Institute *of* Technology
West Virginia University®

Final Report *of the*
WVU Institute of Technology
Revitalization
COMMITTEE

December 2012

West Virginia University Institute of Technology Revitalization Committee

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Introduction

West Virginia University Institute of Technology (WVU Tech) has a rich and distinguished history that extends back nearly one hundred and twenty years. Since its founding as a preparatory school in 1895, the institution has undergone multiple changes in governance, structure, and mission. WVU Tech has functioned as a trade school, junior college, independent baccalaureate granting institution, regional campus of WVU, and since 2007, a fully-integrated division of WVU.

WVU Tech's ability to adapt to the changing needs of West Virginia, the southern part of the state and the City of Montgomery has been one of its historical strengths. Due to a number of factors internal and external to the institution, WVU Tech finds itself in the midst of another change that has the potential to impact its governance, structure, and mission. Though the roots of this change extend further back, the West Virginia Legislature (Legislature) formally began this change process with the creation of the WVU Tech Revitalization Project in March 2011. The Revitalization Project has as its central purpose the goal of helping WVU Tech "reach its full potential as a center of excellence and a positive force for economic development and cultural enrichment within the community and state."[1]

This report provides an update on the work to date that has been undertaken to meet the goals of the Revitalization Project and focuses specifically on the work that has been done by the WVU Tech Revitalization Committee. This Committee, chaired by David Hendrickson, Chairman of the West Virginia Higher Education Policy Commission (Commission), and comprised of community members and senior representatives from WVU Tech, WVU's Board of Governors and the Commission, has worked to fulfill the goals of the Legislature to the best of their ability and sought to provide guidance to WVU Tech through this challenging transition so that it may continue to enrich the state of West Virginia.

This report will provide a short history of the WVU Tech Revitalization Project and an overview of the work of the Revitalization Committee in four key areas: academics and student services, governance and administration, finances and human resources, and facilities and capital improvements. Based on the work of the Revitalization Committee, this report will also identify key next steps that need to be considered by state policymakers in order for the Revitalization Project to continue moving forward.

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[1] WV Legislature West Virginia University Institute of Technology Revitalization Project. West Virginia State Code § 18B-1E-2 (2011).

History of the WVU Tech Revitalization Project

The Legislature initiated the WVU Tech Revitalization Project in order to address critical institutional challenges, specifically loss of enrollment and declines in student retention that were having a serious impact on the institution's financial sustainability. The first step in the Revitalization Project, as outlined in SB 486, was to conduct a study of the institution and develop a plan for its revitalization.

Under the direction of former Commission Chancellor Brian Noland, a team of experts with experience both internal and external to the state of West Virginia was assembled to conduct a study of WVU Tech and propose a plan for the institution's revitalization. This study team, led by Constantine Curris, was instructed to investigate eight areas: Administration and Governance, Academics, Athletics, Student Services, Finances and Human Resources, Facilities, Capital Improvement, and the Strategic Plan. The team conducted a four-day visit to the institution in July 2011 where they held more than 35 meetings with key constituencies and reviewed a wide range of institutional data. These meetings and the review of data provided the information for the Team's proposed revitalization plan entitled the "Revitalization Project for West Virginia University Institute of Technology Team Report" which was delivered to former Chancellor Brian Noland on October 7, 2011.

The plan the Revitalization Team presented in their report identified several critical reform areas at WVU Tech. While the team argued that for WVU Tech's revitalization to be successful all of their recommendations needed serious consideration, two key reform areas were central to their plan. First, they argued that enrollment needs to grow to approximately 1,800 students for the institution to be financially self-sustaining.[2] Without reaching that target over the next several years, the institution's long term viability is at risk. They offered a range of suggestions about how to increase enrollment that encompassed changes to academics, student services and facilities. Second, they Team argued that capital improvements and facilities upgrades need to be made on campus. These upgrades are critical to the student recruitment process as well as the long-term viability of the institution. These improvements, however, require a large infusion of capital. The Report identifies a minimum state investment of $30 million over the next five years to tackle critical facilities and capital improvement needs, though the total capital improvement needs of the institution have been estimated to be in excess of $70 million.

The revitalization plan outlined in the Report was presented to the Legislative Oversight Commission on Education Accountability (LOCEA) on October 11, 2011 and November 14, 2011. When the Revitalization Report was presented on November 14, 2011, LOCEA moved the acceptance of the report, though they did so without approval of the monetary aspects. However,

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[2] Enrollment of 1,600 students is necessary to ensure a balanced budget. Headcount enrollment in Fall 2012 was 1,107, with 256 students enrolled in at least one of 14 on-line courses.

during the 2012 Regular Session of the Legislature, $1.5 million was allocated to the Commission in order to assist both WVU Tech and West Virginia State University. Following that allocation, $750,000 was provided to WVU Tech by the Commission so that they could begin work on several of the recommendations outlined in the report, including the development of a Student Success Center, funding for a retention plan, electrical upgrades to Ratliff Hall and the installation of Wi-Fi on campus.

The WVU Tech Revitalization Committee

The Revitalization Report contained over fifty recommendations, including a dozen prioritized recommendations and a five year capital improvements schedule. In order to review the recommendations contained in the Report and assist in the development of a strategic action plan for the campus, the WVU Tech Revitalization Committee was formed. This nine member committee, chaired by the Commission Chairman David Hendrickson, has worked since March 2012 to address the challenges outlined in the Revitalization Report and assess the best strategies for the campus moving forward. In order to ensure that all key stakeholders have an opportunity to participate in the Revitalization Process and have their voices heard, the Committee included community members, representatives from the Commission, academic and executive leadership from WVU Tech, and members of WVU's Board of Governors. In order to better focus on core institutional reform areas, an Academic Subcommittee and a Facilities Subcommittee were also formed in March 2012. An Efficiencies Subcommittee was created in July 2012 as well with the charge of exploring ways in which WVU Tech can collaborate with Bridgemont Community and Technical College and the City of Montgomery to save money and improve service delivery.

