|---|--|--|--|--|
| <p>2. Install new security camera system for the parking lot areas on campus.</p>   | <p>2. Install, configure, and adjust the cameras and make sure they are operational.</p> | <p>2. New server and cameras are installed, adjusted, and are operating as expected.</p> | <p>3. New system was installed and configured and is operating as expected. The new system has better quality and management features than the old system.</p>         | <p>2. Around 30% of the original cameras that were purchased have been installed. The others will be replaced this year.</p> |
| <p>3. To upgrade end of life Cisco equipment with new cloud-based Meraki equipment that is current technology and has support coverage.</p> | <p>3. Old equipment has been replaced and new equipment is installed and functional.</p> | <p>3. New equipment is installed, configured, and operational.</p>                       | <p>3. New Meraki switches are easier to manage and provide more bandwidth to the end users and have a ten year warranty coverage. All switches have been upgraded.</p> | <p>3. Plan to monitor the performance of the switches and look for ways to enhance performance where possible.</p>           |

**Analysis/Use of Results**

**Comments** (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<br>Administrative Unit Assessment<br>2023-2024  |                    |  |                |             |
|--|--------------------|--|----------------|-------------|
| Administrative Unit  | Unit Coordinator   | Email Address  | Beginning Term | Ending Term |
| Communications / Marketing   | Dezember / Roberts | <a href="mailto:john.dezember@sw.edu">john.dezember@sw.edu</a><br><a href="mailto:travis.roberts@sw.edu">travis.roberts@sw.edu</a> | Fall 2023      | Spring 2024 |
| <p>Mission of the Unit: The mission of the Marketing and Communications units at Southwest Virginia Community College is to support the college mission and vision by developing marketing and communications strategies in cooperation with college departments to increase brand awareness, support enrollment activities, promote achievements, and engage our community</p> <p>Reports to: Vice President of Institutional Advancement</p> |                    |  |                |             |
| Annual Unit Goals  |                    |  |                |             |
| SMART—Specific, Measurable, Achievable, Relevant, Time-based   |                    |  |                |             |
| <b>Goal 1:</b> <i>Facilitate the use of college branding and images by providing access to tools and training.</i>   |                    |  |                |             |
| <b>Goal 2:</b> <i>Grow the college brand through a variety of distribution channels.</i>   |                    |  |                |             |
| <b>Goal 3:</b> <i>Increase awareness through paid advertising and earned media.</i>  |                    |  |                |             |

| Assessment Categories   |   |   |  |  |
|---|---|---|--|--|
| Outcome Sought  | Measures  | Success Standard  | Findings   | Action Plans   |
| <p>G1: Higher quality, college-branded publications.</p> <p>G2: Increased social engagement and impressions across all distribution channels.</p> | <p>G1: Increased use of available tools and graphics.</p> <p>G2: More people are interacting with us and talking about us online and offline.</p> | <p>G1: Content creators are empowered to produce great work.</p> <p>G2: Increase followers, engagement, and conversation.</p> <p>G3: More inquires and mentions compared to</p> | <p>G1: More people are using the provided tools and graphics, however some are still opting to use other tools to bypass the review process.</p> <p>G2: Increased usage of the social media manager has led to a 61% increase in engagement.</p> | <p>G1: Continue to encourage use of tools and adhering to brand guidelines. Also provide branding training/workshops.</p> <p>G2: Continue working with social content creators and provide training/workshops.</p> |

|   |   |                |   |  |
|---|---|----------------|---|--|
| G3: Generate more student inquires and more interest from media outlets.                      | G3: Count inquiries in CRM and mentions in media. | previous year. | G3: 2022-23 1514 inquiries, 2023-24 1938 inquiries. Increase of 414 YOY increase. | G3: Continue to cultivate and create opportunities through advertising and PR to increase inquiries. |
| <b>Analysis/Use of Results</b>  |   |                |   |  |
| <b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.) |   |                |   |  |
| See Action Plans.   |   |                |   |  |

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

|                                       |                  |                        |                |             |
|---------------------------------------|------------------|------------------------|----------------|-------------|
| Administrative Unit                   | Unit Coordinator | Email Address          | Beginning Term | Ending Term |
| Institutional Research and Assessment | Cathy Smith-Cox  | cathy.smith-cox@sw.edu | Fall 2023      | Spring 2024 |

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.

Reports to: Dr. Robert Brandon, VP of Academic and Student Services

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

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

**Goal 2:** Continue work on next SACSCOC Decennial Review.

**Goal 3:** Plan for succession in the IR Office

**Assessment Categories**

| Outcome Sought   | Measures                            | Success Standard  | Findings  | Action Plans |
|--|-------------------------------------|---|---|--------------|
| 1. The third general education competency report, Quantitative Literacy, will be published on the IR webpage and sent to SCHEV on or before November 15, 2023. | 1. Publication and Completion dates | 1. Publication of the report by November 15 <sup>th</sup> | The report was published and the link sent to SCHEV |              |

|  |   |  |  |  |
|--|---|--|--|--|
| <p>2. A) Form Committees and begin exploratory phase for each standard.</p> <p>B) Attend Class of 2026 Orientation at Annual Meeting of SACSCOC</p> <p>C) Complete Institutional Summary Form prior to December meeting</p> <p>3. Develop a succession plan for IRO in light of retirement prior to FY25</p> | <p>Committee and workgroup meetings</p> <p>Meeting Attendance Notes</p> <p>Institutional Summary Form prior to annual meeting</p> <p>Succession Plan and replacement hired and trained prior to 30 JUN 24</p> | <p>2. Committee and workgroup reports will indicate progress and identify gaps or deficiencies.</p> <p>Notes will indicate action plan.</p> <p>Completed by 15 NOV 23</p> <p>Hiring of replacement</p> | <p>All groups met and have reported findings to the VP A&amp;SS</p> <p>Attended SACSCOC Annual Meeting and Class of 2026 Orientation</p> <p>Completed and submitted</p> <p>Moved Retirement Date to 12/31/24</p> |  |
| <p>4. Submit all state and federal reports in a timely manner.</p>   | <p>Reporting Calendar from VCCS</p>   | <p>100% on time submission</p>   | <p>All reports were submitted on time or prior to due date</p>   |  |



Analysis/Use of Results

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

Prepare operations list for successor. Complete all assigned sections of decennial report prior to retirement. Revise general education submission plan.

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| Administrative Unit                 | Unit Coordinator | Email Address           | Beginning Term | Ending Term |
|-------------------------------------|------------------|-------------------------|----------------|-------------|
| Academic Outreach & Dual Enrollment | Christina Rimmer | Christina.rimmer@sw.edu | Fall 2023      | Spring 2024 |

Mission of the Unit: The Coord. Of Academic Outreach & 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.

