



# Walnut Hill College

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Founded in 1974 as The Restaurant School

**Institutional Assessment and Improvement Activities 2020 – 2025**

**Review Year: 2024**

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# IAIA GOAL SUMMARY

## **Management**

Focus for improvement in management includes continued assessment of areas of responsibility, improvements in compliance, and adding program specialists.

## **Fiscal Condition and Budget**

As a primarily tuition-driven institution of higher learning, Walnut Hill College fiscal condition and budgetary guidelines are propelled by its ability to enroll, retain, matriculate and graduate students. As such, its financial goals are centered on these key areas.

## **Administrative Policies and Practices**

To improve student and employee satisfaction levels and therefore retention the focus is on upgrading the colleges Customer Relationship Management software and assessing the quality of our team member policies and benefits.

## **Student Support Services**

Student support services is seeking to improve the student experience through increased access to resources, early warning initiatives, improved advising, and enhanced student activities on campus.

## **Faculty and Staff Development**

Assessing and enhancing the current faculty development programming, internally and externally, is the area of focus for development.

## **Education Program Curricula**

Enhancing relationships with hospitality industry employers, exploring dynamic forms of pedagogy, and ensuring alignment of program goals remain in alignment with courses and curriculum are the focus of curricula.

## **Learning Resource System**

Increasing student utilization of learning resources is the primary objective for our learning resource system.

## **Equipment and Supporting Materials**

As program offerings increase, the focus of equipment and supporting materials is on ensuring maintenance of equipment for current programs while researching and budgeting for resources for planned programs as well as to upgrade computers for student use.

## **Facilities**

Maintenance of current facilities and identifying areas of need for future programming are included in the facilities goals.

## **Student Achievement Outcomes**

Taking steps to ensure ACCSC benchmarks for student achievement outcomes and ensuring the transfer of learning is taking place are the key priorities for student achievement outcomes.

## **Emergency Preparedness**

As a new area of the IAIP, the primary focus is to develop an Emergency Preparedness Committee to continuously assess campus preparedness and recommend improvements as needed.

# Management

Focus for improvement in management includes ongoing assessment of hierarchy and areas of responsibility, improvements in compliance, and adding program specialists.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>MGT1. Assess, evaluate, and modify manager/director positions.</b>					
	MGT1a. Align number of managers/directors with the enrollment of the college with a focus on fiscal awareness and responsibility.	Analyze annually the makeup of managers/director’s roles and responsibilities.	Summer 2024	Job analysis assessment	
		Assess areas of overlapping responsibilities and/or underutilization.	Summer 2024	Job analysis assessment	
		Realign leadership roles to increase effectiveness, efficiency, and fiscal responsibility.	Summer 2024	Executive meeting	Updated levels of management resulting in lowering expenses.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>MGT2. Implement bi-annual departmental audits</b>					

for compliance with regulations including ACCSC Standards of Accreditation.					
	MGT2a. Improve compliance efforts with regulatory agencies.				
	MGT2b. Achieve 'School of Distinction' status with accrediting body.				
		Achieve reaccreditation with ACCSC.	Winter 2024	Reaccreditation outcomes.	Reaccreditation
		Analyze and address areas of weakness in reaccreditation.	Spring/Summer 2024	ACCSC SER	Identification of areas of concern.
		Department directors design/update self-audit tools for each department.	Winter 2025	ACCSC Standards of Accreditation  Departmental standards  State standards	Departmental audit tool(s)
		Implement bi-annual audits. One self-audit by the director (announced). One unannounced audit by non-departmental member.	Summer 2025	Audit tool	Improved regulatory compliance
		Obtain School of Distinction status with ACCSC.	Upon completion of reaccreditation following 2024.	Reaccreditation	School of Distinction



					7-year Reaccreditation Status
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Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>MGT3. Assess need for Program Directors for each program of study.</b>					
	MGT3a. Improve enrollment and matriculation in each program of study.				
	MGT3b. Increase ongoing improvement efforts for each program.				
	MGT3c. Increase community and industry relationships.				
		Assess enrollment, graduation, and matriculation rates for each program of study.	Ongoing through 2024	Analysis of statistical data (enrollment, persistence, graduation, employment rates, etc...) by program.	Assessment of student population by program of study.
		Based on results of assessment of population by program of study,	Summer 2025	Results of assessment	Determination of need for dedicated program director

		consider benefits of hiring/promoting a Program Director.			for each program of study support program improvements, student outcomes, and internal/external relationship building.
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## Fiscal Condition and Budget