The three questions guiding the work of the Committee have been:

- How can the institution be stabilized?
- How can WVU Tech best attract and retain students?
- What offerings help WVU Tech fill a unique niche?

With these questions firmly in mind, the Committee has sought to develop a clear plan for moving the institution towards its target of 1,800 students. A core part of the strategy the Committee suggests is to grow enrollment both on-line and in person, with a goal of 1,300 students on-campus and 500 online. This approach will expand opportunities for underserved and non-traditional students, while at the same time enabling WVU Tech to continue to provide the type of high-quality education in a small-campus atmosphere that has been one its great strengths.

Throughout this work, a spirit of inclusion has guided the Revitalization Committee and subcommittees. An institution of higher education such as WVU Tech is a vital member of its

community as well as a source of higher learning. In addition to community representation on the Revitalization Committee itself, membership on the subcommittees has been open to all who have signed up. Furthermore, each meeting of the Committee and subcommittees has been open to the public. The Revitalization Committee has also sought the input of alumni, students, faculty, and citizens of Montgomery through an on-line survey. This survey was open for almost five months and was completed by 99 individuals. The Committee believes that this approach has been extremely valuable and has helped to build consensus and identify the values, intentions, and goals of all key stakeholder groups. A summary of survey responses can be found in Appendix A.

The WVU Tech Revitalization Process

Despite the challenges identified by the Revitalization Team Report, a great deal has been accomplished in a short time and there is a palpable sense of optimism on WVU Tech's campus. This section of the Revitalization Committee's report will identify the progress that has been made at WVU Tech in four key areas: academics and student services, governance and administration, finances and human resources, and facilities and capital improvements. Critical improvements have been made in each of these areas that will help move the institution towards its goals of increased enrollment, greater student retention and overall progress towards achieving its potential as a center of excellence in West Virginian higher education. A comprehensive list of campus improvements can be found in Appendix B.

Academics and Student Services
Growing enrollment at WVU Tech is central to the revitalization of the institution. Doing so requires action in a number of key areas, including reviewing academic programs, expanding both traditional and on-line course offerings, and improving student services. Driven by the work of the Academic Subcommittee, important groundwork has been laid and critical first steps have been taken that will provide the foundation for work in this area over the next several years.

Educating students through the delivery of high-quality academic programs is at the heart of the higher education enterprise. At no point during the work of the Revitalization Study Team or that of the Revitalization Committee was WVU Tech's academic quality brought into question. On the contrary, WVU Tech's academics have received high praise from the Study Team, the Revitalization Committee, and the community members that responded to the survey. However, to ensure that students' needs and interests were being met and that WVU Tech's academic offerings were consistent with their mission, a thorough review of all academic programs was conducted by faculty and administrators. This included a review of all existing academic programs, an evaluation of unmet academic needs and predicted areas of employment growth, and a review of faculty-to-student ratios and faculty teaching loads.

Based upon this review, one program with low enrollment has been slated for elimination and another is under review by its college. This will free up resources that can be deployed in areas more closely aligned with student interests. In order to facilitate the move to expanded on-line course offerings, over one quarter of WVU Tech's faculty members have received Quality Matters training and an additional training is being scheduled for all remaining faculty. Quality Matters is a nationally recognized training program that helps faculty develop high quality online courses. This training will enable WVU Tech faculty to create new courses for online delivery, develop online versions of courses they already teach, and identify ways that technology can help improve their teaching and student learning. In addition to the faculty training, administration is working to ensure that the necessary technological infrastructure is in place so that on-line courses can be scaled up over time. Two recommendations from the Revitalization Report: that WVU Tech creates a niche for itself in the areas of co-op education and consider offering teacher education within the STEM disciplines are also underway. WVU Tech already has a vibrant co-op program in place and is committed to expanding that program and providing a co-op or internship opportunity for any student that is interested. This is a central aspect of the Revitalization Committee's recommended strategy to build WVU Tech's unique identity and growth strategies are being actively pursued by campus leadership. The creation of a teacher education program for secondary math and science teachers has also begun. These degree programs will be housed in the math and science departments, and it is hoped that they may be offered starting in fall 2013, though that is contingent upon receiving accreditation, developing the program and hiring the faculty to teach it.

Due to Mountain State University's (MSU) loss of accreditation, WVU Tech has also had the opportunity to expand their course offerings in areas with demonstrated student interest. WVU Tech is handling the teach-out of MSU's forensic investigation program and is working towards making it a permanent course offering. They are also assisting with the teach-out of two other courses beginning in spring 2013, information technology/computer science and aviation management. Additionally, academic leaders are exploring the feasibility of making aviation management a permanent course offering. Aviation management is taught on-line and dovetails with WVU Tech's plans to expand on-line course offerings generally. Also in process is expanded cooperation with WVU so that WVU Tech students have full access to WVU's on-line course offerings, and vice-versa.

