

**Southern West Virginia
Community and Technical College**

“A Roadmap for Success”
Enrollment Management Plan
2012-2015

Joanne Jaeger Tomblin
President

TABLE OF CONTENTS

Introduction.....	Page 4
Enrollment Management Committees.....	Page 5
Admissions Process.....	Page 5
Advising.....	Page 5
Advising Centers.....	Page 5
Career Services.....	Page 5
Catalog.....	Page 5
Counseling.....	Page 5
Data.....	Page 5
Disability Services.....	Page 6
Early Alert System.....	Page 6
Facilities.....	Page 6
Faculty Engagement.....	Page 6
Financial Aid.....	Page 6
Graduation Verification Process.....	Page 6
Job Placement Services.....	Page 6
Orientation / Online Orientation.....	Page 6
Recruitment.....	Page 7
Registration Process.....	Page 7
Services for Adult Learners.....	Page 7
Student Life.....	Page 7
Transcript and Transcript Evaluation.....	Page 7
Tutoring.....	Page 7
Website.....	Page 7
West Virginia College Completion Task Force.....	Page 8
Situation Analysis.....	Page 9
Strengths, Weaknesses, and Opportunities.....	Page 10
Strengths.....	Page 10
Weaknesses.....	Page 12
Opportunities.....	Page 12
Enrollment Management Goals 2012-2015.....	Page 13
Goals.....	Page 14
Strategies for Achieving Goals.....	Page 14
Admissions Process.....	Page 14
Training.....	Page 16

Advising.	Page 16
Training:.	Page 19
Career Services.	Page 19
Counseling.	Page 20
Disability Services.	Page 22
Training.	Page 24
Early Alert System.	Page 24
Facilities.	Page 26
Faculty Engagement.	Page 27
Training.	Page 28
Financial Aid.	Page 28
Job Placement Services.	Page 29
Orientation / Online Orientation.	Page 30
Recruitment.	Page 32
Registration.	Page 35
Services for Adult Learners.	Page 37
Student Life.	Page 38
Transcript and Transcript Evaluation.	Page 40
Tutoring.	Page 42
Website.	Page 44
Conclusion.	Page 45

Introduction

This Enrollment Management Plan is a result of college-wide collaboration that demonstrates the commitment of Southern West Virginia Community and Technical College to the citizens of the district it serves. The College is committed to providing increased academic and educational opportunities in order to develop a well-trained workforce for the region, state, nation, and globally.

Enrollment Management planning began in September 2010 after the president determined the need for a plan that would guide the institution in its recruitment, retention, and college completion efforts. Input on topics and issues were provided by all constituent groups of the college. The topics were discussed and finalized by the Executive Council. Twenty-two committees were created to address each of the topics, and college employees were randomly assigned to one of the committees by the president. Committee members were responsible for selecting a committee chair, who assigned tasks for each of its members. Committees met and researched their topics periodically throughout the 2010-2011 academic year and all committees held meetings during “*All Governance Days*.” The groups were asked to examine strengths and weaknesses, determine priorities, and make recommendations. Final reports were submitted to the president on October 9, 2011. The president reviewed the reports during the fall of 2011, as well as, the recommendations made by the *West Virginia College Completion Task Force*. Southern’s president, Joanne Jaeger Tomblin, served as a co-chair of the statewide task force during 2010 and 2011. The recommendations have become the foundation for the *Enrollment Management Plan 2012-2015*.

Enrollment Management Committees

Admissions Process

Debbie C. Dingess, Chair
Crystal Hensley, Co-chair
Dianna Ball
Belvai 'Vinnie' Kudva
Anita Messer
Bobbie Ritchie

Advising

Steven Lacek, Co-chair
Linda Workman, Co-chair
Susan Baldwin
Vernon Elkins
Tehseen Irfan
Shirley Spriggs
Thad Stupi
Susan Wolford

Advising Centers

Lisa Haddox-Heston, Chair
David Ermold, Co-Chair
Melissa Creakman
Stephanie Daniel
Sheliah Elkins
Vicky Evans
Kimberly Hensley
Anna James
Karen Preece
Verna Schwalb

Career Services

Carol Howerton, Chair
Stephen Birurakis
Kathy Deskins
Geraldine Hagy
Suzette Felty
Retha Marcum
William 'Bill' Mosley

Catalog

Kimberly Lusk, Chair
Naomi Blankenship, Co-chair
Sharon Browning
Martha Paige
Carla Ramey
Lee Stroud

Counseling

Rhonda Collins, Chair
Larry D'Angelo, Co-chair
Mary Hamilton
Kristi Hensley
Rita Roberson

Data

Rosemary Farrar, Chair
Nancy Fala
Beverly Farley
Charles Keeney
Guy Lowes
Rick Thompson
Willard 'Mac' Thompson

Disability Services

Martha Maynard, Co-chair
Jackie Whitley, Co-chair
Regina Bias
Angela Dotson
Karan Grimes
Glenna Hatfield
Michael Hunter

Early Alert System

Darrell Taylor, Chair
Nancy Blackburn
Shelia Combs
Heather Drake
Miranda Edwards
Kathryn Krasse
Cynthia 'Cindy' Lowes

Facilities

Patricia Clay, Chair
William 'Bill' Cook, Co-chair
Curtis Campbell
Wanda Carter
Carol Jobe
Samuel Litteral
RosaLea McNeal
Patricia Poole
Ireda 'Rita' Pruitt
Melissa Staten
Beverly Slone
Vicki Workman

Faculty Engagement

William 'Will' Alderman, II, Chair
Timothy Owens, Co-chair
Carl Baisden
Judith Curry
Shelba Long
Roger Stollings

Financial Aid

Ronald Lemon, Chair
Charles Wood, Co-chair
JoAnn Kirkendall
Rhonda Lester
Delores Marcum
Cindy Powers