Reports to: Vice President of Academic and Student Services

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Work on DE website to have an advising narrative and provide links to pertinent information

**Goal 2:** Create and populate drive with dual enrollment course syllabi with access for Dean’s assistants

**Goal 3:** Create and populate drive with dual enrollment instructor’s credential with access for deans and VP of Academic and Student Services

| Assessment Categories  |  |  |  |  |
|--|--|--|--|--|
| Outcome Sought   | Measures   | Success Standard   | Findings   | Action Plans   |
| <p>Goal 1: 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>Goal 2: To have all dual enrollment syllabi in a digital form with access to all that get requests from former students.</p> <p>Goal 3: To have all dual enrollment instructor credentials in a digital format and easily available for review</p> | <p>Advising narrative and links on websites</p> <p>Drive created and folders with syllabi divided by year.</p> <p>Drive created and credentials entered.</p> | <p>Narrative written by end of fall semester. Published and on website with links by the end of Spring 24 semester</p> <p>Drive is created and fall 23 syllabi in by end of fall 23 semester. 2 past years entered by end of spring 24</p> <p>Drive is created by end of fall 23 and at least 10 instructors are entered by end of spring 24</p> | <p>Worked with Webmaster and changes are planned but website conversion did not go as planned and items were lost and some changes to main website to link to are not complete</p> <p>Drive is created and the older ENG syllabi have been added. It was found to be more labor intensive and will take more time</p> <p>Discussion is needed on where to house the drive – deans offices or Coord. Office</p> | <p>Will be working with Webmaster to redesign DE website</p> <p>Coordinator needs to learn more about the drive and aid in the process to organize drive</p> <p>Resume discussions and make final decision then populate drive</p> |
| Analysis/Use of Results  |  |  |  |  |
| <b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)  |  |  |  |  |
| Work needs to continue in these areas as they are needed. The website should be updated and this goal will remain important to the coordinator. Work will continue on the drives for the syllabi and for credentials as one is very important for the ease of assisting students and the other very important for the standardization of locating credentials.   |  |  |  |  |

# APPENDIX A2

## Assessment Forms by Category

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### Grants

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| Administrative Unit   | Unit Coordinator | Email Address         | Beginning Term | Ending Term |
|-----------------------|------------------|-----------------------|----------------|-------------|
| APEX Accelerator/PTAC | Jessica Dotson   | Jessica.dotson@sw.edu | Fall 2023      | Spring 2024 |

Mission of the Unit: 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.

Reports to: Dean of Workforce

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

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

**Goal 2:** Participate in at least 30 training and outreach events

**Goal 3:** Add 100 new clients to the program database

**Goal 4:** Achieve 40 hours of training for all FT employees and 20 hours of training for PT employees during the program year

| Assessment Categories   |   |   |   |   |
|---|---|---|---|---|
| Outcome Sought  | Measures  | Success Standard  | Findings  | Action Plans  |
| <p><b>Goal 1:</b> Hold 700 hours of counseling during the period of performance utilizing email, telephone, virtual meetings and in person meetings.</p> <p><b>Goal 2:</b> Participate in, host and co-host 30 events.</p> <p><b>GOAL 3:</b> Add 100 new clients to database</p> <p><b>GOAL 5:</b> Complete 40 Hours of training for FT employees and 20 hours of training for PT employees</p> | <p>All hours are numeric and obtained from NeoSerra data program.</p> <p>All are numeric and obtained from NeoSerra data program.</p> <p>All are numeric and obtained from NeoSerra data program.</p> <p>All are numeric and obtained from NeoSerra data program.</p> | <p>Achievement of 90% of the PY Goal</p> <p>Achievement of 100% of the PY Goal</p> <p>Achievement of 90% of the PY Goal</p> <p>Achievement of 100% of the PY Goal</p> | <p>638 hours of counseling were achieved; this goal was met.</p> <p>33 Events were held during the period of performance; this goal was met</p> <p>22 new clients were added to the database; this goal was not met.</p> <p>Full-time employees had 295 hours of training time and part-time employees had 57 hours of training; this goal was met.</p> | <p>In the next program year, the new Program Manager will be reintroducing the program to partner entities and community events to assist with this goal.</p> <p>Apex Accelerator is holding weekly trainings most weeks of the year in 24-25.</p> <p>The Program Manager and staff work diligently with online marketing as well as in-person events to consistently seek new clients.</p> <p>Apex Accelerator is attending two national conferences for professional development and has a subscription for all employees for training regarding federal contracting.</p> |

### Analysis/Use of Results

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

Apex Accelerator has had turn over in the current program year but will be working diligently to hold steady with goals regarding counseling, training events, and personnel training hours. New client goals may be adjusted for a goal that is historically more likely to be achieved while still growing year-to-tear.

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

|                     |                  |                      |                |             |
|---------------------|------------------|----------------------|----------------|-------------|
| Administrative Unit | Unit Coordinator | Email Address        | Beginning Term | Ending Term |
| Great Expectations  | Denise Miller    | Denise.miller@sw.edu | Fall 2023      | Spring 2024 |

**Mission of the Unit:**

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.

Reports to: Lisa Heywood

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

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

**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.

**Goal 3:** Monitor the GE Housing Project that is funded provided by the Gilliam Foundation and the Genan housing fund

**Assessment Categories**

| Outcome Sought  | Measures                                  | Success Standard | Findings  | Action Plans   |
|---|---|------------------|---|--|
| 1- Attend at least 7 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. Visit the local High school for qualifying seniors. | 1- Documentation logs of events attended. | 1- 7 Events      | Consistent contact with the local High Schools and visits with individual senior students seems to be the best recruiting method. Working with counselors and career coaches in promoting GE has been successful. | Continued communication with local schools and being available for other opportunities outside of the education setting. |



| Outcome Sought  | Measures   | Success Standard   | Findings   | Action Plans  |
|---|--|--|--|---|
| <p>2- Promote group cohesion and participation through at least 7 student meetings, activities, and the opportunity to participate in at least 2 community projects. Offer job shadowing.</p> <p>3- Monitor the Gilliam Housing fund and the Genan housing grant. Not to exceed 15 students for the Gilliam housing. The Genan fund has a maximum of 4 students getting student housing completely paid and 3 to receive partial funding.</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 financial literacy activities, and surveys completed from students and mentors for the Gilliam Fund. Completion of application and monitoring students who can obtain the Genan fund.</p> | <p>At least 2-3 Student group meetings per semester and 2 community project participation opportunities.</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 semester. Continued enrollment for the Genan fund also until graduation.</p> | <p>We offered a nutrition program through the Va Family Nutrition, which consisted of 6 meetings. One Stress class partnering with Bluefield University. A Career Fair w/Swcc and a Gilliam Foundation program.</p> <p>I had 10 students that received the Gilliam fund throughout the year. For those that graduated, I couldn't add to the list because of continued funding at this time. There was an additional Genan fund where I had 5 students that received their rent paid at the SWCC student housing apartments.</p> | <p>An internship program will be offered for our GE students. I will continue offering programs each semester.</p> <p>We will use all the opportunities that are given for housing or other support</p> |

**Analysis/Use of Results**

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

See Action Plans.

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| Administrative Unit  | Unit Coordinator   | Email Address  | Beginning Term | Ending Term |
|--|--|--|----------------|-------------|
| Small Business Development Center  | Denise Harmon<br><br>Margie Douglass (Retired in Dec 2023) | <a href="mailto:denise.harmon@sw.edu">denise.harmon@sw.edu</a> | Fall 2023      | Spring 2024 |
| <p><b>Mission of the Unit:</b></p> <p>In accordance with SWCC and Virginia SBDC goals and objectives, the Small Business Development Center’s mission is to provide small businesses and entrepreneurs within the four-county footprint, substantive business counseling, research, training and business resources. The Mission of the Virginia SBDC is to advance Virginia’s diverse economy by providing small businesses the expertise and resources to succeed.</p> <p>Reports to: Dean, Workforce Development and Continuing Education</p> |  |  |                |             |
| <p><b>Annual Unit Goals</b></p> <p><b>SMART—Specific, Measurable, Achievable, Relevant, Time-based</b></p>   |  |  |                |             |
| <p><b>Goal 1:</b> The SBDC strives to enhance Virginia’s diverse economy by providing small businesses advising, specialized business training, and current business resources that promote community and workforce development in the Commonwealth.</p>   |  |  |                |             |
| <p><b>Goal 2:</b> Market available services, resources, and programs to assure all small businesses within the SWCC area have the necessary tools to operate effectively, efficiently and profitably.</p>  |  |  |                |             |
| <p><b>Goal 3:</b> Engage with governing agencies and organizations for the purpose of staying abreast of regulatory compliance for small businesses and the SBDC program.</p>  |  |  |                |             |

