



Walnut Hill College

Founded in 1974 as The Restaurant School

Institutional Assessment and Improvement Activities 2025 – 2030

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
MGT1. Assess, evaluate, and modify manager/director positions.					
	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.	Ongoing	Job analysis assessment	
		Assess for areas of overlapping responsibilities and/or underutilization.	Ongoing	Job analysis assessment	
		Realign leadership roles to increase effectiveness, efficiency, and fiscal responsibility.	Ongoing	Executive meeting	Updated levels of management resulting in lowering expenses.

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

for compliance with regulations including ACCSC Standards of Accreditation.					
		Achieve reaccreditation with ACCSC.	Winter 2026	Reaccreditation outcomes.	Reaccreditation
		Analyze and address areas of weakness in reaccreditation.	Spring/Summer 2026	ACCSC SER	Identification of areas of concern.
		Department directors design/update self-audit tools for each department.	Spring 2027	ACCSC Standards of Accreditation Departmental standards State standards	Departmental audit tool(s)
	MGT2a. Improve compliance efforts with regulatory agencies.	Implement bi-annual audits. One self-audit by the director (announced). One unannounced audit by non-departmental member.	Summer 2027	Audit tool	Improved regulatory compliance
	MGT2b. Achieve 'School of Distinction' status with accrediting body.	Obtain School of Distinction status with ACCSC.	Upon completion of reaccreditation following 2027.	Reaccreditation	School of Distinction 7-year Reaccreditation Status

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
MGT3. Assess and maintain staffing needs for each department with a					

focus on Marketing, Admissions, and Financial Aid .					
		Identify positions that require additional support (DEM).	Fall 2024	Review of team member responsibilities, shortfalls in meeting position requirements, areas of inefficiency.	Identification of optimal quantity of positions required for effective/efficient enrollment activities.
		Develop and initiate hiring plan for required positions to include review and revision of position descriptions (DEM).	Fall 2024	Hiring plan; position descriptions.	Hiring activities launched.
	MGT3a. Increase admissions and financial aid team members to meet new demands created by new systems in place.	Identify, interview, hire, and onboard enrollment positions as determined (DEM, EVP, President).	Winter 2024	Employment documents, interviews	Enrollment team increases to required levels.
	MGT3b. Monitor and assess hiring needs for other departments based on increased enrollments	Monitor enrollment data for Spring and Fall 2025 and identify required team member additions for other departments.	Winter/Spring 2025	Enrollment data.	Departmental teams maintained at appropriate levels for efficient operations.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
MGT4. Assess and maintain staffing					

needs for each department with a focus on Marketing, Admissions, and Financial Aid .					
		Identify positions that require additional support (DEM).	Fall 2024	Review of team member responsibilities, shortfalls in meeting position requirements, areas of inefficiency.	Identification of optimal quantity of positions required for effective/efficient enrollment activities.

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
FCB1. Engage a search for a Director of Marketing to improve all areas of revenue generation.					
	FCB1a. Develop job postings for Director of Enrollment Management	EVP, President to jointly develop appropriate position descriptions and job postings	Winter 2025	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.	Summer 2025	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.	Fall 2025	Completed hiring process.	Director of Enrollment Management onboarded.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FCB2. Increase lead generation for all programs.					

