



*President*

June 1, 2018

Dear Board of Governors,

Please accept the following summary self-assessment in my role as the President of Glenville State College during the 2017-2018 academic year. While I officially began my duties July 1<sup>st</sup>, 2017, it should be noted that several significant challenges existed prior to and on my arrival at Glenville. Some of these challenges included:

- several unfilled senior level leadership vacancies in major organizational areas including academics, student life, business and finance, and athletics
- deficit spending and unpaid bills from previous year of more than \$1.8 million dollars
- unmanaged and excessive tuition waiver spending (40%) far exceeding WV Code §18B-10-5(b)(1) and Glenville State College Tuition and Fees Policy 44
- negative institutional accreditation (Higher Learning Commission) interim report and required focused visit follow-up
- major technology, electrical, and facility infrastructure threats and challenges
- poor market positioning with higher tuition and fees as compared to other West Virginia state colleges and universities (2<sup>nd</sup> highest in state) with an 81% increase in cost over ten years.
- minimal fundraising and poor management of scholarship and endowment accounts
- insufficient communication and few focused events with external groups (alumni, legislators, public schools, business partners)
- minimal statewide and regional media presence

Despite significant initial challenges, tremendous progress has been made and several major accomplishments have been realized in terms of creating a more sustainable, efficient, and effectively run college. I want to acknowledge the work of all the staff, faculty, and senior administrative team (John Beckvold; Rusty Vineyard; Dr. Gary Morris; Marty Carver; David Hutchison) that worked with me this year to realize any and all accomplishments mentioned in this reflection. It is through all of their hard-work and effort that success has been or will be realized in the near future. This self-analysis will be organized in five areas that make-up the significant associated responsibilities of my college presidential appointment. This includes finances, academics, student life and athletics, student recruitment and retention, and advancement.

**Finances & Facilities:** There were several major accomplishments achieved this year in terms of the college financial management, organization, process, and success. In addition, we are making significant strides to improve and activate current spaces in ways that maximize student living opportunities and retention initiatives. These achievements include:

1. The College successfully completed the refinancing on September 28, 2017 of \$37,000,000 in bonds, consolidating 5 previous issues at varying rates, collateral and compliance terms (\$2,086,000 yearly

payments) into one 30-year fixed rate issue (\$2,447,000 yearly payments). We will pay \$1,757,000 in interest only payments this coming fiscal year (2018-2019).

2. Audited financial statements were completed for 2016-2017 on time to meet HEPC and state deadlines. Timing was four months better than previous year, even with new interim CFO and interim controller.
3. Through careful cash management, over \$1,800,000 of past due vendor obligations was paid during the 2017-2018 academic year.
4. Student billing communication and action was streamlined and enhanced to increase bill payment and revenue collection.
5. All tuition discounts were reviewed and significant reductions were made to decrease the total discount percentage from approximately 40% (approximately \$3,000,000) for 2016-2017 to below 25% (\$2,300,000) for the 2018-2019 academic year. This has potential to generate an additional \$700,000 in realized revenue for college.
6. A campus-wide inclusive budget development process for most non-payroll expenses was initiated that engaged department heads in understanding expenses. Also, began process of reporting to department heads periodic actual-to-budget reporting of non-payroll expenses.
7. The institution should realize positive net operation results at the end of this fiscal year (2017-2018) based on conservative and focused cash management. In other words, the College is realizing greater revenue than expenses.
8. A variety of capital renovation projects have been undertaken this year to repair, replace, update, and renovate various facilities across campus. Some of the work has included replacing an elevator and cleaning and painting several floors of Pickens Hall (for use with DMAPS cadets); renovating the Conrad Motel this summer into an 85 student residential living space called Riverfront Residence; designing and completing an exercise science lab within the Physical Education building; renovating space and replacing the Mollohan and Waco Center fitness equipment; repurposing the 10 East Main street building into our Bluegrass Education Center; renovating the third floor of the library into an Academic Success Center; repairing the Morris Stadium bathrooms and concessions roof repair; sidewalk repairs; campus electrical core switch replacement; HVAC coil and chiller replacements; Lily Gym floor refurbished; pool filter replacement.

