

# **SOUTHERN WEST VIRGINIA COMMUNITY AND TECHNICAL COLLEGE**

## **Higher Learning Commission Multi-Campus Visit/Branch Campus Overview March 22, 2013**

### **Introduction**

Southern West Virginia Community and Technical College (Southern) is a multi-campus, comprehensive, community and technical college that traces its history as an independently accredited institution to 1971. Southern was established by the West Virginia State Legislature as a community college effective July 1, 1971, by consolidating two existing branch campuses of Marshall University. The Williamson and Logan branch campuses had been in operation under Marshall University since 1963, and these locations became the first of what are now four campuses of Southern West Virginia Community and Technical College. The Commission on Higher Education (now the Higher Learning Commission) of the North Central Association of Colleges and Schools transferred accreditation from the Williamson Branch-Marshall University to what was originally called Logan-Williamson Community College. Late in that year, the name of the newly formed institution was changed to Southern West Virginia Community College. In 1995, the name was changed to the current Southern West Virginia Community and Technical College. From its inception, Southern has operated as a multi-campus institution providing academic instruction, student services, and workforce development activities throughout the service region. From 1971 until the present, the College's accreditation relationship with the Higher Learning Commission has been based on a multi-campus status.

Southern has continued to develop as a community college and to adapt to the changing needs of its citizenry. To meet these changing needs, the College has demonstrated its mission of access by expanding the number of campuses, locations, and course sites. In 1975, Southern established the Wyoming County Center, located in Pineville, West Virginia, to provide access to the citizens in that region of the College's service district. In 1977, the Boone County Center was opened in the town of Madison. As enrollments increased and the demand for additional programs and services grew, the College offered full certificate and associate degree programs and provided access to the full range of services to support student learning at these locations. This development process culminated in the renaming of these facilities as Campuses by the State College System Board of Directors in 1993. With the addition of McDowell and Lincoln counties to the College's district, the administration linked each of these counties to an existing campus for purposes of administrative management. McDowell County is administratively linked to the Wyoming Campus, while Lincoln County is served through the Boone Campus. To clarify this linkage, the campuses were renamed the Wyoming/McDowell Campus and the

Boone/Lincoln Campus and remain so named today. In addition to the four campuses, Southern now offers access to academic courses and programs in Hamlin, West Virginia, through a community college wing attached to the new comprehensive Lincoln County High School. This “additional location,” as that term is defined by the HLC, was approved in August 2010.

Southern operates under the oversight and direction of a twelve-member Board of Governors. Nine citizen members of the Board are appointed by the Governor of the state of West Virginia. In addition to the citizen members, there is a faculty representative elected by the faculty assembly, a classified employee representative elected by the members of the classified staff, and a student member elected by the student body. All meetings of the Board are open to the public with notices provided as required by West Virginia’s open-meetings law. Notices off all Board meetings are also sent to employees at all campus locations via the College email system and posted on the college website.

### **Organizational Structure**

Southern has maintained a “one-college, multi-campus” organizational and administrative structure since its origin. When the institution was created as a free-standing community college, a President was named to provide institutional leadership and oversee the operations of the College. At the time of the original merger, each of the two branch campuses, Williamson and Logan, had separate campus-based leadership. This model was maintained for several years with separate deans of instruction, student services, and finance and administrative services for each campus. As enrollment increased, new academic programs were added, the need to expand the offering of existing programs at other locations grew, and additional student services were required, it was determined that a more centralized administrative model was needed. The College’s administrative structure was reorganized in 1983 by designating a single dean of instruction, a dean for student services, and a dean of finance and administration with college-wide responsibilities. Under this structure, the two Center Directors reported directly to the President but worked closely with the deans to ensure consistency of quality in instructional programs and services across all campuses and centers.

