

Institutional Effectiveness 2021

The University of Pikeville engages in ongoing, comprehensive, and integrated research-based planning and evaluation [processes](#) that (1) focus on institutional quality and effectiveness; and (2) incorporate a systematic review of institutional goals and outcomes consistent with its [mission](#). The University's institutional planning process that has developed over the past ten years. In 2009, the planning process had evolved into one that utilized three-year strategic plans developed by all University units while maintaining comprehensive assessments of learning outcomes by all educational programs. By 2016, the University planning process developed into a separate process that utilizes fewer, more focused lead objectives to which primary areas of the University directed their efforts. Beginning in 2019, the University planning process matured into an integrative process that brings all units together to focus on accomplishing the University's strategic [plan](#).

During the 2020-2021 year, the focus of institutional planning concentrated on the 2022 Strategic Plan Goals. Please click on the lead objective below for additional information and supporting data and analysis.

2022 Strategic Plan



Goal 1: While honoring our tradition as a school of opportunity, with an eye toward our status as a leader in health professions education and in the belief that our future as a leader in eye care is of critical importance, we will enhance the reputation and brand awareness of UPIKE as a leading Appalachian university by building innovative curricular and co-curricular programs, guided by educational outcomes, that attract, support, and empower students to be successful in the twenty-first century.



Goal 2: Recognizing that we are situated in a beautiful location, we will develop facilities, programming, and technology that leverage our environment to effectively attract, empower, and retain students through the completion of appropriate credentials.



Goal 3: Building upon both our Presbyterian heritage and pluralistic tradition as a family-oriented institution, we will intentionally create a variety of pathways that empower students to explore career, vocation, and leadership.



Goal 4: Realizing that a successful college must also be sustainable, we will strengthen the financial capacity and long-term sustainability of UPIKE through strategic program development, establishment of a strong sense of UPIKE identity with our current students, re-establishment of relationships with our alumni, cultivation of grants and donors, and effective stewardship of our resources.

Goal 1 – Enhance the reputation and brand awareness of UPIKE as a leading Appalachian university

The President’s Planning Council’s Critical Review of 2020-2021 Progress: Based on the progress of the particular strategies to enhance the reputation and brand awareness of UPIKE as a leading Appalachian university, the objectives of this strategic goal are being achieved. The overall rating increased from what it was in 2019-2020 to 2.87 / 3.00

Objective 1: *Develop the highest quality, most innovative and adept educators by investing in the professional development of our faculty and staff across the university. The strategies for this objective are being achieved (2.96 / 3.00; increase from previous year)*

- Got extension on Lilly grant for New Faculty Mentoring and continued that program
- Offered a variety of quality faculty and staff development opportunities for continued learning
- Coordinated employee recognition program to include: Thanksgiving food certificates, Years of Service Awards,
- CAS PD initiatives [Workshops (e.g., implicit bias), Peer mentoring, Nursing liaison, Dual credit teachers, Building adjunct community of practice
- IT staff enrolled in professional development, many are pursuing certification now
- Developed coaches packet for job duties and procedures
- Every library staff member participated in some form of professional development
- Posted 99 open positions; Processed 2,459 job applications; Managed 67 search committees; Conducted 238 interviews
- Hired 2 great additions to CFO’s team.
- CNHS has a GREAT new administrative assistant!
- Student Success hired a director, two coordinators, and an advisor
- Hired a replacement employee in the Registrar’s Office, Jordan Vance, who is wonderful
- Hired a second THRIVE counselor
- Hired new sports information director
- Five fantastic new CAS hires
- Recruited and filled all open positions in KYCO
- Recruited and filled all but one open faculty position in KYCOM
- Recruitment of talented faculty and staff at UPIKE
- KYCO supported 2 faculty members completion of the AOA Leadership Development Institute
- Hired a new full-time faculty for nursing. She is a great fit and an alumnus.
- Hired 3 new MSW faculty for SW
- Hired A/V Tech, Teddy Murphy, to assist with event on campus, and to bring A/V knowledge to the table to develop out lecture spaces
- Increased KYCOM faculty diversity profile
- Retention of executive staff members! A group of superstars in higher ed!