Graduation Verification Process

Cindy McCoy, Co-chair
Charles 'Chuck' Puckett, Co-chair
Drema Elswick
Mary Nemeth-Pyles
Matthew Payne
Geoffrey Saunders
Charles 'Chad' Scott

Job Placement Services

J. Christopher Gray, Chair
Russell Saunders, Co-chair
Dena Barker
Debbie Church
Gail Hall
Jo Lynn Prince-Lacek
Ruby Runyon
Juanita Topping

Orientation / Online Orientation

Jennifer Dove, Chair
Marcus Gibbs, Co-chair
William 'Bill' Alderman
Shawn Cline-Riggins
Erica Farley
Jason McClung
Meloney McRoberts
Dianna Toler

Recruitment

R. Michael 'Mike' Baldwin, Co-chair
Melissa Kirk, Co-chair
Clarkson 'Pete' Browning
Martin Codispoti
Cindy Crigger
Deana Godby
Steven Hall
Eva Hallis
Perry Jobe
Brandon Kirk
David Lord
Tammy Mays
Henrietta McClellan
Darrell Mitchem
George Trimble
Timothy Weaver

Registration Process

Gordon Hensley, Chair
Patricia Miller, Co-chair
Allyn Sue Barker
Brian Carter
Roger Bias
Debra Johnson
Paula Maynard
Beverly White

Services for Adult Learners

Stella Estep, Chair
Virginia Stepp, Co-chair
Kathy Dalton
C. Lynn Earnest
Karen Evans
Pauline Sturgill
George 'Tex' Wood

Student Life

Elishia Bledsoe, Co-chair
Josh Workman, Co-chair
Samantha Baisden
Christopher Lawson
Charles 'Pete' Parsons
Tracy Wolford

Transcript and Transcript Evaluation

Teri Wells, Chair
Pamela Alderman
Candice Bishop
Andrea Brown
Anne Cline
Vicki Damron
Ronald Hamilton

Tutoring

Melinda Saunders, Chair
Susan Ferrell
Vera Hale
George Morrison
Tim Weaver
Ted Williams

Website

Sandra Podunavac, Chair
Velva Pennington, Co-chair
Cheryl Elliott-Hicks
Howard Hodge
Timothy Ooten
Alyce Patterson-Diaz
Sarma Pidaparathi
Michael 'Mike' Redd
Randy Skeens
Judy Slazo

An effective enrollment management system provides direction, but also improves the institution's frame of reference about its relationship with current and prospective students, community members and business and industry partners. It is not just the counting of students, but a process that wraps around those we serve and how we serve them. We strive to create and exceed benchmarks of excellence and quality of educational and student services programs. Southern is a critical factor in providing access to education and should be the first choice of citizens in the district it serves. This plan will require the talent and energy of all who take up enrollment management in challenging times.

West Virginia College Completion Task Force

College completion statistics in West Virginia are dismal. Out of every 100 students enrolled in the 9th grade, only 17 earn a two-year or four-year college degree within ten years. The statewide College Completion Task Force was created to examine data in relation to state demographics, labor market needs, college completion rates, challenges of rural and first generation college students, and to come up with a set of recommendations to address this problem. The group included educators from K-12, higher education, business, industry and legislators.

It is apparent that West Virginia will be facing great challenges in the next decade. One of the more pressing issues is a skill gap that will require at least 20,000 additional certificate or degree completers by 2018 to sustain the current economy. Forty-nine percent of jobs will require more than a high school education, but a two-year degree or less. College completion is an effort that will require everyone who comes in contact with

students, but the role of community and technical colleges in West Virginia will become critically important in meeting the demand for workers. Emphasis will need to be placed on reducing time for completion of degrees, improving developmental education, increasing the number of adults with degrees, marketing financial aid and graduation to every student on every campus and more partnerships and collaboration between the K-12 system, higher education, business and industry, and government. The bottom line is, “Education is Everyone’s Business.”

A graduation-oriented culture must exist throughout the college which articulates high expectations for students, as well as provide them with the resources to be successful. Thus, Southern’s Enrollment Management Taskforce groups have worked for the past year in developing strategies that will help recruit and retain students. Recruitment and retention will be the major focus of Southern from 2012 through 2015.

Situation Analysis

In the last decade, high schools in Southern’s service district have experienced decreasing enrollments. In the seven county district the college serves, the 2000 and 2010 census data indicate that the population of the district Southern serves has decreased approximately 10 to 12 percent. Lincoln and Mingo counties have already consolidated high schools into one comprehensive high school. There is one additional high school in Mingo County, Tug Valley High School, which remains independent following consolidation. Competition from four-year colleges and universities continues to rise with these institutions increasing their recruiting and scholarship packages which are difficult to match.

Since the 2005-2006 academic year Southern’s headcount enrollment has

decreased by 1.8%, and for those 25 years of age had a decrease of 18.5%. The annualized full-time equivalent enrollment has decreased by 15.7% with credit headcount enrollment decreasing by 2.7%. The number of degrees conferred since that date has decreased by 28.4%.

While these credit headcount enrollment figures are on the decline, the College has witnessed a change in non-credit enrollment. In 2006-2007 the College trained 633 individuals which included 24,020 clock hours of training. These numbers have steadily increased each year, and in 2010-2011, the total number has now reached 17,333, including 295,196 clock hours of training. The shift in numbers corresponds to a strong coal economy in the southern region of the state with the College's ability to meet the demands of business and industry who require skills and certification training, but not necessarily completion of a certificate or associate degree.

The College's retention rate in 2010-2011 was 54.9%, the highest retention rate among community and technical colleges in West Virginia. Since 2005-2006, the College had a four-percent increase in the number of students enrolled in developmental math who successfully completed the next subsequent course.

Strengths, Weaknesses, and Opportunities

Strengths

- Innovative and creative leadership among faculty, staff and administrators.
- An institution that is responsive to student and community educational needs.
- Strong business and industry partnerships.
- Increasing number of articulation agreements with four-year colleges and

universities.