| Assessment Categories   |   |  |  |  |
|---|---|--|--|--|
| Outcome Sought  | Measures  | Success Standard   | Findings   | Action Plans   |
| <p>Meet or exceed Virginia SBDC guidelines and goals for the SBDC at SWCC through one-on-one client interaction and group workshops/webinars during the designated term.</p> <p>Note: SBDC Goals are based on a calendar year (January-December) and established by the Virginia SBDC Director.</p> | <p>Number of unique clients, long-term clients served.</p> <p>Number of financial transactions per client.</p> <p>Amount of Client capital investments.</p> | <p>The Virginia SBDC established the following goals for the SBDC at SWCC for 2024:</p> <p>Unique Clients served: 110</p> <p>Long-Term Clients served: 18</p> <p>New Business Starts: 15</p> <p>Client Capital Investment: \$2.5 million</p> | <p>The Virginia SBDC -SWCC goals currently attained (Sept 2023 -May 2024) are as follows:</p> <p>Client Consulting Hours: 143.2</p> <p>Unique Clients Served: 54</p> <p>New Business Starts: 2</p> <p>Client Capital Investment: \$350,000</p> | <p>SBDC -SWCC:</p> <p>Provide one-on-one counseling.</p> <p>Provide workshops/webinars at SWCC and Group partnerships (Southwest Region SBDCs (SWCC, MECC, VHCC and Blue Ridge Crossroads).</p> <p>Assist clients with business plan preparation &amp; financial projections.</p> <p>Assist clients with marketing research, effective marketing tools.</p> <p>Continue training specifically in relation to best business practices and regulatory guidelines.</p> <p>Seek funding opportunities for clients.</p> |

### Analysis/Use of Results

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

Continue to utilize technology to maximize efficiency of SBDC office.

Encourage continuous learning and professional development for staff members relative to regulatory issues for small businesses, funding opportunities, best management practices, marketing initiatives and financial management.

Continue to encourage respectful, engaging inclusivity in all aspects of SBDC program.

Provide substantive workshops, webinars, and training to clients.

Engage with federal, state and local leaders, business organizations, and networks to stay abreast of current economic conditions.

| Administrative Unit Assessment: Southwest Virginia Community College  |                  |                   |                |                    |
|---|------------------|-------------------|----------------|--------------------|
| 2023-2024   |                  |                   |                |                    |
| Administrative Unit   | Unit Coordinator | Email Address     | Beginning Term | Ending Term        |
| Student Support Services  | Mike Henry       | mike.henry@sw.edu | Fall 2023      | Summer / Fall 2024 |
| 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   |                  |                   |                |                    |
| <u>Goal 1:</u> 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%).   |                  |                   |                |                    |
| <u>Goal 2:</u> 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).   |                  |                   |                |                    |
| <u>Goal 3:</u> 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>Goal One:<br/>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.</p> | <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>Progression: 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> |
|--|--|---|--|---|

| Outcome Sought   | Measures   | Success Standard   | Findings | Action Plans   |
|--|--|--|----------|--|
| <p>Goal Two:]<br/>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>Progression: 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> |



| Outcome Sought  | Measures  | Success Standard  | Findings | Action Plans   |
|---|---|---|----------|--|
| <p>Goal Three:<br/>21% SSS Participants will graduate and transfer within four years.</p> | <p>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.</p> | <p>21% of each SSS Student Cohort will Graduate and Transfer within four years.</p> | <p>.</p> | <p>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.</p> |

Analysis/Use of Results

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

The SSS program will Continue to conduct early and mid-point progress evaluations. The goals and objectives final tally will take place in August 2024. The goals and objectives should be 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 will be 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.

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

|                     |                  |                        |                |             |
|---------------------|------------------|------------------------|----------------|-------------|
| Administrative Unit | Unit Coordinator | Email Address          | Beginning Term | Ending Term |
| Upward Bound        | Brandon Honaker  | Brandon.honaker@sw.edu | Fall 2023      | Spring 2024 |

Mission of the Unit: To assist secondary students to enroll, persist and complete postsecondary education.  
Reports to: Upward Bound reports to the Dean of Student Success

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Assist students to be career and college ready

**Goal 2:** Assist students with post-secondary enrollment

**Goal 3:** Assist students to be successful in secondary and post-secondary education through CPP2 (Meeting Student Social, Emotional, and Academic Need)

**Assessment Categories**

| Outcome Sought   | Measures  | Success Standard   | Findings   | Action Plans   |
|--|---|--|--|--|
| 1. 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 Upward Bound ASPIRE Job Shadowing Program during the summer of 2024 | 18 Program Participants applied to and participated in the 2024 ASPIRE Program. These students shadowed at the hospital, commonwealth’s attorney office, SWCC IT Department, and other positions throughout the community. | Continue to offer and expand the opportunities for student to job shadow during the 2025 ASPIRE Program. |

| Outcome Sought   | Measures  | Success Standard   | Findings  | Action Plans  |
|--|---|--|---|---|
| 2. Assist students with post-secondary enrollment  | <p>Provide College Tour opportunities or host Zoom calls with college admission representatives</p> <p>Either in person or virtually, provide opportunities to complete the FASFA, college applications, and answer parental questions.</p> | <p>Attendance at Pre-FAFSA Workshop and FAFSA Completion Work-Shop</p> <p>Completion of FAFSA and college applications by January 31, 2024</p>   | <p>Provided participants with the opportunity to tour UVA-Wise, Radford, VT, ETSU and other college campuses.</p> <p>Conducted a pre-FAFSA Workshop by Zoom, in partnership with The College Place.</p> <p>Kept students updated on the Better FAFSA</p> <p>Coordinated with the high school career coaches to refer students and assist at the FAFSA night at our target school.</p> | <p>Continue to offer students the opportunity to visit a variety of college campuses across our region and state.</p> <p>Continue to partner with The College Place to provide Financial Aid workshops for program participants</p> <p>Continue to collaborate with high school career coaches to refer and assist with the FAFSA nights scheduled at our target schools.</p> |
| Outcome Sought   | Measures  | Success Standard   | Findings  | Action Plans  |
| 3. Assist students to be successful in secondary and post-secondary education through CPP2 ( <i>Meeting Student Social, Emotional, and Academic Need</i> ) | <p>Create need assessments for student's <i>Social, Emotional, and Academic Needs</i>.</p> <p>Provide tutoring for students as needed.</p> <p>Assist students with selecting courses to help prepare them for post-secondary entrance</p>   | <p>Create an individual baseline of need for each student and an action plan to meet each need.</p> <p>80% of students will graduate with at least a 2.5 GPA</p> <p>50% of students will graduate with an Advanced Studies</p> | <p>Each student completed a series of needs assessments upon entrance to our program.</p> <p>Participants' grades were monitored on a regular basis. Students that were under performing in a course were required to participate in weekly</p>   | <p>Continue having students complete needs assessments to better understand their Social, Emotional and Academic needs.</p> <p>Continue to monitor students grades throughout the school</p>  |

|  |  |   |  |  |
|--|--|---|--|--|
|  |  | Diploma or rigorous secondary school program of study, as defined in 34 CFR 645.6 | tutoring session with program tutors.<br><br>2023-24 Student Transcripts are still being collected. GPA and Advances Diploma/Rigorous study statistics have not been calculated. However, based on advisor feedback, we are confident that those objectives have been met. | year and offer tutoring services as needed.<br><br>Continue to advise students during course selection, to ensure they are taking courses that will lead to an advanced diploma or a rigorous program of study, as defines in 24 CFR 645.6 |
| <b>Analysis/Use of Results</b>   |  |   |  |  |
| <b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)  |  |   |  |  |
| Continue with previous goals, as they relate to the program objectives outline in the grant application to the U.S. Department of Education. |  |   |  |  |

**Southwest Virginia Community College**  
**Veterans Upward Bound Administrative Unit Assessment**  
**2023-2024**

| <b>Administrative Unit</b> | <b>Unit Coordinator</b>   | <b>Email Address</b>   | <b>Beginning Term</b> | <b>Ending Term</b> |
|----------------------------|---------------------------|--|-----------------------|--------------------|
| Veterans Upward Bound      | Gwendalyn Slone, Director | <a href="mailto:gwendalyn.slone@sw.edu">gwendalyn.slone@sw.edu</a> | Fall 2023             | Spring 2024        |

**Mission of the Unit:** 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.

**Reports to:** Dyan Lester, Dean of Student Success Services

**Annual Unit Goals**  
**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** To increase enrollment of veteran students into the VUB program.