	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 2025	Campus reporting.	Analysis of lead source success rate.
		Adjust lead sources.	Ongoing	Contracts	Additional VIPs.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FCB3. Increase ratio of generated leads to enrollments.					
	FCB3a. Review lead sources and identify rates of enrollment from each.	Analysis of enrollment data completed by DEM.	Winter 2025	Enrollment data	Comparison of lead sources
	FCB3b. Identify lead sources with highest/lowest rates of enrollment.	Analyze comparison data (DEM, VIP).	Spring 2025	Comparison data	Identification of high/low performing
	FCB3c. Eliminate or improve underperforming lead sources; enhance high performing sources.	Defund or improve underperforming sources while enhancing high performing sources; EVP, DEM	Summer 2025	Comparison results	Efficient and effective lead sources.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FCB4. Maintain graduation rates above 70% for each program.					
	FCB4a. In coordination with SSS1a. Maintain Persistence, Retention Rate and Graduation Rates.	Revise and implement new Flash Report (SSA).	Winter 2025	Analysis of drops.	Ongoing CRM Reporting.
		Review Flash Reports at Campus Update and SEMC meetings (SSA).	Summer 2025 and ongoing	Campus data.	Monthly assessment of attrition rates with reasons.
		Respond to increased rates in SEMC and AA meetings	Ongoing	Flash Reporting	Maintenance of graduation rates.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FCB5. Increase industry, vocational, and college articulation agreements.					
	FCB5a. Assess current articulation agreements.	High School coordinator and Admissions Director complete analysis of current articulation	Spring 2024	Current articulation	List of articulated schools with high

		agreements assessing each for viability.		agreements and CRM reporting.	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 2024	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 2025	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 2025	Direct contacts.	Increased levels of articulation relationships.
	FCB5e. Complete articulation agreements with identified organizations.	High School coordinator and DEM.	Summer 2025	Articulation Agreements on file.	Increased levels of articulation for all programs at all levels.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FCB6. Enhance college store offerings inclusive of an online store.					
	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	Develop an online store to include sales of all store items as well as	Summer 2024	Online store	Launch

	access to store offerings.	admissions related requirements (toolkits, housing plans, dining plans, etc...). Director of Campus Development			
		Enhance specialized offerings to Alumni and other groups.	Winter 2024	Online Store	Increased revenue and improved branding.
		Focus groups with current student on items that would enhance online store options	Spring 2025	Focus Group Results	Options for current student body
	FCB6c. Analyze sales from online store annually.	Review and analyze sales results from online store determining viability of store and options available.	Summer 2025 and ongoing	Online store results	Streamlined options; determination of continues viability.
	FCB7a.	Enhance online store branding to all markets.	Summer 2025	Website; online store	Increased awareness of online store.

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
APP1. Upgrade Customer Service Management system.					
	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 2024	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 2025	CRM	Launch new CRM.
	APP1c.	Assess effectiveness of new CRM; DEM	Summer 2027	CRM Assessment	CRM Assessment

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
APP2. Revise Team Handbook to integrate new polices.					
	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
SSS1. Assess the College’s academic resources available to students and identify areas for improvement or enhancement.					
	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.	2026 and ongoing: Academic Affairs Committee; Student Success Advisors; Librarian	Literature reviews and research.	
		Conduct research identifying academic resources currently not available at the college.	2026 and ongoing: Academic Affairs Committee;	Internal analysis.	

			Student Success Advisors; Librarian		
		Evaluate options resources made available to students.	2026 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
SSS2. Assess the College's At-risk program and identify areas for improvement or enhancement.					
	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.	Summer 2026 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 Winter 2027; Dean of Teaching and Learning, Academic Affairs Committee	Internal meeting.	
		Evaluate options and implement any new elements to the at-risk program.	Adoption September 2027; 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, protocols, and policies for improvement or enhancement.					
	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
SSS4. Assess the college's Student Life department, program, and services for improvement or enhancement, specifically increasing the number of student activities by 25% and developing a new method for tracking Student Life and Learning Points.					
	SSS4a. Increase in the number of activities offered at the college	President and DSL to organize an annual calendar of events with a minimum of 45 events per month.	Fall 2024	Events calendar	Increased events
	SSS4b. Increase in the number of activities facilitators	Review and revise club facilitator roles.	Summer 2024	Revised facilitator plan	Increased facilitators
	SSS4c. Increase in the number of attendees at activities events	Assess student response to events via survey's and analysis of attendance at events.	2024-2025 AY	Survey results	Increased understanding of student preferences.