As a primarily tuition-driven institution of higher learning, Walnut Hill College fiscal condition and budgetary guidelines are propelled by its ability to enroll, retain, matriculate and graduate students. As such, its financial goals are centered on these key areas.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>FCB1. Engage a search for a Director of Enrollment Management to oversee admissions, financial aid, and marketing efforts.</b>					
	FCB1a. Develop job postings for Director of Enrollment Management	EVP, President to jointly develop appropriate position descriptions and job postings	Fall 2023	Position Description  Job Ads	Position Description  Job Ads
	FCB1b. Engage in search for qualified candidate.	EVP, President to jointly engage in an intensive job search for a candidate that has the credentials to oversee all areas related to enrollment.	Winter/Spring 2024	Position postings  Interviews	Candidate identification
	FCB1c. Hire, onboard, and train best candidate.	EVP, President jointly interview top candidates. Select best candidate. Onboard and training with HR.	Summer 2024	Completed hiring process.	Director of Enrollment Management onboarded.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
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<b>FCB2. Increase lead generation for all programs.</b>					
	FCB2a. Redesign college website to increase traffic.	Identify and secure services of web design company with verifiable success at increasing website traffic and enrollments for institutions of higher education.	Winter 2025	Online reporting	Web design company secured.
		Redesign of website to focus on lead generation and application submission.	Summer 2025	Web design company.	Launch updated website.
	FCB2b. Assess current and potential lead generation sources.	Director of Enrollment Management assess current VIP lead sources.	Fall/Spring 2023	Campus reporting.	Analysis of lead source success rate.
	FCB2c. Identify and onboard a CRM.	Identify options for CRM to support lead generation and automating admissions activities; EVP, DEM	Spring 2023	Product Analysis	Select/On-Board CRM
	FCB2d. Review current and potential lead sources	Identification and analysis of additional/new lead sources; DEM	Winter 2024 and ongoing	Online reporting.	Analysis of current and additional lead sources.
		Adjust lead sources.	Spring 2024	Contracts	Additional VIPs.

<b>Goal</b>	<b>Objective</b>	<b>Actions and Responsibility</b>	<b>Timeline/Deadline</b>	<b>Assessment Methods/Tools</b>	<b>Results/Analysis</b>
<b>FCB3. Increase ratio of generated leads to enrollments.</b>					
	FCB3a. Enhance applicant on-ground visits and tours.	Conduct ongoing training with Admissions and Financial aid teams.	Summer 2024. Revision standards by September 2024.	Training materials based on desired behaviors.	Enhanced admissions tours.

	FCB3b. Redesign Open House events.	Assess current Saturday 'Open House' events and redesign for improved engagement experience by Director of Admissions, Admissions Team, and college president.	Revision complete by September 2021.	Open house template design.	Improve attendance at, and enrollments from Open House events. {Updated by DEM Fall 2023}
	FCB3c. Identify and onboard more fiscally responsible SIS.	Identify options for SIS to support lead generation and automating admissions activities; EVP, DEM	Fall 2023	Product Analysis	Select/On-Board SIS
	FCB3d. Streamline overall application process.	Streamline all application materials and processes to online processes.	Spring 2024	Upgraded SIS with online application.	Admissions processes automated.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>FCB4. Increase graduation rates.</b>					
	FCB4e. In coordination with SSS1a. Increase in Persistence, Retention Rate and Graduation Rates.	Institute a Enrollment, Retention, and Employment Committee comprised of appropriate team members (Admissions Director, Dean, Student Life and Learning Coordinator, etc...) to address graduation rates.	February 2021 and ongoing.	Ongoing analysis of retention rates.	Ongoing CRM Reporting.
		In conjunction with FCB1 and FCB2: Create and enhanced, integrated marketing communications process college wide which will generate inquiries among selected targets and support customized, technologically-	Summer 2021 and ongoing	Campus data.	Increased enrollment and graduation rates.