In 1992, while conducting the self-study process for reaffirmation of accreditation, the recommendation was made to change the status of the two centers (Wyoming and Boone) to campuses. At that time, the administrative structure was again reorganized, designating a central administration consisting of the President, a Vice President for Instruction and Student Services, a Vice President for Finance and Administrative Services, and a Vice President for

Workforce and Community Development to provide college-wide leadership for each of the areas assigned. As part of this reorganization, a Campus Dean was appointed for each of the four campuses—Boone/Lincoln, Logan, Williamson, and Wyoming/McDowell. The Campus Deans served as the primary campus administrator and provided campus-based leadership, under the direction of the Vice Presidents, for the academic, student services, financial management, and workforce development activities for the geographic area assigned to the respective campus. As a result of the self-study process, the College reported this change in status to the Higher Learning Commission for Wyoming/McDowell and Boone/Lincoln to be recognized as campuses.

In 1999, the current president, Joanne Jaeger Tomblin, was appointed by the governing Board. After a year-long comprehensive and thorough review of the college's organizational structure, and with significant input from faculty and staff, the central administrative positions were reorganized. President Tomblin appointed an Executive Vice President/Chief Academic Officer, Vice President for Student Services, Vice President for Economic, Workforce, and Community Development, and a Chief Financial Officer, all reporting to the President. These central administrative positions were responsible to ensure that all college programs and services were delivered within their areas of assignment and were administered consistently across the four campuses. The Campus Dean positions were eliminated, and responsibilities for the operation of each of the campus facilities (physical plant, grounds, etc.), along with community relations responsibilities, were assigned to Campus Directors. Within the Academic Affairs Unit, division deans, department chairs, and program coordinators were appointed to assure and improve educational quality and consistency of programs and services across the College whenever and wherever programs and services were offered. In 2005, the Executive Vice President was designated as Chief Operating Officer, and responsibilities for academic programs were assigned to a newly appointed Vice President for Academic Affairs. In 2010, after the retirement of the Executive Vice President and resignation of two Vice Presidents (Academic Affairs and Student Services) to take other positions, the responsibilities for academic programs and student services were again consolidated under the current Vice President for Academic Affairs and Student Services. Also, the position of Chief Information Officer was added to the central administration. This administrative structure remains in effect at the time of this report.

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### **Administrative Oversight of Branch Campuses**

Although the central administration of the College is located on the Logan Campus, it was not until 2010 that Southern officially designated Logan as the “main campus” as reported to the Higher Learning Commission in the Annual Institutional Data Update (AIDU). This designation had not previously been made in an effort to unify the institution under a “one-college, multi-campus” concept without elevating the status of one campus over the others. However, the process for calculating HLC membership dues and other reporting functions of the Commission necessitated the designation of Logan as the main campus.

The central administration consists of the President and four Vice Presidents—Academic Affairs and Student Services; Development; Finance and Administration; and Workforce and Community Development—with responsibility for oversight of all branch campuses, additional location, and all course delivery sites. Planning and resource allocation for all campuses is a function of the central administration with input from the campus directors, academic and student services deans, academic department chairs, program coordinators, and other budget management personnel. All campuses, as well as the single additional location, are subject to the normal institutional planning policies and procedures formulated through the internal governance system and approved by the Board of Governors. Quality control, assessment of student learning and institutional effectiveness, employment procedures, and professional and educational requirements and qualifications for faculty are consistently applied and monitored across all campuses.

To ensure consistency in the development and implementation of institutional policies and procedures across all campuses, the College has established a representative internal governance system. Currently, the college-wide governance committees include the Curriculum and Instruction Committee, Enrollment Management Committee, Finance and Facilities Committee, Quality Integrated Services Committee, and the Strategic Planning Review Committee. Each committee includes representatives of the faculty, staff, and administration from each campus. These governance committees meet a minimum of four times each year (two per trimester) during what are termed “Governance Days.” These full-day events include meetings of the standing governance committees, unit and departmental meetings, as well as a general meeting of all employees with the President. Should the need arise, standing committees may also conduct additional meetings outside the standard Governance Days. Recommendations for action from the governance committees are referred to the Executive Council. The membership of the Executive Council consists of the President, Vice Presidents,

Deans, and Directors of Campus Operations from each campus. As members of the Executive Council, Campus Directors ensure that each campus has a direct link to the President.