	SSS4d. Identify effective/efficient tracking method for Student Life and Learning Points	Assess opportunities with new LMS/SIS for electronic tracking of attendance.	Fall/Winter 2024	Event tracking	Data for analysis of attendance at events.
		Implement new processes and procedures for creating activities along with implementing a new method for tracking Student Life and Learning Points; Student Life Coordinator; President	Implement new processes and procedure; Winter 2025	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
FSD1. Improve the college's faculty professional development program by setting benchmarks to be completed by faculty external to the institution.					
	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 AY 2024-2025 Dean, CAO, and Academic Affairs Committee	Internal Analysis	
		Conduct research identifying Professional development programs at other institutions	Research Winter 2025; Dean, CAO, and Academic Affairs Committee	Internal/External Research	

		Assess the current finances offered to faculty for professional development	Identify areas for expenditures on PD for Faculty. Executive Vice President	Internal Analysis and Recommendations	
		Create benchmarks for external professional development	Adoption Spring 2025; Dean and CAO	Internal Implementation	Ongoing Improvement of Professional Development Activities

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FSD2. Create and implement a professional development program for non-faculty staff.					
	FSD2a. Professional development program is implemented into staff employment requirements.	Review the current professional development offered internally by the college.	Spring 2025; Vice President of Administrative Services, Executive Committee, Academic Affairs Committee, CAO, Dean of Teaching and Learning	Internal analysis	

	FSD2b. Professional development benchmarks are reviewed during yearly evaluations.	Conduct research identifying Professional development programs at other institutions for non-faculty staff.	Summer 2025; Vice President of Administrative Services, Executive Committee	External research	
		Review the current finances offered to staff for professional development, if any.	Recommendations prepared by Summer 2025	Internal analysis and recommendation	
		Create benchmarks for non-faculty staff professional development and tracking system	Adoption Summer 2025; Vice President of Administrative Services, Executive Committee,	Internal implementation	Enhanced non-faculty professional development program

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FSD3. Improve the college's internal professional development program.					
	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	Ongoing	External research	

		Professional development offered at other institutions; EVP			
		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

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FSD4. Assess the current faculty with focus on size and quality.					
	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 2025; 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 2025; 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
EPC1. Continually ensure that the curriculum offered meets the demands and are current with industry requirements.					
	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	2025 - 2030 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	2025 - 2030 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 2027 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>EPC3. Continually review and confirm that current curriculum is meeting the student learning outcomes.</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>2025-2026 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>2026-2027 Make necessary amendments to the curriculum; Dean of Teaching and Learning, CAO, Academic Affairs Committee</p> <p>2027-2028 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
LRS1. Increase student use of library resources.					
	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 2024	Circulation records and reference interactions	
		Weed and shift materials on shelves to alleviate crowding and increase visibility / Librarian	Winter 2025 ongoing yearly thereafter	Circulation records and reference interactions	
		Create and maintain a schedule to promote library print materials via the LMS (Schoology) / Librarian	Winter 2025	Circulation records and reference interactions	
	LRS1b. Increase use of online materials	Provide an informational presentation to faculty on all current online resources / Librarian	Fall 2026	Faculty Feedback	
		Review and revise research guides for relevant topics, which will be posted on the library website, and can be imbedded on course pages in the LMS (Schoology) / librarian	Summer 2026	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
LRS2. Evaluate collection (print & online) coverage to ensure it is appropriate for current coursework.					
	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
ESM1. Maintain required and appropriate equipment and resources for each program of study.					
	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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ESM2. Secure equipment and resources for future programs.					
	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.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
ESM3. Upgrade campus technology resources for staff and students.					
	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 2026	List of technology for on-ground and distance learning.	Technology requiring upgrade identified.