		enabled response mechanisms to follow prospects from inquiry through application, enrollment, registration, retention, graduation, and alumni.			
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Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>FCB5. Increase industry, vocational, and college articulation agreements.</b>					
	FCB5a. Assess current articulation agreements.	High School coordinator and Admissions Director complete analysis of current articulation agreements assessing each for viability.	Spring 2021	Current articulation agreements and CRM reporting.	List of articulated schools with high enrollment and graduation rates.
	FCB5b. Identify appropriate regional vocational schools for articulation.	High School coordinator and Admissions Director identify regional vocational schools with which WHC is not articulated.	Winter 2021/22	Online reporting.	List of regional schools to articulate.
	FCB5c. Identify appropriate industry associations for articulation.	EVP and Career Services Coordinator identify national associations offering training/programing that may be articulated.	Summer/Fall 2024	Online reporting	List of associations to articulate.
	FCB5d. Initiate articulation agreements with identified organizations.	DEM and High School coordinator contact colleges, schools, and associations.	Summer 2024	Direct contacts.	Increased levels of articulation relationships.
	FCB5e. Complete articulation agreements with identified organizations.	High School coordinator and DEM.	Winter 2025	Articulation Agreements on file.	Increased levels of articulation for all

					programs at all levels.
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Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>FCB6. Enhance college store offerings inclusive of an online store.</b>					
	FCB6a. Enhance quality and appropriateness of college store offerings.	Conduct a cost/benefit analysis of products offered in college store. Director of Retail Operations assessing items for profitability, quality, and desire.	2023-2024	Internal reports and physical survey.	Identification of quality products and shortcomings of offerings.
	FCB6b. Enhance student/public access to store offerings.	Develop an online store to include sales of all store items as well as admissions related requirements (toolkits, housing plans, dining plans, etc...). Director of Campus Development	Spring 2024	Online store	Launch

## Administrative Policies and Practices

To improve administrative policies and practices, technological solutions will be identified and policies will be reassessed for current needs.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>APP1. Upgrade Customer Service Management system.</b>					
	APP1a. Identify cost effective solutions to replace current CRM.	EVP, DEM, and Campus Development identify options for upgraded CRM that supports student engagement throughout the student life cycle.	Fall 2023	Online reporting and research.	CRM options identified.
	APP1b. Select and integrate new CRM.	Directors select optimal CRM on boarded by Director of Campus Development.	Spring 2024	CRM	Launch new CRM.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>APP2. Revise Team Handbook to integrate new polices.</b>					
	APP2a. Assess current Team Handbook for policies and benefits that require modification or can be improved.	Director of Administrative Services/Select Staff review current Team Handbook and assess it for modifications.	Ongoing/Continuous Improvement	Team Handbook and committee	Assessment of current benefits and policies.



	APP2b. Revise handbook and introduce to team members.	Director of Administrative services revise handbook and present to team members.	Ongoing	Team Handbook	Updates reviewed at annual staff meeting
	APP2c. Conduct a survey of team members to investigate opportunities for improvement.	Director of Administrative services to conduct survey.	Summer 2022 and ongoing	Self-awareness and opportunities or employee enhancements.	Improved employee satisfaction.

## Student Support Services

Student support services is seeking to improve the student experience through increased access to resources, early warning initiatives, improved advising, and enhanced student activities on campus.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>SSS1. Assess the College’s academic resources available to students and identify areas for improvement or enhancement.</b>					
	SSS1a. Increase in Persistence, Retention Rate and Graduation Rates.				
	SSS1b. Decrease in the number of students found to be At-Risk.				
		Conduct analysis of current academic resources available to students that are successful in supporting academic achievements.	2021 and ongoing: Academic Affairs Committee; Student Success Advisors; Librarian	Literature reviews and research.	
		Conduct research identifying academic resources currently not available at the college.	2021 and ongoing: Academic Affairs Committee;	Internal analysis.	

			Student Success Advisors; Librarian		
		Evaluate options resources made available to students.	2021 and ongoing; Academic Affairs Committee; CAO	AAC meeting.	
		Recommendations to Executive Committee for resources made available to students.	Ongoing; Academic Affairs Committee		Improved resources to increase persistence and graduation; decrease attrition.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>SSS2. Assess the College's At-risk program and identify areas for improvement or enhancement.</b>					
	SSS2a. Improve the effectiveness of the at-risk program in identifying students at-risk and providing additional resources				
	SSS2b. Increase in Persistence, Retention Rate and Graduation Rates.				