In addition to the standing committees and Executive Council, each campus is also represented on the Faculty Senate and the Classified Staff Council. The membership of the Faculty Senate is determined by campus. Boone/Lincoln and Wyoming/McDowell campuses hold one seat each on the Senate while the Logan and Williamson campuses hold three seats each. Membership on the Classified Staff Council is based on functional unit representation with each campus also guaranteed a minimum of one representative.

The authority for all employment decisions (creating/approving new positions, hiring and firing) for all campuses has been delegated to the President by the Board. These processes are guided by the institutional affirmative action plan. All hiring decisions are approved by the President after eligible candidates are recruited and processed through the college-wide application, screening, and interview process. Classified employees are assigned to a single campus for the performance of their duties and responsibilities. However, the staffing pattern, in terms of the number of employees and the duties assigned to each position, may vary from campus to campus depending on student enrollment. Employees within the various units, regardless of campus assignment, are under the direction of the central administration. Upon employment, full-time faculty members are assigned to a “home campus” as well as to an academic division and department. The required 15 credit hour teaching load is generally scheduled at the home campus. However, depending on enrollment demand, faculty may be required to travel to other campuses to teach classes and/or to advise students in a given trimester. Faculty may also be assigned to the Interactive Classroom System (ICR) to provide synchronous instruction delivered to multiple campuses. The required seven and one-half office hours each week may be conducted at the home campus or at the campus where the majority of the teaching load originates. Office hours for online courses may also be conducted from different locations or at home. The department chair is responsible for the supervision and evaluation of all full-time and part-time faculty assigned to the department on all campuses.

### **Facilities, Services and Resources**

The College provides access to the full array of student services on each campus either through staff based at the campus or through staff who may travel from another campus. Each campus has a Student Program Advisor responsible for providing admissions information, course placement requirements, as well as initial advising for new and prospective students

regarding the availability of academic programs. A counselor, who serves as a student services generalist, is housed at each campus and provides counseling, as well as information pertaining to financial aid, career guidance and disability services, and he or she also assists with student government and activities. Personnel from the central administrative offices, such as the Director of Student Financial Assistance, Director of Counseling, Disability, and Adult Services, Director of Recruitment, and Director of Student Support Services, periodically travel to each campus to deliver needed services and to provide additional information and support. These individuals are also available by phone or through video conferencing to provide information and assistance. The planning, prioritizing, budgeting, and resource allocation processes for all academic programs and student services for all campuses are coordinated by the Vice President for Academic Affairs and Student Services with input from the division deans, department chairs, program coordinators, faculty, and staff.

Non-credit community interest, workforce development and training activities for all campus locations are under the leadership of the Vice President for Workforce and Community Development and her assigned staff. The Academy for Mine Training and Energy Technologies, the Appalachian Leadership Academy, and the Regional Contracting Assistance Center are directed by the Vice President from the Logan Campus but serve all other campuses.

The Directors of Campus Operations are responsible for the management, operation and maintenance of the physical plant, and parking and grounds at each campus. These positions report directly to the Vice President for Finance and Administration. The planning, prioritizing, budgeting, and resource allocation processes for physical plant needs are coordinated centrally by the Vice President with input and assistance from the campus directors and assigned staff.

Each campus has the necessary facilities, learning resources, and comparable learner-support services required for the academic programs delivered via the traditional classroom model. Interactive Audio-Video Classrooms (ICRs) are also available at each campus to provide access to courses and/or full programs originating from another campus. Students on each campus also have access to computer labs, online library, and other learning resources to support both synchronous and asynchronous distance delivered courses. Networked computer labs with scheduled times for open-lab and Wi-Fi access to internet resources are provided on all campuses. Dedicated labs are provided at campuses where specialized programs require them. Science labs to support general education course offerings are available on each campus as well.

Due in large part to the “one-college, multi-campus” philosophy, the College has been able to assure the quality and consistency of its administrative procedures, academic programs, and student services across all campuses.