- Large dual-credit enrollment.
- Comprehensive mix of general education and career technical programs.
- A commitment to quality programs and courses.
- Successful “Major Gifts Campaign” initiated by the College and the Southern West Virginia Community College Foundation in 2006 to initiate new programs and increase student scholarships.
- The initiation of new programs based on business and industry needs since 2006 including: Addiction Counseling, Early Childhood Development, Forensic Psychology and Investigation, Dental Hygiene, Electrical Engineering Technology, Health Care Professional, Homeland Security and Emergency Services, Mine Management, Paramedic Science, Respiratory Care Technology, Salon Management/Cosmetology, Survey Technology, Board of Governors Adult Degree Completion, Central Sterile Supply Certificate, Fire Service Certificate and Technical Studies.
- The creation of the Academy for Mine Training and Energy Technologies in 2006. The Academy has delivered more than 56 programs and training courses to at least 61 companies in the energy industry.
- President’s Leadership Academy, developing employees for future leadership roles and positions.
- Strong Student Support staff.
- The receipt of millions of dollars in state and federal grants to support new programs and technology.

- The creation of Fastrack and alternate course delivery methods to expedite student completion of programs.
- The highest retention rate of all West Virginia community and technical colleges.

Weaknesses

- Limited or flat state funding into the foreseeable future.
- Retirement of experienced employees.
- Decreasing enrollment.
- Large numbers of students who are unprepared for college.
- Number of programs available online.
- Rapidly advancing technology needs.
- Silos that exist between departments and units of the college.
- Need for increased professional development opportunities for faculty and staff.
- Need for better student advising and educational planning.
- Keeping up with rapidly changing technology.
- Ability to sustain grant-funded programs.

Opportunities

- New Williamson Applied Technology facility.
- Enrollment Management focus engaging the entire college community.
- Increasing enrollment for adult students and high school graduates.
- Fund-raising opportunities.
- New program development.
- Return of Veterans to West Virginia.

- Broadband improvements to increase educational opportunities in McDowell County.
- Online program delivery.
- Increasing enrollment in Lincoln and McDowell counties.
- Better utilization of the college website both internally and externally.
- Better utilization of data for decision-making purposes.
- Implementation of Degree Works for better advising.
- Increased professional development opportunities for faculty and staff.
- Better utilization of the BANNER System.
- More direct and focused marketing opportunities.

Enrollment Management Goals 2012-2015

Southern West Virginia Community and Technical College is dedicated to providing quality education to the district it serves with a curriculum designed to meet not only the educational needs of persons within the district, but to courses and programs that meet specific state, national, and international needs. The College Enrollment Management teams have identified broad goals, specific objectives, responsible parties, and timelines which will assist the College in meeting its enrollment management goals. It is our belief that making changes in current college practices and following a good plan can make the College more successful. The following broad goals have been established based on the recommendations of West Virginia's 2011 College Completion Task Force, the reports submitted by Southern's Enrollment Management Taskforce groups, and the Community and Technical College System of West Virginia Master Plan 2010-2015.

Goals

- Increase Southern's current College Enrollment by 20%.
- Increase Southern's Adult Student Enrollment by 20%.
- Increase dual credit enrollment by 25%.
- Increase web registration to 50% of all enrolled students.
- Increase the number of students graduating with a Board of Governors degree by 20%.
- Maintain or increase Southern's current retention rate of 54.9%.
- Make graduation a tangible priority at every campus.
- Enable students to complete degrees and certifications at a faster rate.
- Develop an Enrollment Management culture on campus.
- Create better coordination and linkage between Academic Affairs, Student Services, and non-credit units and programs.

Strategies for Achieving Goals

Admissions Process

A strength of Southern's admission process is the ability for prospective students to apply online through the statewide College Foundation of West Virginia (CFWV) website or work directly with Southern's employees onsite. The Taskforce emphasized the need to increase enrollment specifically in Lincoln and McDowell counties and to focus on veterans and the military.

Improvements must be made in the technology related to the admissions process.

The BANNER System is not being fully utilized and there is no current link in which a

student's information from admission applications can automatically be loaded into the BANNER System.

Strategy	Person(s) Responsible	Timeline
Revise current admission application to a one-page document.	<ul style="list-style-type: none"> • Director of Admissions and Registrar 	Fall 2012
Require students to select programs of study through the on-line application.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services 	2012-2013
Interface application process directly from the CFWV website to BANNER.	<ul style="list-style-type: none"> • Chief Information Officer • Director of Admissions and Registrar 	2012-2013
Generate all welcome, provisional, and admittance letters electronically.	<ul style="list-style-type: none"> • Chief Information Officer • Vice President, Academic Affairs and Student Services 	2012-2013
Utilize the checklist in BANNER for inputting new students in order to eliminate duplication of ID numbers.	<ul style="list-style-type: none"> • Chief Information Officer • Director of Admissions and Registrar 	2012-2013
Purchase document readers, scanner, and centralized drive for all locations.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Vice President, Academic Affairs and Student Services • Chief Information Officer 	Spring 2013
Market and communicate better information to prospective students and parents regarding dual credit.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, University Transfer • Coordinator, Dual Credit 	Ongoing
Create employee schedules that create longer evening hours for adult students.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development 	Fall 2012

Strategy	Person(s) Responsible	Timeline
Hire a Veterans Coordinator who will recruit, advise, and coordinate programs and services for those in the military.	<ul style="list-style-type: none"> • Director of Admissions and Registrar • Director, Human Resources • Dean, Student Services and Enrollment Management 	Fall 2012

Training

- Employee training will be necessary for BANNER, HIPPA and FERPA

Advising

The results of the 2009-2010 student survey suggested that many of Southern’s students did not have a long term academic plan, and only 43% agreed that they knew exactly what to do to graduate. A more meaningful system must be established and followed. During the 2009-2010 academic year, a team from the President’s Future Leadership Academy researched ways to improve the current advising process. The group developed and administered a survey to students, and a subsequent survey to faculty and staff. These strategies are based on the findings of the team’s research and surveys.