	SSS2c. Decrease in the number of students found to be At-Risk.				
		Review and evaluate the current at-risk program at the college obtaining feedback from staff members.	Research 2020-2022 to allow for full programs to start and end; Dean of Teaching and Learning, Academic Affairs Committee	Internal analysis.	
		Conduct research identifying other elements of an at-risk program used at other institutions.	Recommendations to CAO by 2023; Dean of Teaching and Learning, Academic Affairs Committee	Internal meeting.	
		Evaluate options and implement any new elements to the at-risk program.	Adoption September 2023; Dean of Teaching and Learning, Student Success Advisors	Internal implementation.	

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SSS3. Assess the college's Academic Advising services,					

<b>protocols, and policies for improvement or enhancement.</b>					
	SSS3a. Increase in Persistence, Retention, and Graduation Rates.				
	SSS3b. Decrease in the number of students found to be At-Risk.				
	SSS3c. Increase in enrollments specifically related to transfer credits.				
		Review and evaluate the academic services, protocols, and policies currently in place at the college.	Review and evaluate Annually; Academic Affairs Committee, Student Success Advisors, Dean of Teaching and Learning, Chief Academic Officer	Internal analysis.	

		Review and evaluate the policies outlined in the student handbook.	Review and evaluate Annually; Academic Affairs Committee, Student Success Advisors, Dean of Teaching and Learning, Chief Academic Officer, Faculty Council	Internal analysis.	
		Research and review the academic services, protocols, and policies at other institutions.	Research and review Annually; Academic Affairs Committee, Student Success Advisors, Dean of Teaching and Learning, Chief Academic Officer	External research.	
		Evaluate current and potential options for academic services, protocols, and policies and make amendments to those applicable.	Review and evaluate amendments; Academic Affairs Committee, Student Success Advisors, Dean of Teaching and Learning, Chief Academic Officer, Faculty Council	Internal analysis, review, and implementation.	Continuous improvement of retention and graduation rates.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>SSS4. Assess the college's Student Life department, program, and services for improvement or enhancement, specifically increasing the number of student clubs by 25% and developing a new method for tracking Student Life and Learning Points.</b>					
	SSS4a. Increase in the number of clubs offered at the college				
	SSS4b. Increase in the number of club facilitators				
	SSS4c. Increase in the number of attendees at club events				

	SSS4d. Positive feedback from staff and students about the new implemented tracking method for Student Life and Learning Points				
		Review and evaluate the Student Life Program and services; Student Life Coordinator, President	Review and evaluate 2023; Residential Life and Learning Council, Faculty Council, Admissions department, Strategic Enrollment and Management Committee, Academic Affairs Committee, Director of Student Life	Internal analysis.	
		Review and evaluate the current student clubs and process involved in creating clubs and finding club facilitators	Review and evaluate 2023; Residential Life and Learning Council, Faculty Council,	Internal analysis	



			Admissions department, Strategic Enrollment and Management Committee, Academic Affairs Committee, Director of Student Life		
		Research and evaluate alternative options for tracking Student Life and Learning Points; Student Life Coordinator	Review and evaluate 2023; Director of Student Life	Internal and external research.	
		Implement new processes and procedures for creating clubs along with implementing a new method for tracking Student Life and Learning Points; Student Life Coordinator; President	Implement new processes and procedure; Winter 2024	Internal implementation.	Enhanced student life activities; improved retention

## Faculty and Staff Development

Assessing and enhancing the current faculty development programming, internally and externally, is the area of focus for development.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>FSD1. Improve the college’s faculty professional development program by setting benchmarks to be completed by faculty external to the institution.</b>					
	FSD1a. Benchmarks are implemented into professional development requirements and tracked by Dean and CAO in yearly evaluations.				
		Review the current professional development offered internally by the college.	Review conducted 2020-2021; Dean, CAO, and Academic Affairs Committee	Internal Analysis	
		Conduct research identifying Professional development programs at other institutions	Research conducted 2022; Dean, CAO, and	Internal/External Research	

			Academic Affairs Committee		
		Review the current finances offered to faculty for professional development	Recommendations to Executive Council Fall 2023; CAO and Executive Vice President	Internal Analysis and Recommendations	
		Create benchmarks for external professional development	Adoption September 2022; Dean and CAO	Internal Implementation	Ongoing Improvement of Professional Development Activities