Objective 2: *Implement a systematic approach to assessment that recognizes and rewards excellent teaching, facilitates growth, and identifies areas of concern. Not actively addressed during COVID-19*

Objective 3: *Build learning communities in academic programs, residence halls, and on athletic teams. Not actively addressed during COVID-19*

Objective 4: *Create a comprehensive approach to supporting the academic success of our students - tutoring, ACE, student success, disability services, testing, etc. (Consider the creation of a center for teaching and learning) The strategies for this objective are being achieved (2.87 / 3.00; increase from previous year)*

- Founded a Center of Academic Excellence

- Renewed and reinvigorated Supplemental Instruction and Tutoring program
- Successfully renewed TRIO SSS grant (ACE)
- Predictive analytics through NURO to better understand and assist struggling students
- Collaborated with IT to improve ADA services and hired an additional ADA coordinator
- Merged SAP and Academic Life Committee Process with Brandi and Daniel's assistance
- Moved Academic Recovery process and course fully online

Objective 5: *Build or rebuild our academic and co-curricular programs with a focus on student success.*

The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.76 / 3.00; increase from previous year)

- Continue to see KYCOM first time licensure examination first time pass rates improve
- Improved KYCO National Board scores by 22%
- Got all KYCOM clinical students off rotations, enrolled in online courses and back into clinics and hospitals all within 3 months
- KYCOM developed and implemented not just hybrid teaching but hyflex instruction as well
- Maintained quality relationship with KYCOM academic partners in spite of all their local challenges (other medical schools have not been so fortunate)
- KYCOM continued face to face on campus education for students in small groups and labs
- Somehow got all nursing students through clinical hours despite quarantines, etc. (I have great faculty)
- Collaborated with KYCOM, KYCO and Appalachian College of Pharmacy on a successful virtual IPE.
- 100% placement of KYCOM 2021 graduates into a residency program

Objective 6: *Consider increasing our international programming - internal and external.* Not actively addressed during COVID-19

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Goal 2 – Develop facilities, programming, and technology that leverage our environment to effectively attract, empower, and retain students

The President’s Planning Council’s Critical Review of 2020-2021 Progress: Based on the progress of the particular strategies to develop facilities, programming, and technology that leverage our environment to effectively attract, empower, and retain students, the objectives for this goal are being achieved; however, trends suggest performance may fall below current levels. The overall rating increased from what it was in 2019-2020 to 2.74 / 3.00

Objective 1: *Prioritize the renovation of new and existing facilities - classroom and laboratory facilities, residence halls, student life spaces, and maintenance facilities. The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.65 / 3.00; increase from previous year)*

- 4,040 facilities work orders submitted
- Renovated one house, and CTC 2nd & 4th floor for nursing
- Nursing equipment and facilities renovations. Many meetings regarding 3rd floor CTC; Construction started on 3rd floor CTC; Construction completed on the 3rd floor CTC on schedule; this construction was made possible due to an anonymous donation secured by the Advancement Office
- Added handrail to Condit Derriana steps from HPE; Added restrooms hall signs across campus; Replaced badly damaged doors in Wickham; Updated 2 Academy rooms to host new classrooms; Restriped Kinzer parking lot so Fire Lane marking was clear; Remodeled Armington Ground floor for IT’s new office space
- Pitney Bowes mail machine upgrade
- Record 4th floor hall light upgrade
- Worked with IT to improve the acoustics in Academy Building classrooms
- Renovate Admin 2nd floor classrooms to create updated space for ACE
- Card swipe project on residence halls and academic buildings

Objective 1a: *Successfully address COVID-19 challenges. The strategies for this objective are being achieved (3.00 / 3.00)*