**Academics:** There were several major accomplishments achieved this year in terms of academic review, organization, process, and achievement. These accomplishments included:

1. A review of all academic programs by a faculty led task force was completed in terms of degree sufficiency, viability, and prioritization. This resulted in suspending 6 very low-enrolled degree concentrations and eliminating 52 courses. Additional faculty and resources were provided to programs (e.g., Criminal Justice; Graphic Arts) that had demonstrated need.
2. Online degrees were developed. In the span of eight months, a task-force composed of faculty and staff was able to meet our goal of launching 7 online degrees and one certificate for the 2018-2019 academic year. The degrees include the AA General Studies, AS Business, AS Criminal Justice, BS Business

Administration in Management, the BS Criminal Justice – field forensics, BS Criminal Justice – Administration of Justice, BA Bluegrass Music, and Certificate in Bluegrass.

3. A shortened two-week winter term was developed for the 2018-2019 academic year to enhance student retention, speed time-to-degree, enhance athletic student athlete eligibility, and increase institutional revenue.
4. The institution sought and was awarded \$296,000 for dual enrollment (increase of \$196,000 additional funding) and \$1,673,000 for second chance prison program (increase of \$1,132,000 additional funding) to meet our enrollment demands in 2018-2019. The potential increase of approximately \$1,300,000 of additional funding is significant in terms of revenue generation for the college in 2018-2019. The additional award was a result of excellent reporting and management on our end and the increased demand for courses with these student groups.
5. The development and expansion of external partners was realized by entering into an MOU with both Pierpont Community & Technical College and New River Community & Technical College to articulate several of their programs with Glenville State. This has great potential for new and additional enrollment particularly with our programs in Criminal Justice and Business. We are also developing a partnership with WVU to bring a baccalaureate level nursing program to Glenville.
6. An articulation agreement with Braxton County Schools was initiated to deliver courses leading to the Associate's degree. This is the first such agreement and program in West Virginia that allows high school students the ability to earn a high school and college diploma simultaneously. This agreement provides a model to use with other school districts across West Virginia.
7. The Glenville State traditional brick and mortar bookstore was transformed to an online one creating an alternative for students to purchase less expensive course materials (increased options to purchase new, used, E-options, or rent). Merchandise will be available for purchase on-line or in a reformatted "spirit shop" on campus.
8. The prison, dual enrollment, DMAPS, and external grant programs, which were housed under the Office of External Resources was reorganized to within the Office of Academic Affairs to create a more efficient and academic-centric entity for these off-campus students. Organization and financial net revenue has significantly increased through this office restructure.
9. An international program task force was created to promote our international partnerships with other international institutions. Also, a Japanese scholar in residence will be housed on the Glenville State campus for the 2018-2019 academic year.
10. The differentiation of tenure-track and non-tenure track positions was initiated for 2018-2019 to account for differences in scholarship expectations and workload. As a result, the college now has two well defined faculty tracks, lecturer (non-tenure track) and tenure-track, with different outlined responsibilities. Workload savings (48 credits - approximately \$30,000) will be realized as a result of this change.

11. All course fees for 2018-2019 were analyzed for relevancy and need. Over 35% of the current courses with fees for the 2018-2019 academic year were able to be slightly reduced. In addition, parking fees and fines will be reduced for the 2018-2019 academic year.
12. All classroom, computer labs, and faculty computers will be refreshed by the fall, 2018 in terms of painting the walls, new computer equipment or updated components.