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>FSD2. Create and implement a professional development program for non-faculty staff.</b>					
	FSD2a. Professional development program is implemented into staff employment requirements.				
	FSD2b. Professional development				

	benchmarks are reviewed during yearly evaluations.				
		Review the current professional development offered internally by the college, if any.	Summer 2024; Vice President of Administrative Services, Executive Committee, Academic Affairs Committee, CAO, Dean of Teaching and Learning	Internal analysis	
		Conduct research identifying Professional development programs at other institutions for non-faculty staff.	Winter 2025; Vice President of Administrative Services, Executive Committee	External research	
		Review the current finances offered to staff for professional development, if any.	Recommendations to EVP Spring 2025; Vice President of Administrative Services, Executive Committee	Internal analysis and recommendation	
		Create benchmarks for non-faculty staff professional development and tracking system	Adoption Summer 2025; Vice President of	Internal implementation	Enhanced non-faculty professional

			Administrative Services, Executive Committee,		development program
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Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>FSD3. Improve the college's internal professional development program.</b>					
	FSD3a. Staff and faculty surveys to evaluate the amended internal professional development offered				
		Review the current professional development offered by the college; EVP.	Ongoing	Internal analysis	
		Conduct research identifying Professional development offered at other institutions; EVP	Ongoing	External research	
		Review the current finances available for internal offered professional development	Annually	Internal analysis and recommendation	

		Amend internal professional development programs annually	Annually	Internal implementation	Continuous improvement of professional development
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Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>FSD4. Assess the current faculty with focus on size and quality.</b>					
	FSD4a. Ensure sufficient faculty to instruct all courses to high degree of quality.				
		Review the current credentials of faculty ensuring expertise in programed courses; EVP, CAO, Dean of Teaching and Learning	Winter 2022; ongoing	Internal analysis	Alignment of faculty to courses; assurance of quality for courses taught.

	FSD4b. Ensure faculty is trained at a high level to ensure focus on quality instruction.	Review of faculty credentials and professional development; EVP, CAO, Dean of Teaching and Learning	Winter 2022; ongoing	Internal research utilizing student surveys, evaluations, and course surveys	Recommendations for specific professional development agendas for faculty members.
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## Educational Program Curricula

Enhancing relationships with hospitality industry employers, exploring dynamic forms of pedagogy, and ensuring alignment of program goals remain in alignment with courses and curriculum are the focus of curricula.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>EPC1. Continually ensure that the curriculum offered meets the demands and are current with industry requirements.</b>					
	EPC1a. Increase in post-graduate employment rates				
	EPC1b. Survey of the PAC	Survey the Program Advisory Committee and Faculty Council bi-annually to provide current requirements of the industry	2020-2025  Each year involves bi-annual surveys of the PAC and Faculty Council with amendment to curriculum as needed; Dean, CAO, Program Advisory Committee, Faculty Council, Academic Affairs Committee		



		Review and evaluate the curriculum in meeting the requirements of the industry	2020-2025 Each year involves bi-annual surveys of the PAC and Faculty Council with amendment to curriculum as needed; Dean, CAO, Program Advisory Committee, Faculty Council, Academic Affairs Committee		
		Make amendments to the curriculum when and where necessary; Dean, CAO, Program Advisory Committee, Faculty Council, Academic Affairs Committee	2025 Internal Implementation;		Continuous improvement of curriculum.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
EPC2. Improve overall pedagogy and ensure current methods are effective and contemporary.					
	EPC2a. Course surveys completed by students				

	EPC2b. Classroom observations	Classroom observations; CAO	Annually	Classroom Observation form	Assessment of full time faculty instruction
	EPC2c. Increase in academic standings of students	Students continue to complete course surveys each term; Dean of Teaching and Learning, CAO	Ongoing Review of course surveys	Internal analysis	
		Research contemporary pedagogy methods; Dean of Teaching and Learning, CAO, Faculty Council, Academic Affairs Committee, Librarians, Student Success Advisors	Spring 2022 and ongoing; research contemporary pedagogy	External research	
		Offer professional development to faculty on new methods; Dean of Teaching and Learning, CAO	Ongoing; Professional development offered to faculty;	Internal implementation review	
		Implement new methods into lesson plans and overall teaching methods; Dean of Teaching and Learning, CAO	Annually New methods implemented;	Internal implementation	Continuous improvement of instruction and pedagogies