**Goal 2:** Increase success, retention, and completion rates of veteran students.

**Goal 3:** Establish better student tracking and data management.

**Assessment Categories**

| <b>Outcome Sought</b>                            | <b>Measures</b>   | <b>Success Standard</b>                                      | <b>Findings</b>  | <b>Action Plans</b>  |
|--|---|--|--|--|
| Goal 1: Enroll more students in the VUB program. | Goal 1: Enroll 12 new students in the Fall 2023 term, and 2 new students in the Spring 2024 term. | Goal 1: 15 new veterans will be enrolled for the 23/24 year. | 53 veterans and military students were enrolled during the fall 2023 and spring 2024 | Continue recruitment efforts to maintain 125 eligible veterans in Blumen and the annual performance report |

|   |   |  |  |  |
|---|---|--|--|--|
| Goal 2: Increase veteran student support opportunities on campus.                             | Goal 2: Host 1 meeting in the Fall 2023 semester and 1 meeting in the Spring 2024 semester. | Goal 2: Two new workshops will be offered during the 2023-2024 year                      | A time management workshop was hosted in the Fall 23 semester. Three new workshops were developed in the Spring 24 semester: Financial literacy, study skills and test-taking                  | Sponsor workshops on each of the partner campuses during Fall 2024 and Spring 2025                                   |
| Goal 3: Create a more accurate and user-friendly way to track VUB students.                   | Goal 3: Purchase Blumen online, train employees and enter student data for the 23/24 year.  | Goal 3: A manual spreadsheet system is in place, no comprehensive or secure data system. | Blumen online tracking for students was implemented in the Spring 2024 semester. All participants included in the 2023 annual performance report are included in Blumen Online Tracking System | Conduct annual training reviews in Blumen<br><br>Amend Blumen records as necessary for the Annual Performance Report |
| <b>Analysis/Use of Results</b>  |   |  |  |  |
| <b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.) |   |  |  |  |
| Please see Action Plans.  |   |  |  |  |

APPENDIX A3  
Assessment Forms by Category

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**Learning Support**



**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| 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 2023      | Spring 2024 |

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.

Reports to: Dean of Student Success

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**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 regards to the TEAS test.

**Goal 2:** To ensure all Fall 2023 and Spring 2024 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.

**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.

| 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 TEAS test. | 1. A spreadsheet with ATI TEAS data will be developed and presented to Nursing faculty and administration by March 1, 2024. | 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 directors, Dean of Health Sciences, admissions director, Dean of Student Success, and VP of Academics for evaluation and barrier identification. | 1. To reduce barriers and increase student success opportunities, the next cohort of testing will begin at an earlier date of August 2024 and a new webpage designated specifically to TEAS testing was created. |

| Outcome Sought  | Measures  | Success Standard  | Findings   | Action Plans  |
|---|---|---|--|---|
| <p>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.</p> | <p>2. LMS Administrator and Unit Coordinator will assess each Fall 2023 and Spring 2024 online course to determine if each course contains the desired materials.</p> | <p>2. Goal is that, with support, each online faculty will upload the desired materials in their course by the course start date.</p> | <p>2. The LMS Administrator and Unit Coordinator found that approximately 90% of the Fall 2023 and Spring 2024 courses contained the requested content in their Canvas Course.</p> | <p>2. Ongoing collaboration with deans and VP to support faculty with training, start of term reminders, and direct Canvas support to continue improvement. It is a teaching and learning best practice and pedagogical approach to provide students with this content on the first day of class.</p> |

| 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 2024 semester.</p> | <p>3. Provided approximately 25 professional development opportunities and added content to the SWCC Faculty Canvas resources 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**

**Comments** (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  
2023-2024**

| Administrative Unit                | Unit Coordinator  | Email Address            | Beginning Term | Ending Term |
|------------------------------------|-------------------|--------------------------|----------------|-------------|
| Honors and International Education | April Quesenberry | April.Quesenberry@sw.edu | Fall 2023      | Spring 2024 |

Mission of the Unit: Create a learning environment to encompass service learning, academic excellence, global citizenship and student leadership within the Honors College and International Education.

Reports to: Dr. Robert Brandon

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Exhibit increased awareness of diverse cultures within the Honors College. *Students in the Honors College will exhibit increased awareness of diverse cultures.*

**Goal 2:** Completers of the Honors College will demonstrate the ability to synthesize data and communicate research findings effectively

**Goal 3:** Demonstrate personal and professional awareness *Students who participate in Honors College activities will demonstrate personal and professional awareness,*

**Assessment Categories**

| <b>Outcome Sought</b>  | <b>Measures</b>  | <b>Success Standard</b>   | <b>Findings</b>  | <b>Action Plans</b>  |
|--|--|---|--|--|
| Honors students <i>will</i> be familiar with other cultures through either study abroad opportunities and/or classwork | <i>Participation in Study abroad opportunities and/or classroom activities</i> | 20% of honors students will choose to study abroad and/or 50% successfully <i>complete cultural competence activities with a score of 4 or more on a rubric</i> | 46% of honors students participated in a study abroad opportunity. | Continue to offer two diverse study abroad enrichment opportunities at SWCC and advocate for continued funding |

| <b>Outcome Sought</b>   | <b>Measures</b>   | <b>Success Standard</b>   | <b>Findings</b>  | <b>Action Plans</b>  |
|---|---|---|--|--|
| Honors students demonstrate how to assess a research problem, communicate effectively and synthesize data | Students will complete an 8-page paper with at least 5 resources and be prepared to present finding through a poster presentation or oral presentation. | 80% of honors student successfully complete the honors capstone paper<br><br>50% of honors students successfully create and present their research in a poster presentation format or by oral presentation. | 100% of second year honors students completed their capstone paper and presented research in a poster presentation format.<br><br>In addition, four students gave oral presentations on campus and five students presented at the VA/WV State honors conference. | Continue to offer the opportunity for research within students' field of interest with faculty mentors. Incorporate faculty guest lecturers to enhance research abilities. |

| Outcome Sought  | Measures  | Success Standard   | Findings   | Action Plans  |
|---|---|--|--|---|
| <p>Honors students increase their personal awareness and professionalism through personal development and career readiness.</p> | <p><i>Participation in professional resume writing and job shadowing opportunities provided by honors to improve career choice.</i></p> <p><i>Participation in the domestic travel opportunity to learn more about themselves and workplace problem-solving skills.</i></p> | <p>50% of honors students complete a professional resume and participate in job shadowing opportunities.</p> <p>20% of honors students participate in honors domestic travel</p> | <p>48 % of honors students participated in the honors domestic travel opportunity with either the NYC honors option or the PTK Leadership option.</p> <p>Honors had guest lectures from career services but will refocus on career readiness as students did not complete a professional resume but personal statements instead.</p> | <p>Continue to offer the domestic travel opportunity as students enhanced problem solving skills.</p> <p>Grow opportunities for professional development.</p> |

| Analysis/Use of Results  |
|--|
| <p><b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)</p>   |
| <p>Honors students participated in a book study which allowed authentic conversations about Appalachia. Students discussed economics, drug abuse, business growth, generational poverty, and how to effect change. Honors students will continue to have a book study each semester.</p> |