Strategy	Person(s) Responsible	Timeline
Develop a system to match faculty advisors with advisees.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, Career and Technical • Dean, University Transfer • Department Chairs 	Fall 2012

Strategy	Person(s) Responsible	Timeline
After admission to Southern, students must be required to meet with Program Advisors who will establish the student's educational plan. The student will then be assigned to a faculty advisor for their remaining semesters.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Director, Counseling, Disabilities, and Adult Services 	Fall 2012
Faculty and staff advisors office hours and email addresses posted on office doors and on the web.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • All Deans • All Faculty • Staff members who advise students. • Coordinator of Distant Student Services 	Fall 2012
Implementation of Degree Works.	<ul style="list-style-type: none"> • Chief Information Officer 	2012-2013
All facets of advising must be accessible through web-based advising.	<ul style="list-style-type: none"> • Director of Media • Vice President, Academic Affairs and Student Services • Chief Information Officer • Director, Counseling, Disabilities and Adult Services 	Fall 2013
Create Student Success Centers at each campus providing a comprehensive approach to enrollment management.	<ul style="list-style-type: none"> • President • Vice President, Academic Affairs and Student Services • Vice President, Finance and Administration 	Spring 2012
Provide private office space for advising and financial aid.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Finance and Administration 	Spring 2013

Strategy	Person(s) Responsible	Timeline
Provide specific and private student testing areas.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Finance and Administration 	Spring 2013
Eliminate inconsistencies between paper and electronic catalogs.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Catalog Committee • Department Chairs • Dean, University Transfer • Dean, Career and Technical 	Fall 2012
Identify and correct BANNER errors that hinder the advising process.	<ul style="list-style-type: none"> • Chief Information Officer • Degree Works Committee • Dean, Student Services and Enrollment Management 	2012-2013
Document interactions with students in BANNER.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • All Deans • All Faculty • Staff members who advise students. • Coordinator, Distant Student Services 	Fall 2012 - Spring 2013
Develop procedures for advising students at a distance.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • All Deans • All Faculty • Staff members who advise students. • Coordinator, Distant Student Services 	Fall 2012 and ongoing

Training:

- Establish training sessions for Degree Works and faculty advising each semester.

Career Services

Career Services has not been a priority for the College in many years and is very inconsistent across the campuses. Historically there has been little communication between academic departments and career services. This is a critical need for students in the region to plan for careers. Southern will hire a Coordinator of Career Planning and Placement in 2012-2013. This individual will serve as a liaison between business and industry, academics, and student services. They will assist students who are seeking employment in writing resumes, and will coordinate activities such as job fairs.

The College maintains excellent relationships with business and industry and in some instances serves as the primary contact for job referrals. The Taskforce agreed that there is limited communication between the academic departments, workforce development, and career services regarding activities and needs, which results in duplication of efforts. There has been limited participation in job fairs by both employers and students.

Strategy	Person(s) Responsible	Timeline
Create a web page for Career Planning and Placement.	<ul style="list-style-type: none">• Director of Media• Coordinator, Career Planning and Placement	Fall 2012

Strategy	Person(s) Responsible	Timeline
Develop and utilize career pathways brochures and videos.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, University Transfer • Dean, Career and Technical • Program Coordinator, Media Services 	Spring 2013
Develop and implement workshops that specifically focus on career directions for high school and adult students.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce • Director, Career Planning and Placement 	Fall 2012
Utilize an “At Risk” and “Early Alert” tracking system.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Chief Information Officer • Dean, Student Services and Enrollment Management 	Fall 2013
Create a uniform program completion tracking system and graduate follow-up system.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Chief Information Officer • Coordinator, Career Planning and Placement 	Fall 2013

Counseling

Southern’s Enrollment Management Taskforce reviewing Counseling has recommended that those individuals who hold the title of Student Services Specialists have the titles reverted back to Counselors. This report concurs with the groups recommendation which will more clearly delineate differences between Counselors and

Advisors. This change will assist with more effective strategies for students who have personal difficulties, assist with social and academic stress and anxiety, and assist with student/instructor issues.

Strategy	Person(s) Responsible	Timeline
Student Services Specialist's titles will be changed to Counselors with job descriptions clearly defining their responsibilities.	<ul style="list-style-type: none"> • Director, Human Resources 	Fall 2012
Survey students on workshop interests and increase the number of workshops on campuses that address specific student issues such as stress, anxiety, study skills, goal setting etc. that promote student learning.	<ul style="list-style-type: none"> • Dean, Student Services and Enrollment Management • Vice President, Workforce and Community Development • Director, Counseling, Disabilities, and Adult Services 	Fall 2012
Utilize Southern's website to provide information on counseling services and incorporate social media and chatting on the counseling web page.	<ul style="list-style-type: none"> • Dean, Student Services and Enrollment Management • Director, Counseling, Disabilities, and Adult Services • Director of Media 	2012-2013
Create pamphlets, brochures, and professional flyers for counseling informational purposes.	<ul style="list-style-type: none"> • Dean, Student Services and Enrollment Management • Director of Media • Counselor 	2012-2013

Strategy	Person(s) Responsible	Timeline
Determine the level of counseling services Counselors offer.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, Student Services and Enrollment Management • Director, Counseling, Disabilities, and Adult Services • Counselors 	Fall 2012
Develop procedures for providing counseling services to students at a distance.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • All Deans • All Faculty • Staff members who advise students. • Coordinator, Distant Student Services 	Fall 2012 Ongoing

Disability Services

It is important for Southern to better promote the services available to students with disabilities and to increase the numbers of students who enroll for these services. In recent years assistive technology and equipment have been purchased through Perkins funding. While this is an improvement, the College is still not as effective as it needs to be in providing information to students in regard to available services.