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
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<p><b>EPC3. Continually review and confirm that current curriculum is meeting the student learning outcomes.</b></p>					
	<p>EPC3a. Review and confirmation by faculty, Dean, CAO, Academic Affairs Committee</p>	<p>On a bi-annual basis, evaluate the current curriculum in meeting student learning outcomes; Dean of Teaching and Learning, CAO, Academic Affairs Committee</p>	<p>2020-2022 Review learning objectives, course goals, and program goals for alignment with student learning outcomes</p>	<p>Internal analysis</p>	
		<p>Make amendments to curriculum when and where appropriate</p>	<p>2022-2023 Make necessary amendments to the curriculum; Dean of Teaching and Learning, CAO, Academic Affairs Committee</p> <p>2023-2024 Implement amendments to curriculum; Dean of Teaching and Learning, CAO, Academic Affairs Committee</p>	<p>Internal amendments</p>	<p>Continuous improvement of course/learning outcomes</p>

## Learning Resources System

Increasing student utilization of learning resources through system uses and preferences is the primary objective for our learning resource system.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>LRS1. Increase student use of library resources.</b>					
	LRS1a. Increase student use of print materials	Increase discoverability by adding signs and shelf labels on library stacks that indicate the Library of Congress (LOC) subject headings / Librarian	Fall 2023	Circulation records and reference interactions	
		Weed and shift materials on shelves to alleviate crowding and increase visibility / Librarian	Initial Fall 2023 / ongoing yearly thereafter	Circulation records and reference interactions	
		Create and maintain a schedule to promote library print materials via the LMS (Schoolology) / Librarian	Summer 2023	Circulation records and reference interactions	
	LRS1b. Increase use of online materials	Provide an informational presentation to faculty on all current online resources / Librarian	Summer 2023	Faculty Feedback	
		Create research guides for relevant topics, which will be posted on the library website, and can be imbedded on course pages in the LMS (Schoolology) / librarian	Fall 2021	Faculty Feedback	
					Improved academic outcomes for students by

					increasing their utilization of available resources
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Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>LRS2. Evaluate collection (print &amp; online) coverage to ensure it is appropriate for current coursework.</b>					
	LRS2a. Close any coverage gaps in the collection for textbooks, reserves, and recommended texts.	Audit currently running courses' syllabi to ensure the library has print or digital copies available for all textbooks, reserves, and recommended texts. / Librarian and Associate Dean of Teaching and Learning	Per term		
	LRS2b. Evaluate whether resources are meeting the needs of current coursework.	Solicit faculty feedback on student use of library online resources in course assignments to identify areas for increased acquisition./ Librarian	Per term	Faculty feedback	
	LRS2c. Explore options to improve or expand online resources.	Explore additional/alternative database options (through trials available to students and faculty on library website) to ensure most appropriate offerings to students. /Librarian	Per term	Student and faculty feedback	
					Provide library resources that are appropriate for

					coursework and meet students' current needs
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## Equipment and Supporting Materials

As program offerings increase, the focus of equipment and supporting materials is on ensuring maintenance of equipment for current programs while researching and budgeting for resources for planned programs as well as to upgrade computers for student use.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>ESM1. Maintain required and appropriate equipment and resources for each program of study.</b>					
	ESM1a. Ensure faculty and students have adequate and appropriate equipment on which to learn.	Research and remain abreast of changes to equipment and resources for each program of study. (Faculty members, Faculty Council, Academic Affairs Committee)	Ongoing at least annually	Research of industry trends.	Awareness of changes to industry standards for equipment and resources.
		Complete self-assessment of equipment and resources for quality and availability. (Faculty members, Faculty Council, Academic Affairs Committee)	Ongoing at least annually	Physical inventory and review.	Maintain inventory of equipment availability.
		Review Program Advisory Committee comments and recommendations for equipment and resources. (Academic Affairs Committee)	Ongoing at least annually	Program Advisory Committee meeting minutes.	Assess recommendations from external partners and current industry professionals.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
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<b>ESM2. Secure equipment and resources for future programs.</b>					
	ESM2a. Assess all planned programs for equipment and resource requirements.	Director of Teaching and Learning, Librarian, Director of Campus Development and EVP assess future program needs.	Ongoing	Outline of Degree Program Program Goals and Outcomes Course Syllabi	Required resources identified for program launches.
	ESM2b. Incorporate identified resources into future budget(s).	President, EVP, and Controller assess ability to incorporate equipment and resources into future budgets.	Ongoing and prior to submissions for approval.	Required resource list.	Financial plan for new program equipment and resources.
	ESM2c. Purchase required equipment and resource for program launches.	Director for Campus Development purchase and install new equipment.	Ongoing	Required resource list.	Equipment and resources available for new programs.