**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| Administrative Unit | Unit Coordinator   | Email Address         | Beginning Term | Ending Term |
|---------------------|--------------------|-----------------------|----------------|-------------|
| Library             | Dr. Teresa Yearout | Teresa.Yearout@sw.edu | Fall 2023      | Spring 2024 |

**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. (Mission statement and unit goals under review and possible revision 2024-2025)

Reports to: Vice President of Academic and Student Services

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

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

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

**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.

| 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 accuracy, currency, relevancy, and physical condition; tract relocation of materials and collections. | 1. Purchase 20-50 physical items to support each new or existing programs (i.e., Fall 2024 Bluefield Center nursing and CNA programs and Southern Gap Center nursing program) or initiatives; complete delayed weed target collections (Language and Literature; Technology) by 2% of existing collection. | 1. Program support: Purchased 63 allied health books to support RN/LPN/CNA programs at main library; 116 print books (58 each) to support both Bluefield and Southern Gap sites RN nursing and CNA programs for Fall 2024. Campus initiatives: Purchased 78 fiction and non-fiction books as a base collection of Artificial Intelligence (AI) books for student, faculty and staff support and interest. General collection development: 99 new fiction and non-fiction popular print books and 6 new reference titles. Added 38 print bestseller fiction and non-fiction titles as donations from SWCC Foundation. Weeded allied health collections (1%) as new editions and current recommended print books were added to collection. Will complete weeding (2%) Language and Literature and Technology collections Summer 2024. | 1. Apply for level or additional 2024-2025 budgeting to increase support for new or existing programs or initiatives. Continue to support new sites for Nursing programs for Fall 2024 with both resources and services.<br><br>Support electronic resources and services through local funding along with FY25 funding from the Virginia Community College System (VCCS) and the Virtual Library of Virginia (VIVA). |

| Outcome Sought  | Measures | Success Standard  | Findings  | Action Plans   |
|---|----------|---|---|--|
| <p>2.a. Administer the annual General Library Survey Spring 2024 to students, faculty and staff, and community members February-March 2024.</p> |          | <p>2.a. 85% very good/excellent user satisfaction for resources/services.</p> | <p>2.a. General Library Survey Spring 2024--128 surveys were distributed as a pencil/paper survey to all SWCC Library visitors between March 18-29, 2024. 124 surveys were returned.</p> <p>All findings: Achieved 90% in overall customer service satisfaction (very good-excellent scale)—met 85% benchmark. Achieved 88% in other areas for very good/excellent user satisfaction in resources/services—met 85% benchmark in both services and resources satisfaction. User satisfaction with customer service, resources, and other services declined 1-2% compared to last year.</p> <p>124 survey participants reported: (1) Purpose for visit: 17% class assignment; 15% printing and copying; 14% studied using their own materials; 12% used Library</p> | <p>2.a. Plan to administer the pen-and-paper General Library Survey early in Spring 2025.</p> <p>Postponed action plan from last year: Work with campus IT webpage designer to post an online version of the General Library Survey beginning Fall 2024 through Spring 2025; gather findings from online survey results. Redesign of campus and Library webpages should provide a stable presence for the online survey.</p> <p>For the General recommendations or comments section of the General Library Survey Spring 2024, one self-identified student requested, “The plugs under the computers in the back of the library are slightly loose and will shut the computers</p> |

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|--|--|--|--|--|
|  |  |  | <p>computers; others used quiet study rooms for group/individual study, took non-proctored tests, or studied using library materials. (2) Library resources used: 29% searched Internet; 16% used the online catalog, 7% used online full-text databases; 21% other (used computers and printers, used Canvas for class content and test-taking, and applied for student IDs).</p> <p>Faculty and staff findings: 10 of the 124 participants (8%) in the General Library Survey Spring 2024 self-identified as faculty/staff. Achieved 100% in overall customer service satisfaction (very good-excellent scale)—met 85% benchmark. Achieved 100% in other areas for very good/excellent user satisfaction in resources/services—met 85% benchmark in both</p> | <p>down if bumped with feet. I always forget and end up losing progress on papers.” Campus Information Technology (IT) staff have assisted with this issue of lost or short-circuited power to student computers, but the cause has not been located since the issue is not persistent. Additional troubleshooting for the short-circuit problem is needed. Persistent problems with loss of or short-circuited networking are also notable.</p> |
|--|--|--|--|--|

|   |  |   |  |   |
|---|--|---|--|---|
| <p>2.b. Administer the Faculty and Staff Library Questionnaire Spring 2024 in February-March 2024</p> <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 2023-2024</p> |  | <p>2.b. 85% very good/excellent faculty/staff satisfaction for resources/services; improved 20% return rate</p> <p>3. Annual comparative statistics for all statistical reports for facility, resources, and services usage; Student and Faculty Instruction Surveys--85% benchmark in all areas.</p> | <p>services and resources satisfaction.</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 2024 (see 2.a. for findings) and the Faculty Instruction Survey 2023-2024 (see 3. for findings).</p> <p>3. <b>Student Instruction</b> surveys--178 total student participants, 90% agree/strongly agree that the current library instruction session provided new techniques and ideas for research—met 85% benchmark; 89% agree/strongly agree that library instruction session was relevant to class assignments while 96% believe they will use knowledge/skills in future classes—met 85% benchmark.</p> <p><b>Faculty Instruction</b> surveys—4 faculty</p> | <p>2.b. Plan to administer the Faculty and Staff Library Questionnaire Spring 2025 in March-April 2025.</p> <p>3. Comments about Library instruction were very positive. Library staff will consider previous suggestions for session improvements: 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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|--|--|--|--|--|
|  |  |  | <p>participants, 100% “strongly agree” that the instruction was both 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> |  |
| <b>Analysis/Use of Results</b>   |  |  |  |  |
| <b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)  |  |  |  |  |
| <p>(1) Share findings of Library assessments, surveys, and questionnaires with the VP of Academic and Student Success for evaluation and application to 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.</p> |  |  |  |  |

# APPENDIX A4

## Assessment Forms by Category

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### **Student Services**

**Administrative Unit Assessment: Southwest Virginia Community College**

|  |                          |  |                |             |
|--|--------------------------|--|----------------|-------------|
| 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><br><a href="mailto:dionne.cook@sw.edu">dionne.cook@sw.edu</a> | Summer 2023    | Spring 2024 |

The mission: **E**nsure that all admissions and records are processed and maintained to satisfy VCCS and legal compliance standards, in accordance with SWCC enrollment goals.  
Admissions reports to the Director of Admissions & Academic Accessibility Services under the direction of the Dean of Student Success.

**Program Goals**

**Goal 1:** Continue to develop application handbook for international students that will provide guidance on all required documents necessary to apply for an I-20 to include all policy updates and enrollment requirements.

**Goal 2:** Continue to provide training resources for new Admissions personnel and update current staff with policy changes.