Strategy	Person(s) Responsible	Timeline
Revise current disabilities brochure.	<ul style="list-style-type: none"> • Director, Counseling, Disabilities, and Adult Services • Director of Media 	Fall 2012

Strategy	Person(s) Responsible	Timeline
Review and revise faculty and staff handbooks.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, Career and Technical • Dean, University Transfer • Director, Human Resources 	Spring 2012
Review and revise application form.	<ul style="list-style-type: none"> • Director, Counseling, Disabilities, and Adult Services 	Fall 2012
Review and revise information for the website.	<ul style="list-style-type: none"> • Director, Counseling, Disabilities, and Adult Services • Director of Media 	2012-2013
Include disabilities segment in orientation program.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, Student Services and Enrollment Management • Director, Counseling, Disabilities, and Adult Services 	Fall 2012
Strengthen partnerships with the West Virginia Division of Rehabilitation Services, DHHR, and Veterans groups to inform students and provide additional resources for current students.	<ul style="list-style-type: none"> • Coordinator, Veterans Affairs • Director, Counseling, Disabilities, and Adult Services 	Fall 2012
As funding permits, purchase assistive technology and equipment that will enhance services to students.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Chief Information Officer • Director, Counseling, Disabilities, and Adult Services 	2012-2015

Strategy	Person(s) Responsible	Timeline
Create a list of facility upgrades with estimated cost.	<ul style="list-style-type: none"> • Director, Counseling, Disabilities, and Adult Services 	Fall 2013
Create a priorities list for funding and upgrading facilities.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Vice President, Academic Affairs and Student Services • Dean, Student Services and Enrollment Management • Director, Counseling, Disabilities, and Adult Services • Campus Directors 	Spring 2014
Revise and update application for Disability Services	<ul style="list-style-type: none"> • Director, Counseling, Disabilities, and Adult Services 	Fall 2012

Training

- The College must assess the training needs of faculty and staff and implement a schedule for training.

Early Alert System

Southern's current Early Alert Initiative, while inexpensive, has not been as effective as it should be in assisting with dropout prevention. An effective Early Alert System is necessary to improve retention and graduation rates. After reviewing the current initiative, the Taskforce recommended that the institution employ an early alert coordinator to assist with this important initiative. This new position titled, Coordinator of Student Retention, will assist the College in its dropout prevention efforts and coordinate appropriate intervention methods and orientation program for the College (OR110). If funding is available, the

position will be filled in 2012-2013.

Strategy	Person(s) Responsible	Timeline
Establish baseline data which identifies the number of students who withdrew from the College each week.	<ul style="list-style-type: none"> • Chief Information Officer 	Fall 2012
Establish BANNER reports with the number of students who withdraw each week.	<ul style="list-style-type: none"> • Chief Information Officer 	Fall 2012
Design a BANNER form that staff members can use to survey students planning to withdraw.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Chief Information Officer • Dean, Student Services and Enrollment Management 	Fall 2012
Develop a BANNER report identifying “high-risk” students prior to the start of the semester.	<ul style="list-style-type: none"> • Chief Information Officer • Coordinator, Student Retention 	Fall 2012
Develop written procedures for Southern’s Early Alert Initiatives.	<ul style="list-style-type: none"> • Dean, Student Services and Enrollment Management 	Fall 2012
Develop online training materials for faculty and staff.	<ul style="list-style-type: none"> • Chief Information Officer • Vice President, Academic Affairs and Student Services • Dean, Career and Technical • Dean, University Transfer 	Fall 2012
Disabilities Director will work directly with the faculty to identify at-risk students and implement interventions such as tutoring or mentoring to help students succeed.	<ul style="list-style-type: none"> • Director, Counseling, Disabilities, and Adult Services • Department Chairs 	2012-2013

Facilities

It was the effort of this Task Force group to review the College's Master Facilities Plan and determine how the College can make its facilities more customer-friendly.

Strategy	Person(s) Responsible	Timeline
Focus new funding on renovation, improving and repairing instead of building.	<ul style="list-style-type: none"> Vice President, Finance and Administration 	2012-2015
Create curb appeal improvements at all locations including sidewalks, fences, landscape, and general cleanup.	<ul style="list-style-type: none"> Vice President, Finance and Administration Campus Directors 	2012-2015
Equip all classrooms with necessary technology.	<ul style="list-style-type: none"> Vice President, Finance and Administration Chief Information Officer 	2012-2015
Place a 'Touch Screen' Kiosk at the entrance to each building which includes a campus directory and functional directory guide for visitors to find offices.	<ul style="list-style-type: none"> Vice President, Finance and Administration Chief Information Officer Campus Directors 	2012-2015
Review, develop, and publish procedures for facility maintenance.	<ul style="list-style-type: none"> Vice President, Finance and Administration 	Fall 2012
Develop well-defined procedures for facility and maintenance requests.	<ul style="list-style-type: none"> Vice President, Finance and Administration 	2012-2013
A greater focus by Campus Directors on community activities and involvement.	<ul style="list-style-type: none"> Campus Directors 	Ongoing
Modernize campus restrooms.	<ul style="list-style-type: none"> Vice President, Finance and Administration Campus Directors 	2012-2015
Renovate and modernize the Logan Campus Library.	<ul style="list-style-type: none"> Vice President, Finance and Administration Librarian Logan Campus Director 	2012-2013

Strategy	Person(s) Responsible	Timeline
Create a renovation plan for classrooms and public spaces.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Campus Directors 	2012-2015
Establish smoking areas away from buildings.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Campus Directors 	2012-2013
Conduct lighting and safety assessment and implement recommendations.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Campus Directors 	2012-2013
Improve signage at all locations including highways and campuses. Ensure consistency at all locations.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Campus Directors 	2012-2015
Reconfigure space at campuses to create Student Success Centers.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Vice President, Academic Affairs and Student Services • Dean, Student Services and Enrollment Management 	2012-2013

Faculty Engagement

In today's changing world it is more important than ever before that faculty and students better connect to not only be more successful, but also be more engaged in the learning process. Students must have a more active learning environment through the use of technology in the classroom. The Taskforce agreed that implementing technology in the classroom and training faculty is imperative. They encourage more online sites or options become available to the faculty on the Internet.