**Student Life and Athletics:** There were several major accomplishments achieved this year in terms of student life and athletics. These accomplishments included:

1. The amount of “WAPs” Wireless Access Points was increased in Goodwin Hall (30) and Pioneer Village (20) to improve student speed and access to internet. Additional access points will be added fall, 2018 in Goodwin Hall (14) and Riverfront Residence (17). In addition, the internet bandwidth and speed will increase from 10Mbps to 25Mbps. This is all important in creating a positive living and learning environment on-campus.
2. A renovation of the Mollohan fitness center and Waco Center athletic weight room was completed which included new flooring and a complete replacement of all strength and power equipment and additional cardio-equipment. This has the potential to significantly impact our overall campus employee, student, and Glenville community health and wellness.
3. The living conditions at both Pioneer Village and Goodwin Hall was enhanced by replacing all washer and dryers.
4. Travel support and overall comfortability for students with disabilities and other students traveling from the Waco Center and Pioneer Village to main campus was enhanced by purchasing 2 handicapped accessible shuttle busses and two additional vans.
5. Updated Minnie Hamilton Health Care Center and Glenville State contract expanding services for students and staff. Enhanced counseling services through hosting Marshall intern for spring, 2018.

**Student Recruitment and Retention:** There were several major initiatives and accomplishments achieved this year in terms of recruitment of new students and retention of continuing students. These accomplishments included:

1. Communication was increased and varied to prospective students (through postcards, emails, calls, texting service, and face-to-face recruitment events) this year. To date, over 800 students and another 1,000 guests have visited the campus.
2. Recruitment was concentrated in terms of a primary and secondary markets. This targeted resources in terms of counties and student groups (Hidden Promise; Dual Enrollment) where there was a greater likelihood for enrollment success.
3. Joint recruitment was initiated and coordinated between academic departments, athletics, and the Admissions Office. Events were well supported by faculty and staff groups.

4. There was an increase and renewed focus on community college recruitment. Admissions personnel traveled to all of the community colleges in WV and selected community colleges in Virginia for recruitment events for the first time in several years.
5. An Academic Success Center was created that is staffed with six counselors focused entirely on student retention. The Center has incorporated all student services, once scattered across campus, under one roof. These include career services, hidden promise, tutoring, peer mentoring, advising, disability services, freshman experience, and veteran affairs. It is expected that retention will increase with the enhanced focus and outlay of resources.
6. An institution-wide academic stackable credential and milestone reward system was initiated for all students through the development of a Certificate for students that complete their first year of college with 30 hours including Math and English and through the automatic awarding of a two-year Associate's degree to students when they reach that milestone. The goal is to increase the number of students that complete a Glenville State degree as well as enhance retention and progression.
7. Entered into a recruitment agreement with the Education Advisory Board to enhance recruitment for 2018-2021 of student non-responders (those that do not respond to Glenville State typical recruitment outreach).

**Advancement:** There were several major initiatives and accomplishments achieved this year in terms of fundraising and alumni and external relations. These accomplishments included:

1. The Advancement Office raised over \$1,750,000 in unrestricted and temporary donations in 2017-2018. This is an increase from the previous year of over \$900,000 (\$845,242 for 2016-2017). The increased amount was impressive as was the number of new donors (500) and those that had not given in the previous few years and contributed again this year (275). Also, an additional \$156,497 was contributed in endowed scholarships while over \$74,000 was raised for the annual fund. This was an increase of more than \$46,000 for the annual fund alone from the previous year. Athletic fundraising was enhanced through raising over \$400,000 (an increase of more than \$250,000) from previous year.
2. Sponsorships as related to athletic and fine arts programming is beginning to be initiated. This has great potential to assist in raising unrestricted funds for use in these needed areas.
3. Stewardship is being enhanced by initiating an annual endowed scholarship report. In addition, thank you letters and gifts have been enhanced for those giving.
4. A silver coin project was initiated and funded (\$35,000) by Mr. Mark Downey to focus support for the campus Academic Success Center. The revenue generation potential (\$150,000) will go far in realizing the renovation of the library 3<sup>rd</sup> floor (future home of the Center).
5. An online social media fundraising (crowdfunding) management system was implemented to enhance fundraising ease and focus. Academic, student life, and athletic groups will be able to tailor fundraising projects to specific groups through various social media channels. The collection of funds is made easy through an online credit card transactional system.