**Goal 3:** Continue to finalize Accessibility Services handbook.

**Goal 4:** Implement new graduation process to include submission of application and conferment of degrees.

**Assessment Categories**

| <b>Outcome Sought</b> | <b>Measures</b> | <b>Success Standard</b> | <b>Findings</b> | <b>Action Plans</b> |
|-----------------------|-----------------|-------------------------|-----------------|---------------------|
|-----------------------|-----------------|-------------------------|-----------------|---------------------|



|  |  |                    |  |  |
|--|--|--------------------|--|--|
| <p>1) Continue to develop application handbook for international students that will provide guidance on all required documents necessary to apply for an I-20 to include all policy updates and enrollment requirements.</p> | <p>Finalized the additional information concerning the enrollment process for the application portion. Continue updating the information on our website for the international process.</p>   | <p>1) May 2024</p> | <p>Updates are still needed through May, 2025</p>                                      | <p>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.</p> |
| <p>2) Continue to provide training resources for new Admissions personnel and update current staff with policy changes.</p>  | <p>Current procedures have been updated on the training material. Updates were made for the Student Success Advisors' piece and the Registrar trained them for the portion they would be assisting Admissions with.</p>                          | <p>2) Ongoing</p>  | <p>Action is still ongoing to accommodate VCCS changes as they happen.</p>             | <p>Training material will continue to be modified as policy changes occur.</p>   |
| <p>3) Continue to finalize Accessibility Services handbook.</p>  | <p>Continued updates to the new process to submit accommodation requests electronically. Accommodation forms are now submitted to faculty and student as one-step process. This has created a smoother flow for both student and instructor.</p> | <p>3) May 2024</p> | <p>Action has been completed. Will continued to make small changes when necessary.</p> | <p>This action has been completed, but will have continued changes as necessary.</p>   |
| <p>4) Implement new graduation process to include submission of application and conferment of degrees.</p>   | <p>The conferring degree portion of the graduation application was implemented Fall 23. The new online graduation application will be implemented Fall 2024.</p>   | <p>4) May 2024</p> | <p>Completion date is extended to Fall 2024.</p>                                       | <p>Was able to implement a portion of the process in the Fall 2023. The application submission part will be implemented Fall 2024.</p>   |

|   |
|---|
|   |
| <b>Comments</b> (Goals tied to other unit activities, Anticipate new goal based on findings.) |
| See Action Plans.   |

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

|                     |                  |                      |                |             |
|---------------------|------------------|----------------------|----------------|-------------|
| Administrative Unit | Unit Coordinator | Email Address        | Beginning Term | Ending Term |
| Advising Center     | Leslie Brooks    | Leslie.brooks@sw.edu | Fall 2023      | Spring 2024 |

Mission of the Unit: 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.

Reports to: Lisa Haywood

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Ensure students are successful in their courses.

**Goal 2:** Ensure students are using available technology

**Assessment Categories**

| Outcome Sought   | Measures   | Success Standard   | Findings   | Action Plans  |
|--|--|--|--|---|
| More students will persist and graduate to achieve their educational and personal goals. | <ul style="list-style-type: none"> <li>• Increase fall-to-spring retention rates</li> <li>• Increase Graduation Rates</li> <li>• Increase Average GPA</li> </ul> | <ul style="list-style-type: none"> <li>• 75%</li> <li>• 40%</li> <li>• 2.95</li> </ul> | <p>2023-2024 74.1%</p> <p>2023-2024 44%</p> <p>2023-2024: 3.16</p> | Maintain proactive engagement with students through ongoing advisement and regular communication to support their retention and successful progression to graduation. |

| Outcome Sought   | Measures   | Success Standard                                      | Findings      | Action Plans  |
|--|--|---|---------------|---|
| Students will access the Navigate App  | <ul style="list-style-type: none"> <li>Use the App to access important resources.</li> </ul> | <ul style="list-style-type: none"> <li>50%</li> </ul> | 2023-2024 34% | Continue to actively promote the use of all features within the Navigate App among students. Additionally, ensure that intervention strategies are in place to assist students with downloading and utilizing the app during new student orientation. |
| <b>Analysis/Use of Results</b>   |  |   |               |   |
| <b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)  |  |   |               |   |
| Persist in disseminating information about academic resources, including tutoring services Brainfuse, and facilitate ongoing communication with faculty and advisors to enhance GPA and overall academic success |  |   |               |   |

| Southwest Virginia Community College<br>Administrative Unit Assessment<br>2023-2024   |                  |  |                |             |
|---|------------------|--|----------------|-------------|
| 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 2023    | Summer 2024 |
| <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 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.   |                  |  |                |             |
| <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 10-plus attendees per event.  |                  |  |                |             |
| <b>Goal 3:</b> The Career Coach unit will create a dual-enrollment onboarding guide for first time dual-enrollment students to improve the success rate of dual-enrollment students to 75% (pass/fail).   |                  |  |                |             |

| Assessment Categories  |   |  |   |   |
|--|---|--|---|---|
| Outcome Sought   | Measures                                    | Success Standard   | Findings  | Action Plans  |
| 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. | Activity created and students participating | The number of activities and the number of students participating will be used as the benchmarks to determine success. | <p>The career coaches implemented activities while partnering with guidance departments to speak to rising juniors regarding the importance of academic planning during the junior year. English 10 classes at THS and GHS were presented to regarding the topics below:</p> <ul style="list-style-type: none"> <li>-SAT/ACT prep</li> <li>-Dual Enrollment (expectation/benefits of DE)</li> <li>-HS courses needed for allied health programs at Virginia Community Colleges</li> <li>-Short term training/CSC/Workforce programs available @SWCC</li> <li>-Importance of visiting 4</li> </ul> | <p>The career coach team will work closely with the Upward Bound staff during the Summer 2024 semester and 24-25 academic year to connect with underclassman students and provide an activity.</p> <p>The career coach team will also implement program spotlights to connect to underclassmen regarding programs of study at SWCC.</p> |

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  | <p>-Importance of visiting 4 year colleges/universities (campus tours, open houses, etc.)</p> <p>-Building a resume throughout high school that lists community involvement, service hours, leadership opportunities, etc. (how this will assist students with applying to colleges and completing scholarship applications)</p> <p>The career coach attended freshman orientation at HHS and RHS. Setup a table with SWCC promotional information. Career coach also participated in a community engagement night.</p> <p>The career coach, at the beginning of the academic year, hosted Cookies with the Career Coach event where students can drop by and have a cookie and meet the career coach.</p> |  |
|--|--|--|--|--|

| Outcome Sought  | Measures  | Success Standard  | Findings   | Action Plans  |
|---|---|---|--|---|
| <p>To administer financial aid workshops and SWCC information sessions at each high school in the SWCC service area with at least ten participants at each event.</p> | <p>Number of financial aid workshop/SWCC information sessions administered.</p> <p>Number of students participating</p> | <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> | <p>Hosted FAFSA workshops at both Tazewell and Graham High School. The gift card incentive sincerely aided in generating interest and attendance. Provides an opportunity to connect with parents/guardians. Utilized social media accounts of local high schools to promote the event and requested attendees pre-register to better capture demographic information of those attending. This was most helpful when winter weather and FAFSA technical issues forced workshops to reschedule.</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> |



|  |  |  |   |  |
|--|--|--|---|--|
|  |  |  | <p>During the Fall semester, the career coach partnered with the guidance counselors at each of her schools as well as the SWCC staff to plan a Financial Aid Workshop for each of the schools in her service area.</p> <p>Graham HS – 1/29/24 – 14 students</p> <p>Tazewell HS – 1/31/24 – 13 students</p> <p>Twin Valley HS – 2/1/24 – 17 students</p> <p>Richlands HS – 2/6/24 – 28 students</p> <p>Lebanon HS – 2/7/24 – 15 students</p> <p>Castlewood HS – 2/8-24 – 21 students</p> <p>Hurley HS – 2/12/24 - 11 students</p> <p>Honaker HS – 2/13/24 – 15 students</p> <p>Council HS – 2/15/24 – 4 students</p> <p>Grundy HS – 2/20/24 – 23 students</p> |  |
|--|--|--|---|--|

| Outcome Sought  | Measures  | Success Standard  | Findings  | Action Plans   |
|---|---|---|---|--|
| <p>The Career Coach unit will create a dual-enrollment onboarding guide for first time dual-enrollment students to improve the success rate of dual-enrollment students to 75% (pass/fail).</p> | <p>The dual-enrollment onboarding packet.</p> <p>Grades of dual-enrollment students for the Fall 2023 semester.</p> | <p>Student/parent feedback from the dual-enrollment onboarding kit will be used as the benchmarks to determine success.</p> <p>Grades of dual-enrollment students for the Fall 2023 semester.</p> | <p>Partnered with the guidance department to host a DE workshop 1-2 weeks prior to the beginning of school. The career coach assisted with the following:</p> <ul style="list-style-type: none"> <li>-Confirm student completed an application of admission</li> <li>-Confirm student's application is active</li> <li>-Assist student with accessing MySouthwest account and reviewing apps available on dashboard (VCCS email, Canvas, SIS, etc.)</li> <li>-Guidance collects payment</li> </ul> <p>DE opportunities (Governors</p> | <p>Continue improving the dual-enrollment onboarding guide.</p> <p>Implement DE workshops at all SWCC service schools.</p> |

|  |  |  |   |  |
|--|--|--|---|--|
|  |  |  | <p>-Provides an opportunity to connect with new DE students and have more in-depth discussions regarding DE opportunities (Governors Medallion)</p> <p>-Expectations for DE students (academic rigor required in these courses and understanding crucial deadlines like add/drop and withdraw).</p> <p>A Google Classroom was created for dual-enrollment students to share important updates and tools to be successful in DE classes.</p> |  |
|--|--|--|---|--|