Student services are also critical to increasing student enrollment and retention. One of the key ways to retain students at a higher education institution is to provide academic supports that help them succeed in their courses. Another is to make sure they feel comfortable at the institution. As part of the Revitalization Project, WVU Tech has been working on both of these areas. Using funds provided by the Legislature, WVU Tech is renovating the third floor of Vining Library to create a Student Success Center scheduled to open in January 2013. This center will provide a central location for students to meet with academic and student services professionals to receive

any assistance they may need. In addition to providing academic supports, WVU Tech has sought to improve the quality of life for their students by offering free laundry and free mini-fridges for students in residence halls, installing Wi-Fi in both dormitories and upgrading the bandwidth in the Bear's Den and Vining Library. Student and parent response to both of these changes have been overwhelmingly positive. Other improvements to student services include a three-day orientation for new students that was very successful this year, plans for extended hours at the Bear's Den, a full schedule of activities for students, expanded intramural athletics and the creation of more green space on campus for student activities. Additional upgrades to campus facilities will be discussed in more depth in the Facilities and Capital Improvements section of the report.

Governance and Administration
A number of challenges in the areas of institutional governance and administration have been addressed during the course of the WVU Tech Revitalization Project. One of the most important actions that has taken place has been the appointment of Carolyn Long to the position of Campus Executive Officer. This appointment was made by WVU in December 2011 and Ms. Long began work on January 1, 2012. The appointment of an interim CEO reflects, "the intent of the Legislature to promote institutional stability at WVU-Tech by keeping the governance structure of the institution unchanged until the report required in section four of this article is received in 2014."[3] It also reflects the view of the Revitalization Team regarding, "The necessity for strong, confidence-building, and support-generating leadership on campus."[4] That CEO Long has succeeded in generating confidence and support on campus is evidenced by the vote taken by the WVU Tech Faculty Assembly on October 4, 2012 to support the work of the Revitalization Committee, of which Ms. Long has been an integral part.[5] This support was echoed by the students of WVU Tech on October 9, 2012 when the Student Government Association unanimously voted to support the WVU Tech Revitalization Committee's work and expressed their support for the administration's leadership throughout this process.[6] It was further strengthened by the endorsement of WVU Tech's Classified Staff Council which stated that, "We believe the recommendations set forth by the Committees are in the best interest of the institution, as well as in the best interest of the faculty, staff, and our students, both present and future."[7]

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[3] WV Legislature West Virginia University Institute of Technology Revitalization Project. West Virginia State Code § 18B-1E-2 (2011).
[4] Curris, C., Carson, D., Ekswick, B., Jones, E. C., Testa, A. M., & Tuchi, B. (2011). *Revitalization Project for West Virginia University Institute of Technology Team Report*.
[5] King, A. (2012, October 5). WVU Tech Faculty Assembly Vote to Support Revitalization Committee's Work. *WVU Tech News Archive*. Montgomery, WV.
[6] King, A. (2012, October 9). WVU Tech Student Offer Support and Perspective of Revitalization Efforts. *WVU Tech News Archive*. Montgomery, WV.
[7] King, A. (November 19, 2012). WVU Tech Classified Staff Council Endorse Revitalization Committee's Work. *WVU Tech News Archive*. Montgomery, WV.

The appointment of Carolyn Long to the position of Campus Executive Officer was a critical step for revitalizing the institution. The position provides the campus with clear executive leadership, while still leaving authority over academic matters with the chief academic officer on campus, the Associate Provost. At the same time, WVU has appointed a former leader at Potomac State College of WVU as Senior Advisor to the Provost for Divisional Campuses to provide increased liaison support between the main Campus and WVU Tech. Part of this increased support includes regular meetings between CEO Long and officials in Morgantown, CEO Long's inclusion in all Dean's meetings and administrative conferences and overall improvement of institutional relations. Integrated functional relationships provided to WVU Tech by WVU include: Banner and related financial systems, Communications, Dining Services, Extended Learning, Business Affairs, Financial Aid, General Counsel, Human Resources, Information Technology, Institutional Research, Library Services, Physical Plant, Public Safety, Social Justice, and Sponsored Programs. This is in addition to the $3 to $4 million provided to WVU Tech annually by West Virginia University. As WVU Tech's enrollment grows, however, the goal is to reduce the need for a direct transfer of funds from West Virginia University to less than $250,000 annually.

One of the key areas of reform in the area of governance and administration has been the identification of efficiencies that can be realized through collaboration with other institutions, specifically Bridgemont Community and Technical College, WVU and the City of Montgomery. In order to facilitate this, CEO Long meets with Bridgemont CTC's President and the Mayor of Montgomery on a weekly basis. Efficiencies already implemented include:

- WVU Tech and Bridgemont currently share two drafting courses, with plans to share an engineering technology program starting spring 2013.
- WVU Tech provides all police service and custodial services for Bridgemont CTC.
- WVU Tech and the City of Montgomery share evening police services.
- WVU Tech provides dormitory space and meal plans for interested Bridgemont CTC students.
- Working more closely with WVU to share administrative tasks and resources.

In order to identify additional potential efficiencies, an Efficiencies Subcommittee was established in July 2012 and is currently working to identify further areas of improvement.

Finances and Human Resources
Tremendous improvements have been made in the areas of institutional finances and human resources. While the Revitalization Report focused on the work that needed to be done in the areas of enrollment management and general cost savings, both of which are very important, it missed some of the underlying issues that needed to be addressed first.

One of the most important steps that has been taken in the area of finances is the development of a clear and accurate institutional budget. For several years prior to the appointment of CEO Long, WVU Tech had not had a properly functioning budget. Reviewing materials, correcting errors, and developing an accurate budget was a tremendous undertaking, but one that needed to take place before other financial issues could be addressed. The development of a top-to-bottom institutional budget with clear goals and targets has been integral to WVU Tech's revitalization so far and has improved the morale of faculty and staff on campus.