- Taskforce organized a plan of action for COVID-19 (cross campus team)
- Developed and implemented COVID-19 policies procedures forms as required; Campus setup for COVID prevention; COVID Hotline
- Campus safety, Title IX, and health safety of our students, faculty and staff during a Pandemic
- Worked with IT to develop COVID-19 testing software; Implemented TeamViewer for remote support
- The Grants Office submitted applications for state and federal COVID funding
- Successfully brought the students back safely to campus Fall 2020!
- Innovative COVID-19 management model for quarantine/isolation of students
- Assisted with more than 140 students in isolation (meals, housing, medical needs)
- All of the international students who were stranded in the US were cared for over the summer months. They were safe and had food.
- Organized and implemented Abbott testing for KYCO, KYCOM, and undergraduate students
- Set up COVID protocols for athletics and event management
- Moved classes to different room assignments to meet COVID-19 requirement
- Ability to pivot with an innovative academic calendar during COVID-19: Flipped the fall 2020 and spring 2021 schedules to primarily 8-week terms
- Library staff changed their shifts, and took on more responsibility in some cases, in order to keep everyone safe; All staff cleaned and sanitized areas daily to help protect everyone
- Worked with Aramark housekeeping and food service to meet the changing needs of our community during COVID-19

- Developed a deep-cleaning process and procedures to keep our campus safe. Trained all housekeeping and food service staff on COVID-19 protocols.
- Completed the semester with ZERO lateral transmission of COVID among KYCOM students and/or faculty and staff
- Registrar's Office remained open during the entire year, except for Holidays; Maintained normal daily functions and responsibilities
- Kept the KYCOM train on the tracks during pandemic
- KYCO safely navigated the Summer and Fall semesters without any horizontal spread of COVID-19 among students, faculty or staff
- KYCO learned how to over-communicate during a pandemic to maintain team cohesion and reduce unrest
- Nursing had its first COVID compliant advisory board meeting (with Pizza)!
- Packaged CARES funds and disbursed to students
- Disbursed all CARES Act refunds to students

Objective 2: *Prioritize the construction of new facilities - student center, residence hall, and athletic complex. The strategies for this objective have not been fully attained; however, trends suggest the objectives will be attained in the next 1–2 years (2.48 / 3.00; increase from previous year)*

- At the last board meeting in the fall, we were approved to pursue planning for a residence hall and athletic facility. Both plans are underway.

Objective 3: *Create a variety of outdoor programs that take advantage of our rural location. Not actively addressed during COVID-19*

Objective 4: *Utilize technology to deliver face-to-face, online, and blended classes that meet the learning needs of our students, wherever they may be located. The strategies for this objective are being achieved (2.88 / 3.00; no change from previous year)*

- We continued to have students taking classes on campus and online, in fact, I think we got much better at delivering content online!
- Students all have access to learning materials now - that was not necessarily true in the past.
- Worked with Akademos to establish new system for textbook access; No-cost textbooks for all of our students. We are the only university in the United States with such a program
- Purchased some great virtual simulations for mental health nursing as we are currently without mental health clinical sites (darn COVID). Faculty is in love (with the simulations).
- Replaced A/V equipment in the Coal Building lecture spaces
- Library staff worked to find ways to continue provided resources to students - that meant recorded videos, chats, calls, finding creative resources

Objective 5: *Consider the creation of new academic programming related to our rural location - tourism, Appalachian culture, environmental science, brewing/distilling, high tech agriculture. Not actively addressed during COVID-19*

Objective 6: *Consider the creation of stacked credentials, changes to the academic calendar, and changes to the way we charge for an education. The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.69 / 3.00; increase from previous year)*

- Maintaining successful accreditation and compliance for all academic programs
- Created spreadsheet to manage SACS-COC; Wrote documents for SACS-COC
- KYCO Earned “accredited” status with the ACOE which allowed development of 3 unique residency programs
- Had the first meeting with CSWE for accreditation of the MSW
- Newly approved undergraduate majors, minors, certificates, and athletic programs
- Got the MSW off the ground and cruising altitude!
- CAS Interdisciplinary initiatives: Certificates, Global health, Technology major
- Offered courses in Business certificate program
- CAS Colloquium and Undergraduate research
- Added 3 new optometry residencies
- Launched KYCO first Continuing Education programs for licensed optometrists

- First offering of the NUR 100 course (first BSN pre-req). 32 were enrolled; also being offered for spring 2021.