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  | <p>The career coach created a presentation for Dual Enrollment onboarding that was used to discuss all aspects of Dual Enrollment and especially the student and parent responsibilities. The career coach met with all new DE students and presented the onboarding guide and answered questions. This allowed for a successful academic year for Dual Enrollment students.</p> |  |
|--|--|--|--|--|

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

**Southwest Virginia Community College  
Administrative Unit Assessment  
2023-2024**

| Administrative Unit      | Unit Coordinator | Email Address  | Beginning Term | Ending Term |
|--------------------------|------------------|--|----------------|-------------|
| Student Support Services | Antwan VanBuren  | <a href="mailto:antwan.vanburen@sw.edu">antwan.vanburen@sw.edu</a> | Fall 2023      | Spring 2024 |

Mission of the Unit: The Office of Student Engagement & 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.

Reports to: Dyan E. Lester

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** Increase student involvement in planning engagement events – Enhance the student engagement planning committee experience.

**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.

| Assessment Categories   |  |   |   |  |
|---|--|---|---|--|
| Outcome Sought  | Measures   | Success Standard  | Findings  | Action Plans   |
| <p>Goal 1:</p> <p>Enhance the Student Engagement Planning Committee experience to engage students, faculty, and staff members around planning events for the campus community. The Committee will coordinate student activities, such as campus-wide parties, cultural celebrations, and service projects. They will also be responsible for creating and maintaining an online platform for students to express their ideas and provide feedback. Finally, the Committee will be responsible for assessing the success of events and making recommendations for future activities.</p> | <p>Goal 1:</p> <p>The presence of a committee with 12 members. Six of which are work studies. Student Engagement work studies are a part of the SEPC by default. These work studies are designed to provide students with hands-on experience in their chosen field of study. The studies also provide students with the opportunity to network with professionals in their industry and to gain valuable skills. Additionally, work studies provide students with the opportunity to earn money while learning.</p> | <p>Goal 1:</p> <p>Compose a mission statement for committee members to use as a guide while a part of the committee. By joining the committee, members will be committed to upholding the committee's mission statement, which aims to ensure that all members work together for a common goal.</p> | <p>Goal 1:</p> <p>This committee was established in October of 2022 (fall semester) with five members; it grew to 12 committee members by month's end. The SEPC will meet twice a month as opposed to once a month. Every first and fourth Tuesday of the month, to discuss, establish, and plan upcoming student engagement events and evaluate previous events.</p> | <p>Goal 1:</p> <p>The committee should be retained as a focus group for the 2023-2024 academic year, or membership should be increased to include members of other clubs to participate in the planning.</p> |

| Outcome Sought   | Measures   | Success Standard  | Findings  | Action Plans   |
|--|--|---|---|--|
| <p>Goal 2:<br/>Engage faculty and staff around student engagement events. Sending electric media</p>   | <p>Goal 2:<br/>Student participation was the measure of all marketing.</p> | <p>Goal 2:<br/>Due to marketing and communications, 100% of events had at least five or more participants in all circumstances.</p> | <p>Goal 2:<br/>Sent emails to the marketing team and public relations to release every student engagement event through SWCC's social media spaces. Emailed "public" and student's live service regarding all student engagement events. Hired work-study for additional marketing around campus.</p> | <p>Goal 2:<br/>Continue to utilize social media platforms to increase SE awareness. Student engagement should be more proactive in its approach to all marketing efforts. Using Canvas will be a favorable tool to utilize moving forward.</p> |
| <b>Analysis/Use of Results</b>   |  |   |   |  |
| <b>Comments</b> (Goals tied to other unit activities; Anticipate new goal based on findings.)  |  |   |   |  |
| <p>We will explore ways to survey students pre and post-event for more direct feedback from a wider demographic. These statistics will be shared with the Dean of Students in follow-up meetings post-event (s).</p> |  |   |   |  |

**Southwest Virginia Community College  
Administrative Unit Assessment  
2022-2023**

| Administrative Unit | Unit Coordinator | Email Address  | Beginning Term | Ending Term |
|---------------------|------------------|--|----------------|-------------|
| Financial Aid       | Heather Riley    | <a href="mailto:heather.riley@sw.edu">heather.riley@sw.edu</a> | Summer 2023    | Spring 2024 |

**Mission of the Unit**

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.

Reports to: Dean of Student Success

**Annual Unit Goals**

**SMART—Specific, Measurable, Achievable, Relevant, Time-based**

**Goal 1:** The Financial Aid office would like to have a higher FAFSA completion rate by the first day of classes in the Fall.

**Goal 2:** Educate new and returning students on the FAFSA and any new financial aid regulations.

**Goal 3:** Provide disbursements to the business office in order for students to receive their financial aid timely by deadlines and accurately.



| Assessment Categories                         |   |   |  |   |
|---|---|---|--|---|
| Outcome Sought                                | Measures  | Success Standard                            | Findings   | Action Plans  |
| 1.Higher percentage of FAFSA fully completed. | Measured by the amount of FAFSAs that are fully complete each semester. | 90% completed FAFSAs and 80% fully complete | Fall 2023 FAFSA Completion 78%<br>Spring FAFSA Completion 73%<br>Calculated from total head count not including dual | Continued outreach to students via Navigate to improve FAFSA Completion rate<br>Road Shows to provide FAFSA assistance<br>High School FAFSA workshops<br>Workshops for current students |

| Outcome Sought  | Measures  | Success Standard   | Findings  | Action Plans  |
|---|---|--|---|---|
| 2. To create awareness of the FAFSA and financial aid offerings | Providing Financial Aid/FAFSA workshop for new or returning students. | Providing workshops and having 20 students and parents attend. | Graham HS – 1/29/24 – 14 students<br>Tazewell HS – 1/31/24 – 13 students<br>Twin Valley HS – 2/1/24 – 17 students<br>Richlands HS – 2/6/24 – 28 students<br>Lebanon HS – 2/7/24 – 15 students<br>Castlewood HS – 2/8-24 – 21 students<br>Hurley HS – 2/12/24 - 11 students<br>Honaker HS – 2/13/24 – 15 students<br>Council HS – 2/15/24 – 4 students<br>Grundy HS – 2/20/24 – 23 students<br><br>Total: 161 students | Continue outreach /FA workshops and opportunities for students to complete FAFSA<br><br>Initiate FAFSA workshops on campus for current students |

| Outcome Sought  | Measures   | Success Standard  | Findings  | Action Plans  |
|---|--|---|---|---|
| <p>3. Students to receive their financial aid in a timely and accurate manner</p> | <p>The number of regular term students and disbursement batches sent by the 30% point in the semester.</p> | <p>80% of students in regular term have had their financial aid disbursed by the 30% point.</p> | <p>Fall 2023 – 85% of awards were disbursed by the 30% points<br/> 451 not disbursed<br/> 2476 disbursed<br/> 2927 total awards<br/> Spring 2024 – 78% of awards disbursed by the 30% point<br/> 558 not disbursed<br/> 1967 disbursed<br/> 2525 total awards</p> | <p>Good progress was made toward meeting goal of 80% of students having aid disbursed.<br/> In future, a different method may need to be used to evaluate as 8W late starting classes increase resulting in disbursement holds.</p> |