Strategy	Person(s) Responsible	Timeline
Provide more committee meetings online.	<ul style="list-style-type: none"> • Chief Information Officer • Vice President, Academic Affairs and Student Services 	Ongoing
Create a committee to develop and implement methods for better faculty-student relations.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development 	Fall 2012
Provide a schedule of professional development opportunities for the faculty and utilize technology in the classroom and online.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Chief Information Officer 	2012-2013

Training

- Training must be scheduled and made available to the faculty during “All Governance Days” or at scheduled times during the year.

Financial Aid

Financial aid is a critical element to any college and success of their students. Southern currently conducts financial aid workshops at all local high schools. During the 2010-2011 academic year, the Financial Aid Office processed 2,611 applications and improved its award process to a five-day turnaround period. The Southern West Virginia Community College Foundation continues to increase its assistance to students providing more than \$250,000 in private scholarships each academic year. While efforts continue to improve, the BANNER System is not fully being utilized and financial aid payments to students are currently being processed through an antiquated system.

Strategy	Person(s) Responsible	Timeline
Financial aid payments to students must be paid electronically.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Director, Financial Aid 	Fall 2012
Develop a direct marketing campaign to target potential adult students regarding Pell and HEAPS grants.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Coordinator, Adult Services • Director, Financial Aid • Director of Media 	2012-2013
Student workshops need to be planned and scheduled regarding the financial aid process and deadlines.	<ul style="list-style-type: none"> • Dean, Student Services and Enrollment Management • Director, Financial Aid 	2012-2015
Investigate and implement the use of debit cards to award students financial aid to make the transfer of funds more efficient.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Director, Financial Aid 	2012-2013
Provide financial aid self-service for students on the web.	<ul style="list-style-type: none"> • Chief Information Officer • Director, Financial Aid • Dean, Student Services and Enrollment Management 	2012-2013 Ongoing
Provide digital storage of financial aid records.	<ul style="list-style-type: none"> • Chief Information Officer • Director, Financial Aid • Dean, Student Services and Enrollment Management 	2012-2013 Ongoing

Job Placement Services

Students must have an organized and structured resource to find employment, and employers need to have a point of contact for potential hires. The Coordinator of Career Planning and Placement will hold these responsibilities.

Strategy	Person(s) Responsible	Timeline
Design a web page for Career Placement Services.	<ul style="list-style-type: none"> • Coordinator, Career Planning and Placement • Director of Media 	Fall 2012
Organize a network of employers to use the College's website in recruitment.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Coordinator, Career Planning and Placement • Director of Media 	2012-2013

Orientation / Online Orientation

The Orientation Taskforce group believes that goals can be accomplished through resources already available at the College, but in review of current practices have developed several strategies.

Strategy	Person(s) Responsible	Timeline
Create a virtual tour of campuses / departments on the web and during the orientation process.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Finance and Administration 	2012-2013
Place materials for student onsite orientation online.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, Student Services and Enrollment Management 	2012-2013

Strategy	Person(s) Responsible	Timeline
Produce a video for onsite orientation, including photos of personnel.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Dean, Student Services and Enrollment Management • Program Coordinator, Sr., Media Services • Director of Media 	2012-2013
Promote orientation during the summer and other key times of the year on the front page of the website.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Director of Media 	Fall 2012 Ongoing
Continue the use of Campus Toolkit services.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, Student Services and Enrollment Management 	Ongoing
Include student success stories in student orientation materials and on the front page of the website.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Dean, Student Services and Enrollment Management • Dean, Career and Technical • Dean, University Transfer • Director of Media 	Fall 2012 Ongoing

Recruitment

Recruitment is everyone's business at Southern. The College has made great strides in visiting local high schools and conducting workshops for high school counselors and parents on programs and services available at Southern. The College needs to do a better job in following up after high school visits and making sure that Southern is represented at all area high schools by having a schedule of regular visitation dates and times for recruitment. The Taskforce group recommended hiring a full-time recruiter for the College. This person was hired during the fall of 2011.

Strategy	Person(s) Responsible	Timeline
Actively recruit dual credit students through letters and personal contact.	<ul style="list-style-type: none"> • Director, Recruitment • Coordinator, Dual Credit • Dean, Career and Technical • Dean, University Transfer 	Fall 2012 Ongoing
Review current marketing materials and make recommendations for improvements or revisions to the Director of Media.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, Student Services and Enrollment Management • Director of Media 	2012-2013
Use online recruitment via social media.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Director, Recruitment • Director of Media • Director, Counseling, Disabilities, and Adult Services 	Fall 2012 Ongoing

Strategy	Person(s) Responsible	Timeline
Utilize website to provide more information on academic programs, including a list of the faculty with contact information.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, Career and Technical • Dean, University Transfer • Department Chairs 	Fall 2012 Ongoing
Have faculty telephone new students or potential students to discuss programs or courses and encourage them to attend Southern.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Department Chairs • Faculty 	Fall 2012 Ongoing
Develop a comprehensive recruitment plan based on available funding. This plan should include sub-plans for each campus.	<ul style="list-style-type: none"> • Dean, Student Services and Enrollment Management • Director, Recruitment • Director, Counseling, Disabilities, and Adult Services • Student Program Advisors • Counselors • Coordinator, Veterans Affairs • Program Coordinator, Adult Services 	Fall 2012 Ongoing

Strategy	Person(s) Responsible	Timeline
Develop BANNER and other communication plans for potential students.	<ul style="list-style-type: none"> • Dean, Student Services and Enrollment Management • Director, Recruitment • Director, Admissions and Registrar • Director, Counseling, Disabilities, and Adult Services • Director Student Financial Assistance • Coordinator, Distant Student Services • Coordinator, Veterans Affairs • Program Coordinator, Adult Services 	Ongoing
Host digital and in-person open house/family days.	<ul style="list-style-type: none"> • Dean, Student Services and Enrollment Management • Director, Recruitment • Coordinator, Distant Student Services 	Ongoing

Registration

While the registration process at Southern works, there is always room for improvement. The Taskforce indicated several areas that were in need of improvement including online registration, tuition payments, the dual-credit process, catalog inconsistencies, and the need for training. The group emphasized the need for a consistent and student-friendly process.