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Goal 3 – Intentionally create a variety of pathways that empower students to explore career, vocation, and leadership

The President's Planning Council's Critical Review of 2020-2021 Progress: Based on the progress of the particular strategies to intentionally create a variety of pathways that empower students to explore career, vocation, and leadership, the objectives for this goal are being achieved; however, trends suggest performance may fall below current levels. The overall rating increased from what it was in 2019-2020 to 2.67 / 3.00

Objective 1: *Create a center for vocation, calling, and career exploration. Not actively addressed during COVID-19*

Objective 2: *Create and implement a new student summer experience that is required and significant. The strategies for this objective have not been fully attained; however, trends suggest performance may fall below current levels (2.79 / 3.00; increase from previous year)*

- Transitioned GROWL online for summer 2020
- Recruited electronically to finish the fall cycle
- Met KYCO and KYCOM recruitment goals
- Recruited new graduate students for spring semester
- Maintained discount rate for new recruitment initiatives
- Record academic profile (MCAT, ACT, GPA, etc.) for new students

Objective 3: *Create numerous opportunities for students to take on increasing levels of service and leadership at the university and in the community. The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.77 / 3.00; increase from previous year)*

- Launched Campus Groups
- Gold Level Champion of Character Department for NAIA
- Created an Optometry Ambassadors program to assist with KYCO functions throughout the year
- Re-start to our Fellowship of Christian Athletics organization on campus
- Summer Bridge program

Objective 4: *Create a communication plan for families of students that informs them on the best ways to help their student succeed. The strategies for this objective are being achieved (2.90 / 3.00; increase from previous year)*

- Launched ESP as a way to better engage families and parents

Objective 5: *Work with local K-12 and BSCTC to create pathways to the bachelor's degree. The strategies for this objective have not been fully attained; however, trends suggest the objectives will be attained in the next 1–2 years (2.50 / 3.00; increase from previous year)*

- Facilitated transfer agreement with KCTCS

Objective 6: *Consider revising and expanding OMSP, articulation agreements, and similar programming to create seamless admission and completion of OD/DO degrees. The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.58 / 3.00; no change from previous year)*

- KYCO executed an agreement with AIKCU to form a pathway to optometry admissions for Kentucky Students

Objective 7: *Articulate and include habits of the mind and habits of the heart as explicit components of the curriculum. The strategies for this objective have not been fully attained; however, trends suggest the objective will be attained in the next 1–2 years (2.44 / 3.00; increase from previous year)*

- Focus on diversity and inclusion including task forces and exploration of diversity initiatives

- Elevating equity-mindedness (race and place group w/ student involvement) to support University goals

Objective 8: *Help students develop an appreciation for Appalachian history and culture.* **Not actively addressed during COVID-19**

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Goal 4 – Strengthen the financial capacity and long-term sustainability of UPIKE

The President’s Planning Council’s Critical Review of 2020-2021 Progress: Based on the progress of the particular strategies to strengthen the financial capacity and long-term sustainability of UPIKE, the objectives for this goal are being achieved; however, trends suggest performance may fall below current levels. The overall rating increased from what it was in 2019-2020 to: 2.58 / 3.00

Objective 1: *Select new degree programs carefully that fit our identity and expand the range of possibilities for our alumni to be successful. The strategies for this objective have not been fully attained; however, trends suggest the objectives will be attained in the next 1–2 years (2.27 / 3.00; decrease from previous year)*

- Presented a program on CCOB to the Pikeville Rotary Club

Objective 2: *Engage alumni by every means possible. The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.62 / 3.00; decrease from previous year)*

- Formation of CAS Alumni Advisory Board
- Hosted 5 events (3 for KYCOM alumni and 2 for KYCO alumni) that reached over 100 alumni
- After the COVID-19 pandemic forced the cancellation of face-to-face meetings and events, the Senior Director of Advancement, Associate Director of Alumni Relations and Development, Capital Campaign Operations Manager, and Senior Director of Advancement (graduate programs), made 917 well check calls on alumni, donors, and friends of the university.
- Collaborated with the Office of Public Affairs to produce two magazines and nine appeals to alumni, donors, and friends; Mailed Christmas cards to 17,493 alumni, donors, and friends.