One of the key recommendations made in the Revitalization Report was to, "continue to use the resources of WVU and increase collaboration with the main campus," (2011, p. 29). This includes ameliorating issues related to student information systems and ensuring proper access for personnel at WVU Tech. Under CEO Long's leadership and through better communications between the two institutions, these issues have been resolved. This improves functionality at WVU Tech as well as saving money for the institution. Another prioritized recommendation made by the Revitalization Report was to decrease the percentage of the budget allocated to athletics and discontinue football. This recommendation was made on the basis of several important factors in addition to the high cost, including the low attendance at football games, the poor academic performance and retention of the athletes, and the dangerous state of the football field. As a result, football has been discontinued at WVU Tech until such time as the institution's finances make it a viable option once again. This has enabled the tuition waivers to be used on students that are more likely to be retained and saved the institution an estimated $6.3 million in projected costs for a new athletics complex to replace Martin Field.

Student recruitment is an integral part of WVU Tech's revitalization plan and a number of efforts have been made in that areas. First, there has been an increased focus on recruiting students from out-of-state. Dr. Zeljko "Z" Torbica, new Dean of the Leonard C. Nelson College of Engineering and Sciences, Dr. Stephen Brown, Dean of the College of Business, Humanities & Social Sciences, and alumni leaders in the Houston/Dallas area are attending student fairs across the country to improve out-of-state recruitment. Additionally, all faculty members have agreed to work with the Admissions Office to contact students who have applied to WVU Tech and are interested in their field of study, and agreed to teach classes to area high school students. Faculty have also been asked to develop student retention goals in their classes, a best practice that is proven to help increase student retention. Other outreach efforts that have positive impacts on institutional funding and future enrollment include operating a summer science, technology, engineering, and mathematics (STEM) camp and partnering with Upward Bound to improve student learning and retention.

Facilities and Capital Improvements
Upgrading the facilities and making capital improvements to WVU Tech is essential to increasing enrollment and improving student retention. Although an institution of higher learning

is much more than its buildings and infrastructure, without a physical space that is safe, functional and inviting, it is difficult for learning to take place. The Revitalization Report identified a number of critical capital improvements needs at WVU Tech and the Facilities Subcommittee was formed in March 2012 to review those recommendations and provide input on the implementation of a plan for addressing them on campus.

The Facilities Subcommittee, chaired by Ed Robinson, an engineer who is both the Chairman of the WVU Tech Board of Visitors and a member of the WVU Board of Governors, began their work by reviewing existing campus infrastructure and unmet need on campus, then developed a deferred maintenance priority and campus beautification project listing. Based on that work, several projects have been completed and a list of remaining needs has been identified and prioritized.

One of the most significant completed projects has been the razing of Co-Ed. That project was completed during the summer of 2012 and plans for the use of that space are being developed. Renovating Co-Ed would have cost over $12 million and razing the building has removed that money from the expected cost estimates of improving campus infrastructure. In addition, the main underground electrical feed to campus has been replaced, Wi-Fi has been installed over much of the campus, and a campus-wide beautification has taken place. Campus beautification has included paving roads, painting curbs, and improving the overall look of the campus to create a more welcoming atmosphere. Renovations also continue to Old Main, financed with a $3 million grant from the Commission. Another important project was the development of plans for Hi-Rise Hall. It has been established that the building is structurally sound and does not need to be completely renovated all at one time. Instead, the building will be maintained in its current state at a cost of approximately $35,000 per year. As money becomes available and campus needs are clearly identified, it can be renovated in stages to provide additional housing, classrooms, dining space, or student recreation opportunities.

There are still significant infrastructure needs that must be met in the short-term to bring WVU Tech up to an equal level with some of the state's other institutions. In order to move forward, the Revitalization Committee is requesting $7.8 million from the Legislature in 2013 to complete critical capital improvements. The bulk of that money is requested to make upgrades to Ratliff Hall, including providing the building with functional air-conditioning. Without adequate residence halls for students, the campus will not be able to increase enrollment. Without increasing enrollment, the institution will not be financially viable. The funding requested is what the Revitalization Committee has identified as necessary to put WVU Tech on equal footing with other public higher education institutions in the state so that it can fulfill the Legislature's charge and serve the students of Southern West Virginia. The funding request to the Legislature is outlined in detail in Appendix C.

<u>Next Steps</u>

The Revitalization Project created by the Legislature in 2011 is critical for the future of WVU Tech. The institution has undergone several major changes to its governance, structure and mission over its 117 year history. The WVU Tech Revitalization Committee believes that with the help of the Legislature, the people of Montgomery, and the WVU's Board of Governors, WVU Tech will weather this transition as well and emerge stronger than before.

As described above, critical steps have been taken in the area of academics and student services, governance and administration, finances and human resources, and facilities and capital improvements. The Revitalization Committee has helped provide input and assistance during this transition period and helped WVU Tech move through a difficult transition and on to firmer footing. The Committee believes that the revitalization strategy outlined here of continuing to provide a high quality on-campus education in a small campus atmosphere, growing online enrollment and course offerings, and positioning itself as West Virginia's leader in co-op education, is sound and achievable.

While crucial steps have been taken to revitalize Tech, a number of things need to take place in order to achieve the Legislature's goal of helping WVU Tech to "reach its full potential as a center of excellence and a positive force for economic development and cultural enrichment within the community and state." First, the critical infrastructure needs of the institution need to be addressed. The total revised capital needs are estimated to be $45.3 million, but a first infusion of $7.8 million is necessary to renovate Ratliff and address other critical campus needs. This level of capital need is not unusual for an institution of Tech's size and is on par with the needs of other public higher education institutions in the state. Renovating Ratliff is essential to increasing enrollment, and without increasing enrollment, the revitalization of Tech is not sustainable.