<b>Goal</b>	<b>Objective</b>	<b>Actions and Responsibility</b>	<b>Timeline/Deadline</b>	<b>Assessment Methods/Tools</b>	<b>Results/Analysis</b>
<b>ESM3. Upgrade campus technology resources for staff and students.</b>					
	ESM3a. Assess technological resources for staff, faculty and students.	Director of Teaching and Learning, Librarian, Director of Campus Development assess current technology available for staff and students.	Summer 2021	List of technology for on-ground and distance learning.	Technology requiring upgrade identified.



	ESM3b. Incorporate identified equipment upgrades into 2022/23/24 budget and beyond.	President, EVP, and Controller incorporate technology equipment and resources into 2022 budget.	Fall 2021	Required upgrade list.	Financial plan for technology upgrades.
	ESM3c. Upgrade equipment and resource.	Director for Campus Development purchase/refurbish technology equipment.	Summer 2022 through Summer 2024	Required upgrade list.	Technology upgrade.
	ESM3d. Design annual technology upgrade process.	Director of Campus Development.	Summer 2023 and ongoing	Technology list.	Ongoing assessment of technology quality.

## Facilities

Maintenance of current facilities and identifying areas of need for future programming are included in the facilities goals.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>FAC1. Ensure current facilities are maintained adequately.</b>					
	FAC1a. Maintain adequate staffing levels.	At least monthly, assess staffing levels as compared to desired outcomes (Director of Facilities).	Ongoing	Staffing levels	Adequate staffing to complete required maintenance.
	FAC1b. Review and revise maintenance standards.	Assess quality of maintenance on campus.	Ongoing	Observation	Identification and correction of maintenance issues.
		Develop assessment surveys for students and staff.	Summer 2021	Survey tool.	
		Administer and review surveys annually.	Ongoing	Survey outcomes.	Improved/satisfied student and staff.
	FAC1c. Ensure proper training of new team members and development of current team members.	Develop training manuals and assessment measures (Director of Facilities).	Summer 2022	Completed training materials.	Improved levels of training and overall maintenance.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>FAC2. Review the college's current</b>					

<b>and future programming and use it as a guideline for prioritizing development.</b>					
	FAC2a. Utilize college planning to prioritize and budget for future development.	Remain active in Directors planning meetings.	Ongoing	Awareness of future programs.	Preparedness for new programs.
	FAC2b. Maintain awareness for industry norms for facilities.	Review Program Advisory Committee meeting minutes related to facilities and equipment reviews.	At least annually.	PAC minutes.	Improved facilities planning.

## Student Achievement Outcomes

Taking steps to ensure ACCSC benchmarks for student achievement outcomes and ensuring the transfer of learning is taking place are the key priorities for student achievement outcomes.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>SAO1. Match and exceed the benchmarks for employment rates after graduation of the student body.</b>					
	SAO1a. Benchmarks for employment rates are matched				
	SAO1b. Benchmarks for employment rates are exceeded				
	SAO1c. Implement industry partnerships by leveraging PAC relationships.				
		Update and assess the current employment rates; Career Services Coordinator	2020 and ongoing Update and assess the current employment rates	Internal and external assessment	

		Review variables factoring into decreasing and increasing employment rates of students after graduation; Career Services Coordinator	2021-2022 Review variables factoring into decreasing and increasing employment rates of students after graduation	Internal and external review	
		Make amendments to specific areas correlated with affecting employment rates; Career Services Coordinator	2022-2023 Make amendments to specific areas correlated with affecting employment rates  2023-2025 Assess benchmarks for employment rates; Student Outcomes and Employment Committee, Career Services Coordinator	Internal amendments  Internal assessment	
		Assess current PAC members and develop partnerships with appropriate membership. Career Services Coordinator	Ongoing	PAC Member list; external resources	Key industry partnerships for internships and employability