6. Alumni and external group connections with the President (me) and institution have greatly increased this year. Some of the strategies have included creating an Alumni and Friends Facebook account. Since July 5, 2017, over 1,470 members have joined. Private messaging those on Facebook for updated contact information in Raisers Edge/Blackbaud has proven to be an effective way of updating our records.
7. The “Pioneer Update” electronic newsletter has been going out weekly since July 28<sup>th</sup>, 2017 with the Alumni Spotlight section being a popular component of this newsletter. A President twitter account was created with over 600 individual followers. These regular communication updates have assisted in realizing additional donors and connections.
8. A number of events were planned and initiated this past year to generate alumni and friend interest. Some of these events included: Baseball at Power Park, Lamberts Winery, Chestnut Winery, Mid-Ohio Valley Alumni Chapter Picnic & Christmas dinner, black athlete celebration, XC and track championship team recognition.
9. A Presidential Ambassadors program was initiated in spring, 2018 to connect with regional business, legislative, and educational leaders to advocate for the college and provide feedback to the President regarding trends, opportunities, and networking. In addition, Ambassadors were asked to provide light mentoring opportunities to designated student leaders. The program will be enhanced and broadened in 2018-2019.
10. Our state-wide media reach was significantly enhanced this year through media focused press conferences, regular story submissions, letters to the editor and through online, television, and radio advertisement.
11. A major redesign of the College institutional website is nearing completion after several months of research, design, and user feedback. The new website will be unveiled in early July, 2018. This update will be a significant improvement in terms of look, security, and our ability to regularly update and adapt the website in the future.
12. Enhancing the college connection to downtown and Glenville through the Conrad Motel renovation, repurposing the 10 East Main street building into our Bluegrass Education Center, and encouraging residents to utilize our campus fitness facilities through events, open houses, and low-cost memberships.
13. The West Virginia state legislature honored the College and President March 1<sup>st</sup> through Senate Resolution 53 honoring our work to reduce the cost of college. This was the culmination of efforts (through several letters and meetings) to connect with and make state legislators more aware of the College’s efforts and successes.

Overall, the 2017-2018 academic year has been challenging, eventful, and tremendously productive. I am happy to report that through all our efforts, the college realized its first enrollment gain (3%) in four years (1,607 in 2016-2017 to 1,654 in 2017-2018). While an additional 47 students from the previous year (1,607) may not seem stunning, the make-up of the enrollment (more on-campus and prison 2<sup>nd</sup> chance) was substantial in terms of financial remuneration for the College. The focus on developing new enrollment pipelines and opportunities through new degree efforts and through online degree delivery and community college

recruitment bodes well for improving enrollment in the next few years. In addition, a stronger connection between the admissions office and various other offices and academic departments across campus will increase the likelihood of additional enrollment. Also, focused attention, initiatives, and resources directed at improving retention through the Academic Success Center will go far in improving student time-to-degree and progression. The finances of the college have been well managed this year. We are raising more revenue than we are spending and current on our bills for vendors. We have strategically invested in improving and updating several aspects and areas of the living and learning environment on campus. The added revenue that will be obtained through decreased tuition discounting and the expansion of funding available for both the dual credit and prison 2<sup>nd</sup> chance federal Pell programs and additional enrollment create a more positive outlook in terms of revenue generation for the 2018-2019 academic year. These achievements will create opportunities to reanalyze our bond for possible interest rate savings in the near future. Fundraising and friend-raising has improved immensely this past year. This is evidenced by the amount of monies raised, number of new donors and number of donors that had not given in the previous few years and contributed again this year, and through the amount of outreach initiated through social media, print, on television, and through targeted communication and meetings with state legislators and leaders. Internally, I have created an expanded Presidents Advisory team and sought regular advice from both staff and faculty governance councils. All of these efforts have improved morale, shared governance, and overall workplace satisfaction (see attached letters from those group council chairs). We have much to be proud of in terms of achievement this past year. More importantly, we have much to be hopeful about in the next years in creating a more sustainable and successful college.