Second, the work of the Revitalization Subcommittees should continue. Academics is at the heart of any higher education institution and guiding the direction of WVU Tech's academic changes needs to be handled by those who best understand it: Tech's faculty. Developing new programs is an involved and complex process and this group has proven its ability to help support this. The Facilities Subcommittee has done an excellent job of assessing institutional needs and prioritizing them. Their expertise will be invaluable as the institution's needs evolve. Though formed more recently, the Efficiencies Subcommittee also has an important role in moving the institution forward. Their November 2012 subcommittee report examines six campus units and identifies 19 implemented efficiencies, six potential efficiencies and six on-going collaborations with other organizations. The implemented efficiencies include the elimination of 9.5 positions on campus and have resulted in over $400,000 a year in savings. Building cooperation between WVU Tech, Bridgemont CTC, and the City of Montgomery is beneficial to all involved and

helps the Efficiencies Subcommittee provide oversight and guidance while ensuring they are good stewards of the State's investment.

Finally, the Revitalization Committee believes that it has served its purpose as an advisory committee during this transition period and that the WVU Tech Revitalization Project should continue under the leadership of Carolyn Long, the WVU Board of Governors and the Board of Visitors for WVU Tech. CEO Long has done an admirable job of guiding Tech through the transition thus far and has the perspective, experience, and relationships to continue to steer the institution through its transition. What may happen after the final report of the Revitalization Project is presented to LOCEA in May 2014 is beyond the scope of this Committee's charge, but it is the belief of this body that her leadership should remain unchanged up to that point.

It is with one voice that the Revitalization Committee makes these recommendations and beseeches the Legislature to affirm their commitment to the revitalization of WVU Tech and continue to support the institution as it strives to reach its full potential as a center of excellence for the state and the region.

Appendix A: West Virginia University Institute of Technology Final Survey Report

Introduction

This document summarizes the responses to the West Virginia University Institute of Technology Revitalization Survey. This on-line survey was available between February 21st, 2012 and July 13th, 2012. During that time a total of 99 unique responses to the survey were received. 52 respondents provided their name, while 47 completed the survey anonymously. 50 respondents provided an e-mail address. The majority of responses, 76 percent, were received in the first three weeks the survey was open. 11 percent were received between March 13th, 2012 and May 10th, 2012. Due to concerns that community members were unaware of the survey, advertisements were placed in the Montgomery-Herald throughout the month of June. These advertisements generated 13 additional responses.

Please note that the total number of responses exceeds the total number of unique responses because respondents self-identified as members of multiple categories, such as alumni and faculty.

Survey Response Totals			
Date Range	2/21 - 3/12	3/13-5/10	5/11-7/13
Total Unique Responses	*75*	*86*	*99*
Responses by Category			
Faculty	15	15	16
Staff	16	15	16
Student	8	11	14
Alumni	27	31	39
Community Member	8	15	20
Parent	8	10	11
Other	7	8	8
Total Responses	*89*	*105*	*124*

Summary of Survey Responses

This section summarizes the most common responses to the surveys seven questions. In the summary of responses, the number of respondents addressing a particular theme in their responses is in brackets [#].

1. *Describe your vision for the mission/role of WVU Tech to the community, the region, and the state.*

The most common responses to the question of what WVU Tech's mission should be were: to be a high-quality engineering and technical college [26] and to serve the southern region of West Virginia [19]. Respondents also felt that Tech should be affordable [7] and should return to its former status [7]. An increased focus on education majors [8] was also mentioned, as were a greater focus on nursing [3] and an emphasis of the school's close-knit community [3]

In terms of structure and identity, focusing on better serving Charleston was mentioned [5], as was being a leader in the Montgomery community [3]. Three respondents [3] would like to see football reintroduced. Some respondents supported being a fully integrated regional campus for WVU [3], two [2] respondents supported merging with Bridgemont CTC, and two [2] suggested establishing a separate identity from WVU.

2. *Identify the strengths of WVU Tech.*

The responses to the statement, "identify the strengths of WVU Tech", varied greatly. The most common strengths identified were academics [25], faculty [24], the location of the institution [23], the engineering program [21], small student-teacher ratio (one-on-one attention) [20], and the staff [14]. Eight [8] respondents mentioned that Tech has a positive reputation, and the same number emphasized that Tech produces graduates who are ready for entry into the workforce. Eight individuals stated that its small campus atmosphere was a positive. While others noted that the alumni [5], the nursing program [5], athletics [5], technology program [4], student body [3], and student support services [2] were all institutional strengths. Four [4] respondents also praised Tech for its affordability.

3. *Identify any areas of improvement for WVU Tech.*

The areas specified for needing improvement ranged widely. Many focused on facilities for student housing, fellowship, and recreation [30] such as a fitness center, campus restaurant, student center, new or refurbished dorms, a shuttle system, and more gathering places and activities in Montgomery. Other comments focused on student services [33] including many comments on dining services, better treatment of students by staff in general, and programming for special populations such as adults, women, and new students. Other services singled out by more than one commenter were the library [3] and academic advising [2]. The other most commonly noted areas were updates to infrastructure and facilities with nine comments about technology and wireless internet access specifically. Seventeen [17] comments were made about upgrading buildings with another three about repaving roads and five about campus beautification.

There were 11 comments about athletics with three comments about bringing back the football program and four about resurfacing the football field. Affordability issues were mentioned in seven comments with three specifically stating that the Financial Aid Office needs improving. There were 11 comments related to student recruitment and enrollment with four mentioning the need for enhanced recruitment through various methods and three mentioning the need for better marketing. A total of 10 comments were made about improving academic programs such as broadening course and degree offerings [3], bringing back teacher education [3], and lamenting the loss of print management [2]. Regarding faculty issues, there were comments about the expectations regarding research and teaching [2] and the need for professional development [3]. There were a total of 11 comments about leadership with some [4] requesting better communication with and responsiveness to students, staff, and faculty from administration, others seeing the need for administrative autonomy from WVU [2] or strong leadership to promote change [2]. Efficiency and organizational structure were mentioned by 4 with regard to streamlining divisions and better utilizing personnel. Finally the location of Tech was mentioned by five people as an issue with two advocating a complete move from Montgomery and three others suggesting a move of part of the campus to Charleston.