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SAO2. Match and exceed the benchmarks for graduation rates.					
	SAO2a. Benchmarks for graduation rates are matched				
	SAO2b. Benchmarks for graduation rates are exceeded				
		Update and assess the current graduation rates; CAO, Dean of Teaching and Learning, Academic Affairs Committee, Student Success Advisors	2020 and ongoing Update and assess the current graduation rates	Internal assessment and updates	
		Review variables factoring into decreasing and increasing graduation rates; CAO, Dean of Teaching and Learning, Academic Affairs Committee, Student Success Advisors	2021 and ongoing Review variables factoring into decreasing and increasing graduation rates	Internal and external review	
		Make amendments to specific areas correlated with affecting graduation rates; CAO, Dean of Teaching and	2022-2023 Make amendments to specific areas	Internal amendments	Continuous improvement in graduation rates; meeting/exceeding

		Learning, Academic Affairs Committee, Student Success Advisors	correlated with affecting graduation rates  2023-2025 Assess benchmarks for graduation rates		accreditation benchmarks
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Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>SAO3. Continuous improvement of retention.</b>					
	SAO3a. Improve graduation rates via increased retention rates	Assess retention data bi-annually; CAO, Dean of Teaching and Learning, Academic Affairs Committee, Student Success Advisors	Ongoing Update and assess the current retention data	Internal assessment and updates	
		Review variables factoring into decreasing and increasing retention; Academic Affairs Committee	Annually Review variables factoring into decreasing and increasing retention	Internal analysis	
		Make amendments to specific areas correlated with affecting retention; Academic Affairs Committee	Annually Make amendments to	Internal Review	Continuous improvement of retention resulting

			specific areas correlated with affecting retention		in increased graduation rates.
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Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>SAO4. Ensure that the knowledge and skill taught and offered to the students via the current curriculum is obtained by the student body.</b>					
	SAO4a. Positive and strong data for academic standings and proficiency and capstone final scores				
	SAO4b. Positive survey results from Survey Faculty Council and Program Advisory Committee	Collect data for academic standings and proficiency and capstone final scores; CAO, Dean of Teaching and Learning, Student Success Advisors	2020-2023 Collect data for academic standings and proficiency and capstone final scores  2023-2024 Review data for academic standings and	Internal collection of data and review	



			proficiency and capstone final scores		
		Survey the Faculty Council; EVP	2024 Survey Faculty	Internal survey	
		Survey the Program Advisory Committee	2024 Survey the Program Advisory Committee; CAO	External survey	
		Assess survey outcomes and make recommendations for improvement; EVP, Academic Affairs Committee	Winter 2025	Survey Results	
		Implement changes; Faculty	Summer 2025	Recommendations	Improved academic outcomes.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>SAO5. Alumni outreach program to support higher student achievement outcomes.</b>					
	SAO5a. Improve awareness of, and access to current WHC Alumni.	Form an active Alumni Affairs Committee with minimum requirements for meetings and action plans. Director of Enrollment Management	Winter 2025	Meeting minutes	Active Alumni Affairs Committee.

	SAO5b. Actively reach out to alumni for expertise in field experience and marketing efforts.	Design outreach efforts conducted by the Alumni Affairs Committee	2025 and ongoing	Alumni contacts and tracking; alumni marketing	Improved alumni relations.
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## Emergency Preparedness

As a new area of the IAIP, the primary focus is to have a comprehensive plan in place and continually assess its effectiveness.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
<b>EP1. Continuous improvement of comprehensive Emergency Preparedness Plan.</b>					
	EP1a. To have a clear plan that all faculty, staff and students can be guided in emergent situations.				
		Develop an Emergency Preparedness Committee; VP Administrative Services	Fall 2024	Staff	
		Committee Meetings held annually; VP Administrative Services to Chair.	Winter 2025 and ongoing	EPC Meeting Minutes	
		Recommendations from EPC assessed for implementation; EVP, President.	Spring 2025 and ongoing	EPC Meeting Minutes	
		Implementation of approved activities	Summer 2025 and ongoing	Approved activities	Improved Emergency Preparedness Plan; continuous improvement of plan.