**Analysis/Use of Results**

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

Continue to work toward increased, earlier FAFSA completion. Re-evaluate measures as increased 8 week late starting classes increased. Continue outreach opportunities for FAFSA completion.

| Southwest Virginia Community College<br>Administrative Unit Assessment<br>2023-2024   |                  |  |                |             |
|---|------------------|--|----------------|-------------|
| Administrative Unit   | Unit Coordinator | Email Address  | Beginning Term | Ending Term |
| Recruitment and Enrollment Management   | Mandy Barrett    | <a href="mailto:Mandy.Barrett@sw.edu">Mandy.Barrett@sw.edu</a> | Summer 2023    | Summer 2024 |
| <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 30% of high school seniors registered by May 2024.  |                  |  |                |             |
| <b>Goal 2:</b> Recruitment and Enrollment Management will work with the SWCC marketing team to create automations (automatic e-mails) on the CRM to increase the inquiry registration yield to ten percent for each month.  |                  |  |                |             |
| <b>Goal 3:</b> Recruitment and Enrollment Management will create an outreach campaign to the new applicants to increase applicant yield to forty percent for each month.  |                  |  |                |             |

| 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 30% of high school seniors registered by May 2024. | Number of SWCC Roadshow events administered<br><br>Class of 2024 SWCC enrollment data | Summer 2024 and Fall 2024 pre-registration enrollment information will be the benchmark used to determine success. | 273 students attended the roadshow events for 11 schools in the SWCC service region (Castlewood, Lebanon, Honaker, Ridgeview, Council, Grundy, Hurley, Twin Valley, Richlands, Graham, Tazewell). As of 6/21/24 – 231 students are current enrolled in either Summer 2024, Fall 2024, or Workforce classes. There were 988 students in the Class of 2024. Enrollment rate was 23.3%.<br><br>369 Class of 2024 students are currently enrolled at Southwest in either Summer or Fall as of 6/21/24. The percentage of students enrolled is 37.3% | Continue to offer the roadshow events for the 2024-2025 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.<br><br>Possibly offer a virtual roadshow for students or parents unable to attend an in-person session.<br><br>Offer incentives (t-shirts) for attending |

| Outcome Sought  | Measures  | Success Standard  | Findings   | Action Plans  |
|---|---|---|--|---|
| Recruitment and Enrollment Management will work with the SWCC marketing team to create automations (automatic e-mails) on the CRM to increase the inquiry registration yield to ten percent for each month. | Number of inquiries received.<br>Number of inquiries who have current registrations.        | Inquiry registration information will be the benchmark used to determine success.       | Automated e-mails have been created to send an e-mail to the inquiry immediately after an inquiry has been submitted, a week after an inquiry has been submitted, and a month after an inquiry has been submitted.   | Continue making progress to implement Salesforce as the new CRM. Create a sense of community with Salesforce.   |
| Outcome Sought  | Measures  | Success Standard  | Findings   | Action Plans  |
| Recruitment and Enrollment Management will create an outreach campaign to the new applicants to increase applicant yield to forty percent for each month.   | Number of new applications received.<br>Number of applicants who have current registrations | New applicant registration information will be the benchmark used to determine success. | New applicants are contacted via phone daily and also sent a text to promote assistance.<br><br>August 2023 – 75.69% (dual enrollment)<br>September 2023 – 43.16%<br>October 2023 – 40.21%<br>November 2023 – 44.77%<br>December 2023 – 62.56%<br>January 2024 – 61.48%<br>February 2024 – 42.29%<br>March 2024 – 49.74%<br>April 2024 – 56.30%<br>May 2024 – 49.61%<br>June 2024 – 36.97% | 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/Salesforce (SWCC’s CRM). Continue the Admitted Student Experience to increase yield.<br><br>Continue to screen new applications for “suspicious” applications. Criteria for determining a “suspicious” app is address and phone number. |

**Analysis/Use of Results**

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

The recruitment/enrollment management office will create strategies and tasks in order to assist with recruitment, FACA, enrollment cancellation, and other enrollment management items for the 24-25 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 |
|------------------------------|--------------------|------------|---------|-------|---------|---------|-----------|------------------|-------------|---------------|
| Off Campus and DE            | Rimmer             | Brandon    | X       | X     | X       | X       | X         | X                | X           | X             |
| IR                           | Smith-Cox          | Brandon    | X       | X     | X       | X       | X         | X                | X           | X             |
| Dean A&S                     | Wright             | Brandon    | X       | X     | X       | X       | X         | X                | X           | X             |
| Dean HT                      | Pinion             | Brandon    | X       | X     | X       | X       | X         | X                | X           | X             |
| Dean BEIT                    | Dye                | Brandon    | X       | X     | X       | X       | X         | X                | X           | X             |
| Dean WF                      | Culbertson/Hackney | Brandon    | X       | X     | X       | X       | X         | X                | X           | X             |
| Dean SS                      | Lester/Haywood     | Brandon    | X       | X     | X       | X       | X         | X                | X           | X             |
| Library                      | Yearout            | Brandon    | X       | X     | X       | X       | X         | X                | X           | X             |
| Honors                       | Quesenberry        | Brandon    | X       | X     | X       | X       | X         | X                | X           | X             |
| SBDC                         | Douglas/Harmon     | WF         | X       | X     | X       | X       | X         | X                | X           | X             |
| PTAC                         | Vandyke/Dotson     | WF         | X       | X     | X       | X       | X         | X                | X           | X             |
| Bluefield Center             | Riffe              | Brandon    | X       | X     | X       | X       | X         | X                | X           | X             |
| Admissions/Disabilities      | Cook               | Lester     | X       | X     | X       | X       | X         | X                | X           | X             |
| SSS                          | Henry              | Lester     | X       | X     | X       | X       | X         | No Data Reported |             |               |
| UB                           | Honaker            | Lester     | X       | X     | X       | X       | X         | X                | X           | X             |
| Vet UB                       | Slone              | Lester     | X       | X     | X       | X       | X         | X                | X           | X             |
| Career Coaches               | Barrett            | Lester     | X       | X     | X       | X       | X         | X                | X           | X             |
| Recruitment & Enrollment Mgt | Barrett            | Lester     | X       | X     | X       | X       | X         | X                | X           | X             |
| Great Expectations           | Miller             | Haywood    | X       | X     | X       | X       | X         | X                | X           | X             |
| DDL/Testing                  | Stiltner           | Lester     | X       | X     | X       | X       | X         | X                | X           | X             |
| Financial Aid                | Salyers/Riley      | Lester     | X       | X     | X       | X       | X         | X                | X           | X             |
| Engagement & Inclusion       | VanBuren           | Lester     | X       | X     | X       | X       | X         | X                | X           | X             |
| Advising Center              | Haywood/Brooks     | Lester     | X       | X     | X       | X       | X         | X                | X           | X             |
| Business Office              | Israel             | Rose       | X       | X     | X       | X       | X         | X                | X           | X             |
| Campus Police                | McGhee             | Rose       | X       | X     | X       | X       | X         | X                | X           | X             |
| IT                           | Musick             | Rose       | X       | X     | X       | X       | X         | X                | X           | X             |
| VP Institutional Advancement | Lowe               | Wright     | X       | X     | X       | X       | X         | X                | X           | X             |
| Human Resources              | Steiner            | Wright     | X       | X     | X       | X       | X         | X                | X           | X             |

**Report Compiled by**

**Cathy Smith-Cox**

**Institutional Research Officer and Director of Assessment**

**Southwest Virginia Community College**

**29 OCT 24**