4. *Provide examples of academic programs that WVU Tech can offer to advance the community, the region, and the state.*

Education [25] and Engineering [19] were the favorite examples of academic programs offered by WVU Tech. Nursing [14] was mentioned many times, as were Health Care programs [4] suggesting strong interest in the Health Sciences in general. Education programs which focused on STEM issues were also cited by several [5], as were graduate courses in education [2]. Respondents also discussed course formats which would make it easier on non-traditional students, specifically on-line and weekend/evening offerings [10]. Business and natural resources were each mentioned by two respondents.

The following academic programs were also listed once:
Architecture, Music program, Building Construction, History, Political Science, Public Policy, Computational Media, Home Economics, Secretarial Sciences, Accounting, Technology Management, Fire Safety Management, Geology, Archaeology, Leadership studies, Graphic design, Video gaming, Juris Doctorate, printing management, Professional Writing and Editing minor, Public Administration, hospitality/tourism, international trade/banking, science, art, and journalism.

5. *Identify the major facility/infrastructure needs of WVU Tech.*

According to respondents, renovating and updating the options for residential living were mentioned the most often [22]. Dorms were mentioned as needing air conditioning and wireless

access in particular. Technology was also mentioned related to campus-wide access to wi-fi and other computer/technology updates [14]. Respondents mentioned a lack of road infrastructure as well as the need for better maintenance of the existing roads [8]. Equally, labs across the campus were cited for renovation and updates, with the computer and engineering labs specifically mentioned [12]. Respondents also cited the need to update/renovate the Student Center and library while also landscaping the campus to provide beautification and common areas for students who "want to hang out" [10]. Remodeling classrooms and providing a new fitness center were mentioned [6] as well as providing more options to eat on campus [6]. Some even mentioned moving the campus entirely; relocating to Morgantown, Charleston and/or Beckley [5]. Equally mentioned was providing updates to the outdoor fields, (Martin football field was specifically mentioned), allowing more opportunities for organized sports [5]. Updating the HVAC system was also mentioned [2].

Other responses included: resurface roads [3], upgrade Orndorff building [2]; Campus beautification [2], update the physical plant, renovate Old Main, provide shuttle buses between Charleston & Montgomery, invest in faculty, bringing back printing, redesign High Rise to include design, accommodation and location renovations, parking, and remodel restrooms; distance learning classrooms; a place for commuting students to gather between classes; more parking; brighter paint; snack bar; plant a bamboo hedge between RT 61 and the railroad tracks.

6. *Identify creative ways to attract new students, additional resources, etc.*

The two areas which dominated as ways to attract new students were a future orientated approach which relied heavily on advertising and a current approach which took better care of those already attending WVU Tech. Eighteen [18] respondents identified how faculty, students and alumni could get involved in promoting Tech by participating in local, state and regional events. Public relations could also be promoted by additional exposure through billboards, commercials, state fairs, and more merchandising efforts. Schools were mentioned as sites for public relations opportunities with Tech students working as science and math tutors locally. The campus was also listed as a site for better exposure through increased programming for conference, civic groups, and summer student camps.

Respondents [17] also discussed ways to build the reputation of Tech by current students' endorsement of the school by providing these students more extra-curricular programs, free lap tops to returning 2nd year students, as well as access to recreational and cultural activities by adding more Junior Varsity teams, free shuttle services to Charleston and train service to D.C. and New York. Internships, more scholarships and more tutoring services were also listed as ways to keep current students happy in hopes that their testimony about attending Tech would attract potential students.

Ten respondents discussed making Tech and Montgomery more of a college town by providing a new Student Center, movie theaters, river and other recreational opportunities. Some [6] mentioned moving the campus to Beckley, Charleston, and/or Morgantown as a way to attract new students. Equally mentioned was providing more high-demand programs in education and engineering as well as creating more partnerships with the city and local businesses [5]. Facility improvements were mentioned by four respondents as were providing in state tuition rates to surrounding and more populated/wealthier states like Virginia, New York, Kentucky, Pennsylvania, New Jersey and Maryland. Other cited free bus service to Charleston [3] and summer programming for local youth [2].

Other responses included: reach out to alumni [3], become more innovative/modern [2], focus on rural location & outdoor activities nearby [2], positive advertising [2], reinstate football [2]; redesign Tech website [2]; focus on programs (students need something besides engineering), sell naming rights to the engineering building, work with energy industry on developing programs, focus on academic strengths of engineering/nursing/printing/business, improve leadership to improve relations between personnel/students/administration/faculty/staff, improve appearance of Montgomery, active partnerships with business (like the printing department); faculty mentorship student to increase student retention; seek out media attention for interesting/large engineering projects; shuttle to Morgantown for large events; profile of successful alumnus in the area; more on-line classes; expand science and business schools; use current Tech students to recruit new students; encourage fraternities, tuition discounts to faculty/staff and state workers, increasing undergraduate research opportunities, focus on parents of potential students, grant writing support, strengthen financial ties to WVU, change athletic scholarships so they are tuition driven, and building engineering research lab and dorm for engineering majors.