Strategy	Person(s) Responsible	Timeline
Create "How to Register" videos on Southern's Intranet site for faculty and staff, and provide training sessions during "All Governance Days."	<ul style="list-style-type: none"> • Director, Admissions and Registrar • Director of Media • Coordinator, Veterans Affairs 	2012-2013
Create a special registration process for Veterans.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, Student Services and Enrollment Management • Director, Admissions and Registrar • Coordinator, Veterans Affairs 	Spring 2013
Academic departments must assure that program information is correct in the catalog.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Dean, Career and Technical • Dean, University Transfer 	Fall 2012

Strategy	Person(s) Responsible	Timeline
Create better signage for students who are registering on campus.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Finance and Administration • Vice President, Workforce and Community Development 	Fall 2012
Assure preregistration opportunities are publicized and students are encouraged to take advantage of them.	<ul style="list-style-type: none"> • Director of Media 	Fall 2012 Ongoing
Revise welcome letter and registration and orientation materials.	<ul style="list-style-type: none"> • Director, Admissions and Registrar • Dean, Student Services and Enrollment Management 	Fall 2012
Fix BANNER and manual process that erroneously drop registered students for non-payment.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Finance and Administration • Dean, Student Services and Enrollment Management 	Spring 2013

Services for Adult Learners

Southern recognized that adult learners are focused on employment. The five greatest barriers to adult learner participation in higher education programs are fear of failure, family responsibilities, childcare, affordability, and work schedules. In Southern's service district the adult learner is frequently a first generation college student with no experience in the higher education system.

Strategy	Person(s) Responsible	Timeline
Create scholarships for non-credit course work.	<ul style="list-style-type: none"> Vice President for Development 	2012-2013
Market Southern as the primary source for workforce and small business training.	<ul style="list-style-type: none"> Vice President, Academic Affairs and Student Services Vice President, Workforce and Community Development Director, Admissions and Registrar Director of Media 	Ongoing
Host and promote two "Adult Learner Open Houses" annually on Saturday's at each campus.	<ul style="list-style-type: none"> Director, Counseling, Disabilities, and Adult Services Coordinator, Adult Services 	Fall 2012 Ongoing
Host "face-to-face" opportunities each month for adults to meet with financial aid personnel, advisors, and other support staff during non-traditional hours.	<ul style="list-style-type: none"> Dean, Student Services and Enrollment Management 	Fall 2012 Ongoing
Provide alternative payment plans for tuition and books.	<ul style="list-style-type: none"> Vice President, Finance and Administration 	2012-2013

Strategy	Person(s) Responsible	Timeline
Utilize technology / social media to recruit adults.	<ul style="list-style-type: none"> • Vice President, Workforce and Community Development • Dean, Student Services and Enrollment Management • Coordinator, Adult Services • Director of Media 	Fall 2012
Provide comprehensive online advising.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Dean, Career and Technical • Dean, University Transfer • Department Chairs • Counselors 	2012-2013

Student Life

The Student Government organizations represent Southern's four campuses. Students elect their representatives and meet regularly with staff representatives to plan events and consider suggestions made by students, faculty, staff and administration.

The Student Government Associations (SGA) on each campus plan many events during the year which receive much interest and participation by students. Orientation workshops are held for new officers, who are briefed on SGA policies and procedures.

The Enrollment Management group reviewing student life sited several weaknesses. Currently, only one advisor is supporting all four SGAs. This makes it difficult for students to have daily access at each location. Attendance at SGA meetings has been weak and it is the group's belief that having an advisor at each campus would make a difference.

Webcams have been purchased for the SGA offices which have provided better access and communication across campuses.

Students are Southern’s greatest asset when it comes to marketing and advertising. Students use Facebook, Twitter, text messaging, MySpace, and email to communicate. Southern needs to continually evaluate its website and students’ use of social media to provide information and communicate with students. The College is utilizing technology, but sometimes it is difficult for students to find the information they need.

Southern has been at the forefront in promoting diversity through Harmony 365 activities which are designed to encourage and attract minority groups, and provide students with an understanding of different cultures. The program is easily accessible to the students and community.

Security of students is a top priority at Southern, but limited funding prohibits the institution from being able to have complete 24/7 security at every campus. A Crisis Management Plan has been developed, security cameras have been placed at the campuses, but are not always adequate.

Strategy	Person(s) Responsible	Timeline
Create more student-friendly activities.	<ul style="list-style-type: none"> • Dean, Student Services • Counselors 	Ongoing
Assign one advisor for all campus Student Government Associations.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Director, Counseling, Disabilities, and Adult Services 	Fall 2012
Update SGA Constitution.	<ul style="list-style-type: none"> • Student Government Associations 	2012-2013

Strategy	Person(s) Responsible	Timeline
Reinstate SNAP (Southern's New Adult Program) to assist adult students.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Dean, Student Services and Enrollment Management • Coordinator, Adult Services 	2012-2013
Revise and update application for Disability Services.	<ul style="list-style-type: none"> • Director, Counseling, Disabilities, and Adult Services 	Fall 2012
Evaluate current safety measures and make recommendations for change.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Finance and Administration • Vice President, Workforce and Community Development • Dean, Career and Technical • Dean, Student Services • Dean, University Transfer • Campus Directors 	Fall 2012

Transcript and Transcript Evaluation

Southern's current and former students have the ability to request official and unofficial transcripts at all locations in person or by making a written request by fax to the Central Office.