	ESM3b. Incorporate identified equipment upgrades into 2026 budget and beyond.	President, EVP, and Controller incorporate technology equipment and resources into 2022 budget.	Fall 2026	Required upgrade list.	Financial plan for technology upgrades.
	ESM3c. Upgrade equipment and resource.	Director for Campus Development purchase/refurbish technology equipment.	Summer 2026 through Summer 2027	Required upgrade list.	Technology upgrade.
	ESM3d. Design annual technology upgrade process.	Director of Campus Development.	Summer 2027 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
FAC1. Ensure current facilities are maintained adequately.					
	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 2025	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).	Ongoing	Completed training materials.	Improved levels of training and overall maintenance.

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

and future programming and use it as a guideline for prioritizing development.					
	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
SAO1. Match and exceed the benchmarks for employment rates after graduation of the student body.					
	SAO1a. Identify industry partnerships for internships and post graduation	Identify local area employers who meet with the colleges mission that would be good partners for employment for our students.	Summer 2025 – Summer 2026	External research	List of potential partners
	SAO1b. Design partnership plans	Develop employment partnership plans with WHC	Winter 2026	Internal development	Partnership plans
	SAO1c. Implement industry partnerships by leveraging PAC relationships.	Invite and initiate employment partners.	Summer 2026	On campus meetings	Stable employment partnerships established
	SAO1d. Assess outcomes of partnerships	Update and assess the effect on employment rates; Career Services Coordinator	AY 2026 - 2027 Update and assess the current employment rates	Internal and external assessment	Analysis of Partnerships

	SAO2a. Identify reasons for below-benchmark results.	Review variables factoring into decreasing and increasing employment rates of students after graduation; Career Services Coordinator	Winter 2025 Review variables factoring into decreasing and increasing employment rates of students after graduation	Internal and external review	Identification of potential barriers to employment.
		Devise a plan to support graduates in gaining employment pre- and post-graduation.	Spring 2025	List of barriers	Plan to support 2025 graduates
		Implement initiatives for employment rate improvements	Summer 2025	Plan initiation	Improved rates
		Assess initiatives and reevaluate	Fall 2025 and ongoing		Continuous improvement
	SAO3a.	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	2025 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	2026 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 Learning, Academic Affairs Committee, Student Success Advisors	2026 - 2027 Make amendments to specific areas correlated with affecting graduation rates 2026 - 2027 Assess benchmarks for graduation rates	Internal amendments	Continuous improvement in graduation rates; meeting/exceeding accreditation benchmarks

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SAO3. Continuous improvement of retention.					
	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 specific areas correlated with affecting retention	Internal Review	Continuous improvement of retention resulting in increased graduation rates.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SAO4. Ensure that the knowledge and skills taught and	SAO4a. Assess SLO outcomes from Proficiency courses.	Collect data for academic standings and proficiency and capstone final	Spring 2025 Collect data for academic	Internal collection of data and review	Data for comparison

offered to the students via the current curriculum is obtained by the student body.		scores; CAO, Dean of Teaching and Learning, Student Success Advisors	standings and proficiency and capstone final scores		
		Survey the Faculty Council; EVP	Winter 2025 Survey Faculty	Internal survey	Faculty feedback
		Survey the Program Advisory Committee	2025 Survey the Program Advisory Committee; CAO	External survey	PAC Feedback
		Assess survey outcomes and make recommendations for improvement; EVP, Academic Affairs Committee	Summer 2025	Survey Results	
		Implement changes; Faculty	AY 2025/2026	Recommendations	Improved academic outcomes.

Goal	Objective	Actions and Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SAO5. Alumni outreach program to support higher student achievement outcomes.					
	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 2026	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	2026 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
EP1. Continuous improvement of comprehensive Emergency Preparedness Plan.					
	EP1a. Emergency plan that all faculty, staff and students can be guided in emergent situations.	Assess Emergency Preparedness Committee; VP Administrative Services	Summer 2026	Internal and External research	Assessment of current plan
		Revise plan as necessary	Summer 2026 and ongoing	Plan assessment	Revised plan
		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.
	EP2. Regular assessment of potential risks and hazards	Committee Meetings held annually; VP Administrative Services to Chair.	Winter 2025 and ongoing	EPC Meeting Minutes	Risk factor identification