7. ***Please provide any additional feedback that might contribute to WVU Tech's future success.***

When asked if they had any additional comments, respondents provided remarks in a number of different areas. Multiple respondents [10] highlighted the need to increase partnership between WVU Tech and the town of Montgomery, particularly in terms of revitalizing the town and the campus. Multiple respondents [7] also highlighted their desire to see more money invested in campus infrastructure, particularly dorms. Increasing athletics was mentioned by several [6] respondents, with two specifically mentioning their interest in bringing football back. Other commentators mentioned focusing more on students, particularly providing them with better customer service and advising [5].

Opinions were divided about the relationships between WVU Tech, WVU and Montgomery. Some respondents wanted to see the institution leave Montgomery and move to Charleston [3], some would like to see the partnership with WVU improved [2], while others believe the institution should be shut down [2].

Other comments included greater shared governance between leadership and faculty [2] and more involvement with alumni [3], attracting high quality faculty [2], starting a new alumni association [2], getting new library books, dissolving union organization, becoming a standalone institution, expanding recruitment beyond southern WV and improving food service, engaging with shale gas investors, endow engineering chairs, independent governance, more press for the soccer team, math tutoring; publicize student/school success; strong leadership; yearbooks; host a school-wide forum to ask these questions of students; and opening a nice hotel in Montgomery.

Appendix B: WVU Tech Campus Improvements

Academics

- WVU Tech is participating in a teach-out plan for MSU students in the forensic investigation program. The University is also pursuing BOG approval to officially add the program to its curriculum offerings.

- WVU Tech is developing a teach-out plan for Spring 2013 for MSU students in the online aviation management program.

- Partnered with Bridgemont CTC to cross list introductory drafting course sections.

- Discontinued one under enrolled academic program in industrial relations and human resources.

- Academic programs under review include: history, accounting, IR/HR (discontinued), business management and public service administration

- WVU Tech is exploring the development of secondary math and secondary science programs to fill the critical shortage of these specialized educators

- Ninety-three percent of the 2012 nursing class passed the NCLEX-RN licensure exam.

- Appointed an assessment coordinator, conducted workshops on assessment for faculty, and charged the Academic Affairs Committee with oversight of the assessment processes. A complete review of course syllabi has been conducted to ensure that all courses have observable learning outcomes.

- The Vining Library has been given funds to acquire books for the current year, and work continues to provide as much access as possible to electronic research resources within budget limitations.

- Almost a quarter of the faculty have been trained in the Quality Matters rubrics, which are the current design standards for online courses in the state. A second round of training is scheduled for January 2013. We have plans and faculty in place to increase the number of general education curriculum (GEC) courses available on the web, and are studying the addition of one completely online program. Our instructional designer, who was hired within the last year, has been working with the faculty to improve our current inventory of online courses.

- WVU Tech is finalizing the Memorandum of Understanding (MOU) with the Charleston Area Alliance for becoming a charter member of the AnaChem laboratory, which is a collaboratively funded, and maintained analytical chemistry lab situated in Building 740 of the WV Technology Park. Other partners include: University of Charleston, West Virginia State University, Kanawha Valley Community and Technical College,

MATRIC, Charleston Area Alliance, and Chemical Alliance Zone. The MOU is expected to be signed by the end of November 2012.

Athletics

- USCAA unanimously accepted WVU Tech for full membership in May. Tech has officially left the Mid-South Conference and joined the Association of Independent Institutions (AII). WVU Tech swimming competes in the Appalachian Swimming Conference.

- 2011-12 record was 104 wins, which represents a 70% improvement over the previous year of 61 wins. Also, 3 teams had 20+ win seasons (men's basketball, softball, baseball)

- Men's soccer team finished their season as the USCAA National Runner-Up

- Implementing a new financial aid model in selected sports: soccer, swimming, cross country and wrestling

Recruitment

- Hosted a transfer open house on July 25, in addition to our regularly scheduled registration events for new students.

- Participated in new, targeted recruitment fairs in Florida, California, Texas and New York, as well as a minority fair in Philadelphia, Pa.

- Expanded the recruitment communications plan to include major-specific (forensic investigation, sport management and engineering) targeted name purchases in New York, New Jersey, Florida, California and Texas.

- Swim Team recruits: 18 total on the June roster; representing 11 new students/transfers

Retention

- Campus-wide Retention Planning with Noel Levitz began in Fall 2012

- Grouped incoming freshmen by major in the WVUE191 course sections to promote networking and collaboration with an overall emphasis on increased retention.

- Student Success Center renovations are nearly complete – slated to officially open in January 2013. SSC will include a director, 2 academic advisors and a mental health counselor.

Student Life

- Intramurals: New part-time intramurals director is leading basketball, volleyball and dodgeball activities. During the spring semester, 254 students participated

- Cost-free laundry services and microfridges for residence hall students began Fall 2012

- New incoming student orientation held in August 2012, which included a special convocation ceremony where new students were formally inducted into the academic community.

Facilities

- Co-Ed (vacant residence hall) was razed in the Summer 2012. The WVU Tech SGA has partnered with the senior civil engineering class to develop plans for the new green space.

- Wi-Fi expansions completed in both residence halls (Ratliff and Maclin). Wi-Fi will be expanded to include some, if not all, classroom buildings with HEPC approved funding from the legislature. Bandwidth on the campus has also been increased by over 100 percent.

- Gateway entrance sign to be created with the salvaged bricks from Co-Ed w/fundraising assistance from the Tech Golden Bear Alumni Association

- Campus roads have been repaved

- Facilities staff power washed many of the campus buildings over the summer.

- Organized a comprehensive walk-thru of campus to develop a focus list of improvements.

- Old Main renovations, totaling nearly $3 million worth of deferred maintenance, began in the end of May. Interior asbestos abatement and exterior paint removal are nearly complete. Electrical upgrades were finished August 2012.