Students requesting an unofficial transcript may retrieve the transcript from Southern's Web for Students or the self-service site found under the Admissions and Records link. Students may print the transcript on any printer or retrieve the transcript while working with an advisor from another institution.

Transcripts at the College are processed daily. Currently students are provided the Southern West Virginia Community and Technical College Enrollment Management Plan 2012-2015

first five transcripts free of charge. After the fifth transcript, a ten-dollar fee is imposed. A student is not required to pay for the transcript at the time of the request. The student is generally billed one week to ten days later which contributes to numerous amounts of receivable accounts that need to be collected. The formal transcript request form is not readily available online and the self service link, "Request for Official Transcript" has not been enabled.

Strategy	Person(s) Responsible	Timeline
Provide transcript request form to Graphic and Web Designer for placement on Southern's website.	<ul style="list-style-type: none"> • Director, Admissions and Registrar 	Fall 2012
Print free, unofficial transcripts for graduating students at the time the student picks up a diploma.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Finance and Administration • Dean, Student Services and Enrollment Management • Director, Admissions and Registrar • Director, Recruitment 	2012-2013
Develop and implement Transcript Request Policy and Procedures.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Director, Admissions and Registrar 	2012-2013
Change current practice and require students to pay transcript fees at the time of request.	Vice President, Finance and Administration	2012-2013
Change transcript fee to \$5.00.	<ul style="list-style-type: none"> • Vice President, Finance and Administration 	2012-2013

Strategy	Person(s) Responsible	Timeline
Resolve technical issues to enable the online self-service link for "Request for Official Transcript."	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services Chief Information Officer • Director, Admissions and Registrar 	2012-2013

Tutoring

For many years the Student Government organizations funded tutors, but due to budgetary constraints it was discontinued. Through the program, peer tutors were recruited and recommended by faculty and were paid eight dollars per hour. Students could receive up to 20 hours of tutoring.

Through Southern’s TRIO program, 200 students who meet certain socio-economic or academic criteria can be served at the Logan and Williamson campuses. The program assists with retention efforts and intervenes early when “high risk” students experience difficulties. The program is a grant funded with no cost to students and lacks the availability of enough competent tutors.

In 2010, Southern initiated a peer tutoring program on the Logan Campus. While limited funds are available to provide this service, there have not been any peer tutors who have completed the application process and requests have been made by students for tutoring in math.

The College utilizes SmartThinking, an online tutoring service. This service peaked several years ago when faculty members teaching English 101 required students to use the service in evaluating writing assignments. Transitional Studies students and college-level math students utilized the service with mixed results.

Williamson Campus students have frequently paid for tutoring from former students or instructors, but this is difficult for financially challenged students. The Adult Basic Education program on the Williamson Campus offers free tutoring in math to Southern students and the program is in the process of hiring tutors.

In 2009, a faculty volunteer program was developed. A test run was made on the Logan Campus for free tutoring in math during the last week of classes in Fall 2009. This pilot evolved into an active Tutoring Center offering more than 15 hours of free tutoring in math, science, English and allied health on the Logan Campus. Both Wyoming and Williamson Campuses offered a similar initiative.

The College plans to hire a Coordinator of High Risk Students and Tutoring to assist with these growing efforts by Fall 2012.

Strategy	Person(s) Responsible	Timeline
Dedicate space at all campuses for tutoring.	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Coordinator, Student Retention • Campus Directors 	2012-2013
Provide two free hours of tutoring for full and part-time students each week through online tutoring services.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services 	2012-2013 Ongoing
Continue peer tutoring programs provided by TRIO.	<ul style="list-style-type: none"> • Director, Student Support Services 	Ongoing
Assign instructional staff for tutoring assignments based on degree / qualifications.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services 	Fall 2012
Select, implement, and promote online tutoring services.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Director of Media 	2012-2013 Ongoing

Strategy	Person(s) Responsible	Timeline
Assign faculty volunteers from each campus to schedule and lead faculty tutors.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Coordinator, Student Retention 	Fall 2012
Provide annual orientation and training programs for all faculty and staff tutors.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services 	2012-2013 Ongoing

Website

Southern’s website is one of the institution’s greatest assets. It is the vehicle to connect people and open opportunities that might otherwise be missed. The current website provides extensive amounts of information to employees, students, consumers, local, state, and global communities. It must be the entity to increase communication among all of the College’s constituencies and be the mechanism to increase course offerings in the future.

Through 2015 the College needs to increase its website traffic, increase its bandwidth, and increase the number of students taking online courses.

Strategy	Person(s) Responsible	Timeline
Establish work plan.	<ul style="list-style-type: none"> • All Vice Presidents • Chief Information Officer • Director of Media 	2012-2013
Increase the number of videos available on the web.	<ul style="list-style-type: none"> • All Vice Presidents • All Deans • Program Coordinator, Sr., Media Services • Director of Media 	2012-2015
Maintain current social media.	<ul style="list-style-type: none"> • Director of Media 	Ongoing

Strategy	Person(s) Responsible	Timeline
Review and create a more user-friendly website navigator.	<ul style="list-style-type: none"> • Chief Information Officer • Director of Media 	2012-2015 Ongoing
Develop budget for increased bandwidth (possible grant proposal).	<ul style="list-style-type: none"> • Vice President, Finance and Administration • Chief Information Officer 	2012-2013
Increase web course offerings.	<ul style="list-style-type: none"> • Vice President, Academic Affairs and Student Services • Vice President, Workforce and Community Development • Dean, Career and Technical • Dean, University Transfer 	2012-2015

Conclusion

Enrollment management is a powerful concept and will take time and effort to achieve results. Comprehensive college cooperation, coordination, and commitment are necessary to achieve the goals. The integration and communication between the colleges units and departments, as well as staff, faculty, and administration are imperative to optimize Southern’s enrollment, services, and resources. We believe we are an institution that places students first. This plan has truly been the result of the entire college community and it will take the entire college community to reach our desired goals.