## Boone/Lincoln Campus Specific Information

**(a) Date of Inception:** Presence in Boone County – 1977; Boone/Lincoln Campus open – 1993

**(b) Programs Offered:** Please refer to Appendix 1 of this report

**(c) Actual Enrollment by Program:** Please refer to Appendix 2 of this report

**(d) Projected<sup>1</sup> Enrollment for Next Three Years:**

	Actual 2012-2013	Projected 2013-2014	Projected 2014-2015	Projected 2015-2016
Annualized FTE <sup>2</sup>	248.6	248.6	248.6	248.6
Percent Total FTE <sup>3</sup>	14.25%	14.25%	14.25%	14.25%

**(e) Number of Faculty:** Full-Time: 6                      Part-Time: 12

**(f) Number of Administrators:** 1

**(g) Student Services Available:** Student advising, student counseling, financial assistance, early warning intervention, bookstore

**(h) Additional Locations Linked to Campus:** Lincoln Site, Hamlin, West Virginia

**(i) Campus-Specific Information:** Some services on the Boone/Lincoln campus are not offered every day. For example, financial assistance counseling is provided by a representative who travels between the Boone/Lincoln and Wyoming campuses.

<sup>1</sup> Overall enrollment is projected to remain flat for the next four years.

<sup>2</sup> Annualized FTE = (Fall FTE + Spring FTE + Summer FTE) / 2.

<sup>3</sup> Percent of Total FTE is the arithmetic mean of the previous four years' contributions by campus.



## Logan (Main Campus)

### Campus Specific Information

- (a) **Date of Inception:** Logan Campus open – 1971
- (b) **Programs Offered:** Please refer to Appendix 1 of this report
- (c) **Actual Enrollment by Program:** Please refer to Appendix 2 of this report
- (d) **Projected Enrollment for Next Three Years:**

	Actual 2012-2013	Projected 2013-2014	Projected 2014-2015	Projected 2015-2016
Annualized FTE	801.25	801.25	801.25	801.25
Percent Total FTE	51.5%	51.5%	51.5%	51.5%

- (e) **Number of Faculty:** Full-Time: 44                      Part-Time: 37
- (f) **Number of Administrators:** 11
- (g) **Student Services Available:** Student advising, student counseling, financial assistance, early warning intervention, tutoring, bookstore
- (h) **Additional Locations Linked to Campus:** None
- (i) **Campus-Specific Information:** The Logan campus was one of original campuses at time of Southern's initial accreditation. Logan is now considered the main campus.

## Williamson

### Campus Specific Information

- (a) **Date of Inception:** Williamson Campus open – 1971
- (b) **Programs Offered:** Please refer to Appendix 1 of this report
- (c) **Actual Enrollment by Program:** Please refer to Appendix 2 of this report
- (d) **Projected Enrollment for Next Three Years:**

	Actual 2012-2013	Projected 2013-2014	Projected 2014-2015	Projected 2015-2016
Annualized FTE	380.6	380.6	380.6	380.6
Percent Total FTE	24.25%	24.25%	24.25%	24.25%

- (e) **Number of Faculty:** Full-Time: 20                      Part-Time: 10
- (f) **Number of Administrators:** 3
- (g) **Student Services Available:** Student advising, student counseling, financial assistance, early warning intervention, tutoring, bookstore
- (h) **Additional Locations Linked to Campus:** None
- (i) **Campus-Specific Information:** The Williamson campus was one of original campuses at time of Southern's initial accreditation.