Respectfully Submitted,

Dr. Tracy L. Pellett, President  
Glenville State College

Attachments: Staff letter from D. Crutchfield  
Staff letter from R. Adams  
Faculty letter from J. Wilson



*Classified Staff Council*

Glenville State College  
Mr. Dustin Crutchfield  
Board of Governors Representative, Classified Staff Council  
200 High Street  
Glenville, WV 26351

April 27, 2018

Glenville State College  
Mr. Greg Smith  
Chair, Board of Governors  
200 High Street  
Glenville, WV 26351

RE: Classified Staff Council Meeting with Board of Governors Members

Chairperson Smith:

In accordance with West Virginia Code, representatives from the Glenville State College Classified Staff Council met with the Board of Governors to discuss matters affecting classified employees and the effective and efficient management of the institution. As you will recall, this meeting took place at the regularly scheduled Board meeting on April 18, 2018.

This letter serves as a follow-up summary of what was discussed during the meeting.

Staff Council Chair Rachel Adams presented a brief summary to the Board members about accomplishments, plans, and concerns from the point of view of classified staff members on the GSC campus. These included:

- Working to recognize and show appreciation to employees,
- Concern about promotions, raises, and stagnated salaries,
- Concern about new state mandated funding formulas,
- Working with the administration and Human Resources to update BOG Policies pertaining to personnel, and
- Fundraising to endow the Classified Staff Council's Ginny Grottendieck Scholarship.

The Council also recognized President Pellett and his efforts regarding transparency in decision-making processes and the renewed push for shared governance at the student, faculty, and staff level. We recognize that our input is valued, sought after, and taken into consideration.

Staff Council welcomes feedback from the Board and appreciates your words of support for our work to keep Glenville State College vibrant, friendly, and effective.

Sincerely,

Dustin Crutchfield

cc: Mrs. Rachel L. Adams  
Dr. Tracy L. Pellett





# GLENVILLE STATE COLLEGE



*Classified Staff Council*

May 23, 2018

Mr. Greg Smith  
Chair, Glenville State College Board of Governors  
200 High Street  
Glenville, WV 26351

Chair Smith:

I wanted to take this time to thank you, and the other Board members, for the interest you have in the activities that Classified Staff Council (Council) has undertaken this past academic year. It was my pleasure to speak with you all at the April 18, 2018 meeting. My personal goal this past year was to motivate all staff to become more involved in the decision making process for items that affect them individually and the institution as a whole. Their participation in this process, in addition to the daily contributions they make in their positions, is what continues to make the difference at Glenville State College.

Council has focused mainly on the Personnel Policy over the last academic year. There were many protections removed through the legislative process. These include seniority, internal hiring, and bumping rights in the case of RIF just to name a few. Dr. Pellett has been very open and willing to discuss these issues thoroughly. He has taken the time necessary to include us in the discussion and valued our thoughts and feelings on this topic.

One of the initiatives that Council has undertaken this year was a way to recognize all staff, no matter their classification, for a job well done. We developed a voting system for faculty and staff to select one person in each Equal Employment Opportunity area for recognition each year.

This year we also made a goal to begin active fundraising for the Ginny Grottendieck Scholarship. This award allows Council to award a freshman dependent of a GSC employee a \$250 scholarship to assist with the costs associated with attendance to GSC specifically. For those of you who don't know, Ginny worked in the Registrar's Office and was instrumental in the development of Council on GSC's campus. If anyone would like to take this time to show their financial support for this scholarship and therefore employee dependents you can make a donation to the Foundations Office with Mrs. Grottendieck's name in the memo line. Any assistance you may provide would be greatly appreciated.