Objective 3: *Achieve appropriate medians (AIKCU or CUPA) for employee salaries and benefits. Not actively addressed during COVID-19*

Objective 4: *Build the university endowment as we add facilities and student scholarships. The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.73 / 3.00; increase from previous year)*

- Created the KYCO OAT Grant Fund with assistance from the Office of Development. Assisted 30 underrepresented students in taking the OAT while providing them with study materials.
- The Advancement team secured more than \$4million in funding

Objective 5: *Explore the feasibility of a capital campaign related to facilities expansion, scholarships, and endowment. Not actively addressed during COVID-19*

Objective 6: *Increase energy efficiency across the campus. Not actively addressed during COVID-19*

Objective 7: *Empower faculty, staff, and administrators to implement change at the unit level. The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.58 / 3.00; increase from previous year)*

- KYCO Completed curriculum mapping of all 4 years of the program with the faculty (eMedley)
- Completed a draft for a three-year BBA degree program
- Began a business curriculum review process
- Restructured IT Department reporting hierarchy

Objective 8: *Invest in our faculty and staff by creating a robust assessment and incentive program that includes teaching, scholarship, service, and student success. The strategies for this objective have not been fully attained; however, trends suggest the objectives will be attained in the next 1–2 years (2.40 / 3.00; increase from previous year)*

- Hosted angel tree. Community sponsored 16 families
- Recruited and onboarded 81 new hires
- Hosted 2 flu clinics; Hosted 2 blood drives

Objective 9: *Establish an active risk management program where we continually evaluate and monitor risks. The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.64 / 3.00; increase from previous year)*

- Our university is financially sound, we are not rich, but we are not in fiscal trouble like so many of our peers.
- Continued to pay bills/process payments/draw funds/etc without pause during the year
- Managed to go through the entire year without drawing on the line of credit
- Enhanced financial reporting with new ratio analyses - helps with seeing trends
- Received final 18/19 Audit results with all edit's resolved
- 2nd year in a row with a crystal clean audit and strong results
- Applied for and received a \$4.77m PPP loan. Submitted application for forgiveness on Dec 31.

Objective 10: *Enhance our processes and procedures to create a more seamless approach to registration, financial aid, and student accounts from inquiry to commencement and beyond. The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.77 / 3.00; increase from previous year)*

- Managed Bear Pause to safely bring back students for the Fall 2020 term; Began working on Bear Pause +
- Athletic onboarding process in collaboration with Student Success, Growl, Bear Paws, Housing, Etc.
- Increased communication to/from other offices for student processes
- Adjusted all loan packaging for fall/spring due to modules before classes started
- Started process to improve packaging and reporting on students; Reviewed and cleaned up over 1200 awards to just those we are using.
- Transitioned from Fireworks to Slate as our CRM
- A new institutional tagline "Move Mountains" and updated branding guidelines
- Redesigned the communications flow to multiple student populations; Developed a marketing plan for the MBA program
- Developed Inventory process with Anthony Kelly in the helpdesk; Made Asset Tag system to go along with it; Implemented a new Password Self-Service tool in house for campus to replace old one
- Helpdesk Stats: TOTAL OPENED: 4103 in 2021
- Processed 1,575 official transcripts (mailing/uploads/electronic); Mailing of approximately 140 diplomas, as well as regalia, diploma covers, and honor cords; Processed 1,212 Registration Permission Forms
- Culture shifting in CAS (ongoing) and building CAS identity (signage, outreach, swag, admissions)
- Creation of the UPIKE Sports Network (streaming of games); Athletic Visual Identity Re-Brand created and implemented; Athletic website redesign

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