## Wyoming/McDowell Campus Specific Information

**(a) Date of Inception:** Presence in Wyoming County – 1975; Wyoming/McDowell Campus open – 1993

**(b) Programs Offered:** Please refer to Appendix 1 of this report

**(c) Actual Enrollment by Program:** Please refer to Appendix 2 of this report

**(d) Projected Enrollment for Next Three Years:**

	Actual 2012-2013	Projected 2013-2014	Projected 2014-2015	Projected 2015-2016
Annualized FTE	145	145	145	145
Percent Total FTE	9.5%	9.5%	9.5%	9.5%

**(e) Number of Faculty:** Full-Time: 4 Part-Time: 7

**(f) Number of Administrators:** 1

**(g) Student Services Available:** Student advising, student counseling, financial assistance, early warning intervention, bookstore

**(h) Additional Locations Linked to Campus:** None

**(i) Campus-Specific Information:** Some services on the Wyoming campus are not offered every day. For example, financial assistance counseling is provided by a representative who travels between the Wyoming and Boone/Lincoln campuses.

# Appendix 1

## Program Availability by Campus

Fall 2012

Program	Boone/Lincoln	Logan	Williamson	Wyoming/ McDowell
Addiction Counseling, AAS		X	X	
Addiction Counseling, Certificate		X	X	
Associate in Arts	X	X	X	X
Associate in Science		X	X	
Board of Governors Adult Degree Completion	X	X	X	X
Bookkeeping Skill Sets	X	X	X	X
Business Accounting, AAS	X	X	X	X
Business Administration, AAS	X	X	X	X
CADD Technician Skill Sets		X		
Central Sterile Supply Technician, Certificate		X		
Computer Repair Technician Skill Sets		X		
Criminal Justice AAS: Corrections Option	X	X	X	X
Criminal Justice, AAS: Law Enforcement Option	X	X	X	X
Criminal Justice, Certificate	X	X	X	X
Dental Hygiene, AAS		X		
Early Childhood Development, AAS	X	X	X	X
Early Childhood Skill Sets	X	X	X	X
Electrical Engineering Technology, AAS		X		
Electrical Engineering Technology, Certificate		X		
Forensic Psychology and Investigation, AAS		X	X	
Forensic Psychology and Investigation, Certificate		X	X	
Graphic Design Technician Skill Sets		X		
Health Care Professional, AAS	X	X	X	X
Health Care Technology, Certificate: EKG and MLA Options		X		
Homeland Security and Emergency Services, AAS: All Options		X		
Information Technology, AAS		X		

**Program Availability by Campus, Fall 2012**

<b>Program</b>	<b>Boone/Lincoln</b>	<b>Logan</b>	<b>Williamson</b>	<b>Wyoming/ McDowell</b>
Information Technology, Certificate		X		
Legal Office Skill Sets	X	X	X	X
Medical Assisting, AAS	X			
Medical Laboratory Technology, AAS		X		
Medical Office Skills Set	X	X	X	X
Medical Transcription Skill Sets	X	X	X	X
Mine Management, AAS	X	X	X	X
Mine Permit Technician Skill Sets		X		
Nursing, AAS		X		
Occupational Development, AAS: Child Development Specialist Emphasis	X	X	X	X
Occupational Development, AAS: Fire Fighter Emphasis		X		
Office Administration, AAS: All Options	X	X	X	X
Office Administration, Certificate	X	X	X	X
Paramedic Science, AAS		X		X
Payroll Skill Sets	X	X	X	X
Radiology Technology, AAS		X		
Records Clerk Skill Sets	X	X	X	X
Respiratory Care Technology, AAS			X	
Salon Management /Cosmetology, AAS		X		
Surgical Technology, AAS		X		
Survey Technology, AAS		X		
Survey Technology, Certificate <sup>4</sup>	X	X		
Tax Preparation Skill Sets	X	X	X	X
Technical Studies, AAS	X	X	X	X
Technical Studies, Certificate	X	X	X	X
Transit Technician Skill Sets	X	X		

<sup>4</sup> Survey Technology Certificate alternates between Boone/Lincoln and Logan campuses from one cohort to next.