There are additional concerns that we have discussed throughout the year which are out of our immediate control. These are issues that have been recurring for several years. Stagnated salaries, raises, and the proposed state mandated funding formulas. Conversations with Dr. Pellett do show that he is aware and this need for review and updating is always on his mind as a way to increase staff morale and retention.

Mr. Greg Smith  
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March 24, 2018

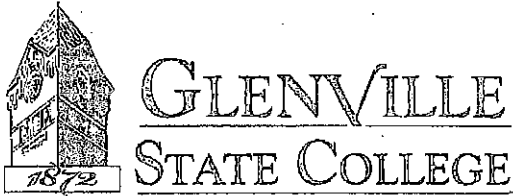
I cannot stress enough how the willingness of Dr. Pellett to seek out the input of Council when he is making decisions has changed the morale on GSC's campus. His willingness to adjust and adapt based on the feedback he is receiving from our Council is a valued trait that should be recognized and encouraged. While the Council recognizes that Dr. Pellett will not always agree with the requests that we have or the viewpoint we hold his willingness to seek our thoughts is invaluable.

Sincerely,

A handwritten signature in cursive script that reads "Rachel L. Adams". The signature is fluid and includes a long horizontal flourish at the end.

Rachel L. Adams  
Chair, Classified Staff Council

cc: Mr. Dustin Crutchfield, Staff BOG Representative  
Dr. Tracy L. Pellett, GSC President



Glenville State College  
Mr. Jared Dale Wilson, PS  
Former Faculty Senate President (2016-2018)  
200 High Street  
Glenville, WV 26351

May 8, 2018

Glenville State College  
Mr. Greg Smith  
Chair, Board of Governors  
200 High Street  
Glenville, WV 26351

RE: Faculty Senate Update with Board of Governors Members

Chairperson Smith:

In accordance with West Virginia Code, representatives from the Glenville State College Faculty Senate met with the Board of Governors to discuss matters affecting faculty and the effective and efficient management of the institution in regards to academic endeavors. As you will recall, this meeting took place at the regularly scheduled Board meeting on April 18, 2018.

This letter serves as a follow-up summary of what was discussed during the meeting.

I, Jared Wilson, presented a brief summary to the Board members about accomplishments, plans, and concerns from the point of view of the Faculty Senate on the GSC campus. These included:

- The Faculty Welfare survey, conducted spring 2017 and results presented to administration
- Institutional Support Fee (recommendations made to administration)
- Departmental budget and laboratory fee allocations (ongoing budget processes)
- Laboratory Course Credit (pending funding and review by administration)
- J-Term
- Terminal degree recognition (pending further research to administration)
- Scholarship (as defined by departments and approved by administration, results pending administrative approval)
- Faculty tracks (recommendations made to administration)

As the Faculty Senate Chair this past year, I want to recognize President Pellett and his efforts regarding transparency in decision-making processes and the renewed push for shared governance at the student, faculty, and staff level. He values input, of any kind, and takes all points of view into consideration prior to making a decision. While some decisions have been met with resistance, he has always been more than willing to listen to opinions and analyze advice given. President Pellett strives to make Glenville State College the best college in West Virginia and I know that with continued support, leadership, and perseverance, that vision will become reality. His leadership, tenacity, and focus are guiding faculty and students to achieve their dreams; thus, fulfilling the mission of Glenville State College, "... prepare and inspire students to be thoughtful, productive, engaged, and responsible citizens who contribute to the well-being of their community, state, nation, and world."



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STATE COLLEGE

I am sure the Faculty Senate would welcome feedback from the Board of Governors and it appreciates your words of support for our work to keep Glenville State College vibrant, friendly, and effective.

I am more than willing to provide any further information regarding statements within this letter and I offer my support to President Pellett and his vision for Glenville State College.

Regards,

A handwritten signature in cursive script, appearing to read 'Jared D. Wilson'.

Jared D. Wilson

cc: Dr. Tracy L. Pellett