Alumni Relations

- *Bear Tracks*, WVU Tech's newest publication, was distributed to nearly ten thousand alumni on record with the WVUF in late May. The winter edition is currently being developed.

- The Tech Golden Bear Alumni Association, which began in fall 2010, currently has nearly 400 members. The Association held a membership drive in summer 2012 with the assistance of the WVU Foundation.

- A new Alumni Recruitment Network is currently being developed to assist with future recruitment activities.

Human Resources

- WVU Tech filled 11 full-time faculty positions for the 2012-13 academic year in critical academic areas.

- Dr. "Z" Torbica was named the new dean of the Leonard C. Nelson College of Engineering & Sciences. He officially started August 1.

- Rachelle Beckner assumed the role of director of development in November 2012. She will lead the University's fundraising efforts.

Finances

- To improve control over Tech's finances, a detailed operating budget was completed and put in place by July 1, 2012, the beginning of FY 2013. Quarterly budget reviews are being done in each department to ensure ongoing financial oversight.

- The budget process included adoption of a calendar with goals that coincided with WVU's budget calendar. Each member of the executive director's management team prepared a budget request, which was then reviewed by the Executive Director and the CFO. The establishment of this budget has positioned Tech to complete five-year financial projections during FY 2013, which will be integrated with strategic planning enrollment goals and other key financial and academic goals.

Appendix C: Deferred Maintenance/Project Budget Request - FY 2013
West Virginia University Institute of Technology Facilities Management

ID	Facility Type	Building Name	Deferred Maintenance Project Title	Fiscal Year	Project Costs	2013 DM Costs	Total 2013 DM Project Costs	Comments	System
1	Academic	Vining Library	renovation former Campus Extension office space into Student Success Center	2013	$ 110,000	$ -	$ -	**FUNDING BEING REQUESTED THROUGH HEPC** -renovating existing available space, minor demolition, upgrade electrical, data, lighting, etc. and FF&E	Structure
65	Academic	Baisi Center	Upgrades to Fire Alarm System	2013	$ 435,000	$ 435,000	$ 435,000	existing system is outdated -Code compliance item	Fire Control
93	Academic	Baisi Center	Replace boilers and separate domestic Hot water and Pool heater - place on separate boiler.	2013	$ 350,000	$ 350,000	$ 785,000	Boilers are original equipment and exceeded its life expectancy - inefficient and costly system must heat building during summer to maintain domestic and pool temperature.	Plumbing
191	Academic	Orndorff Hall	HVAC System and Control upgrades	2013	$ 650,000	$ 650,000	$ 1,435,000	Replace Centrufigal chiller and controls -both exceeded life expectancy, air handling units,; replace and consolidate fume hoods, dampers; re-commission/balancing system	HVAC
42	Academic	Orndorff Hall	Roof Replacement	2013	$ 175,000	$ 175,000	$ 1,610,000	replace 100 % Rubber Membrane	Structure
60	Student Life	Ratliff Hall	Install Sprinkler System (includes asbestos abatement) and upgrade fire alarm system; Accessibility Improvements	2013	$ 789,000	$ 789,000	$ 2,399,000	install sprinkler system and smoke detectors throughout building; install handicap push buttons, exterior ramp and interior railings	Fire Protection/Safety Code
33	Student Life	Ratliff Hall	Upgrade Main Electrical system	2013	$ 500,000	$ 500,000	$ 2,899,000	Upgrade main interior electrical panel and subpanels	Electrical
59	Academic	Engineering Classroom Building	Replace 2 elevators	2013	$ 300,000	$ 300,000	$ 3,199,000	exceeded life expectancy - frequent system failures; replace elevator cables, cab, controls, etc. and ventilation of equipment room; high maintenance and parts are difficult to obtain.	Conveyance
126	Academic	Engineering Classroom Building	HVAC	2013	$ 348,000	$ 348,000	$ 3,547,000	Replace Electric Reheats, (replaced already on 5th and 6th floor), includes possible asbestos abatement and replace 20 of 32 unit ventilators	HVAC
12	Academic	Baisi Center	Install Sprinkler System (includes asbestos abatement)	2013	$ 1,043,000	$ 1,043,000	$ 4,590,000	Major gathering space -classroom and convocation center as well as athletic events - safety/code compliance	Fire Control
138	Student Life	Ratliff Hall	Replace roof	2013	$ 140,000	$ 140,000	$ 4,730,000	Replace existing roof -exceeded life expectancy- replace 100% rubber membrane	Structure
55	Student Life	Ratliff Hall	Replace exterior windows, doors gutters and leaders	2013	$ 440,000	$ 440,000	$ 5,170,000	Exterior windows, doors are from the original construction; not energy efficient; present a safety access concern	Energy Efficiency/Safety Code
60	Student Life	Ratliff Hall	Upgrade HVAC System	2013	$ 886,000	$ 886,000	$ 6,056,000	add central cooling and heating , upgrade interior piping, add DDC controls, replace boilers	HVAC
48	Student Life	Ratliff Hall	Install new Elevator	2013	$ 350,000	$ 350,000	$ 6,406,000	Improve ADA Access, student access	Conveyance
141	Student Life	Ratliff Hall	Update/renovate Interior restroom/Showers	2013	$ 768,000	$ 768,000	$ 7,174,000	Restroom/showers are outdated , original equipment need replace	Structure/Plumbing
150	Student Life	Ratliff Hall	renovate interior, resident rooms, floors, walls, etc.	2013	$ 658,000	$ 658,000	$ 7,832,000	building interior is outdated and exceeded life expectancy and doesn't meet today students expectations, renovate all interior systems	Structure/Interior