## Appendix 2

### Enrollment by Campus and Major<sup>5</sup>

Fall 2012

Major	Boone/ Lincoln	Logan	Williamson	Wyoming/ McDowell
Addiction Counseling, AAS	3	6	2	0
Addiction Counseling, CERT	0	0	1	0
Associate in Arts	1	3	1	1
Associate in Science	0	0	1	0
Board of Governors	0	1	0	0
Business Administration, Gen Business, AAS	8	3	5	1
Business Administration, Marketing Option, AAS	1	0	0	0
Business Administration, Small Business Management, AAS	0	0	0	1
Business Accounting, AAS	5	21	11	4
Business Administration, AAS	22	40	26	7
Business Management Gen. - CP	0	1	0	0
Central Sterile Supply Technician, CERT	0	2	0	0
Computer Info Systems, AAS	1	1	1	1
Computer Information Systems	0	1	1	0
Criminal Justice, Law Enforcement, AAS	1	16	10	5
Criminal Justice, Corrections, AAS	4	22	4	4
Criminal Justice, CERT	1	2	2	0
Dental Hygiene, AAS	1	2	0	0
Early Childhood Development, AAS	22	22	35	17
Electrical Engineering Technology, AAS	9	30	4	4
Electrical Engineering Technology, CERT	0	1	1	1
Executive Secretary, AAS	0	0	0	1
Governors Adult Completion, AAS	0	0	0	2
Forensic Psychology & Investigation, AAS	2	6	2	0
Forensic Psychology & Investigation, CERT	1	1	1	0
Governors Adult Completion, AAS	1	5	1	0
Health Care Technology, CERT: MLA Option	5	12	1	0
Health Care Technology, CERT: EKG Option	3	7	3	0
Health Care Professional, AAS	111	279	143	44
Homeland Security & Emergency Services, AAS	0	2	1	0
Information Technology, AAS	3	29	3	3
Information Technology, CERT	0	0	1	0
Medical Assisting, AAS	3	1	0	0

<sup>5</sup> During the Self-Study process, it was discovered that Southern has several major codes that are very similar, some of which represent programs no longer offered by Southern. This table represents the actual major code assigned to students who were enrolled during the Fall 2012 term. Southern recognizes that this aspect of the admissions and registration process needs corrective measures and plans to deal with the issue in the upcoming months.

Major	Boone/ Lincoln	Logan	Williamson	Wyoming/ McDowell
Medical Lab Technology, AAS	1	12	4	0
Mine Management, AAS	1	21	9	5
Information Technology, AAS	0	29	0	0
Medical Assisting, AAS	0	1	0	0
Medical Lab Technology, AAS	0	12	0	0
Mine Management, AAS	0	21	0	0
No Major Declared	0	2	11	2
CE Non Credit (CE)	0	2	0	1
Nursing, AAS	0	110	3	1
Occupational Development, AAS, Child Development Specialist	0	1	0	0
Office Administration, AAS	0	5	10	3
Office Administration, CERT	0	0	1	0
Office Information Technology, Medical, AAS	0	1	0	0
Paramedic Science, AAS	0	5	0	5
Paramedic Science, CERT	0	1	0	0
Radiologic Technology, AAS	0	8	1	0
Respiratory Technician, AAS	0	0	14	0
Salon Management/Cosmetology, AAS	0	29	2	1
Surgical Technology, AAS	0	22	0	1
Survey Technology, AAS	0	2	0	0
Technical Studies in Applied Technology, AAS	0	0	1	0
Technical Studies in Applied Technology, CERT	0	1	1	0
Technical Studies in EMS, AAS	0	1	0	0
To be declared	0	43	50	13
UP-Business Administration, AS	0	2	0	1
UP-Computer Information Systems, AS	0	0	1	0
UP-Criminal Justice, AA	0	3	2	0
UP-Electrical Engineering Technology, AS	0	0	0	1
UP-Elementary Education, AA	0	9	4	1
UP-General Studies, AA	0	30	22	16
UP-Pre-Allied Health, AS	0	8	5	0
UP-Liberal Arts, AA	0	0	0	1
UP-Psychology/Sociology, AA	0	2	1	1
University Transfer, AA	0	215	116	49
University Transfer, AS	0	32	18	7
<b>Total:</b>	<b>353</b>	<b>1083</b>	<b>537</b>	<b>206</b>