

# Institutional Effectiveness 2022

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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 has developed over the past twenty 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 2021-2022 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

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***The President’s Planning Council’s Critical Review of 2021-2022 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; however, trends suggest performance may fall below current levels. The overall rating decreased from what it was in 2020-2021 to 2.77 / 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 (2.88 / 3.00; decrease from previous year)*

- Athletics: Included a PD line in the operating budget to encourage and support coaches/staff to add training, certificates, strategies that are related to individual, team, and university goals. (Track, Football, Volleyball, and Archery coaches took advantage of PD. Two athletic trainers got certifications.)
- CAS: 2022 PD workshops included: Inclusive Pedagogy as Equitable Practice and a Retention Strategy (May 9, 21 participants), Interdisciplinary Teaching and Learning (May 11, 16 participants), and Digital Portfolios (May 12, 12 participants); CAS Colloquium series, with a total of six faculty- and staff-led presentations between Sept. 2021-Aug. 2022
- Admissions: Utilized Professional Development to help grow experienced young professionals. For the 2021-2022 year staff members have attended the National Association for College Admissions Counselors, College Counselors Information Exchange and the Slate Summit.
- Diversity (First Year): Participated in various DEI and student focused trainings. SAFE ZONE training in partnership with the Athletic Department and Katie Williams to educate and support equitable recruiting practices. AIKCU Diversity Committee Member.
- Library: Monthly library staff-led professional development on library processes, software, and equipment; librarian and staff external professional development opportunities (two staff, six librarian staff)
- Registrar's Office: Conducted Zoom training sessions for UPIKE Self Service for Faculty and Staff (60 participants attended). Did trainings for understanding Academic Program Evaluations (60 participants attended). Conducted a Zoom Workshop on How to do "What If Scenario's for Certificates" (eight participants attended, however the session was recorded and made available to all faculty).
- PD: Conducted yearly training needs assessment with KYCO, KYCOM, faculty and staff; provide training individually, in small groups, and campus-wide to facilitate teaching/learning growth amongst faculty and staff
- CNHS - SOSW: every single faculty member in the SOSW participated in multiple professional development opportunities over the last year, including conference attendance, continuing education sessions, UPIKE and external sessions on teaching and learning topics, multiple faculty members led PD sessions, two MSW faculty are currently pursuing their doctoral degrees with full support from the program. Two faculty members (MSW program director and UGSW Field Coordinator) were selected to and participated in the WestCare Foundation's How Being Trauma-Informed Improves Criminal Justice System Responses Train-The-Trainer Sessions which they will now be able to provide community trainings; SOSW plans and hosts an annual CEU conference for local professionals and faculty members and provides CEUs for free.
- CNHS- ESON faculty have focused professional development during the past academic year on the changes that are taking place with the National Council Licensing Exam (NCLEX) that are due to be implemented in April 2023. Other professional development opportunities are encouraged and those have been focused on leadership. Two of our faculty, Tauna Gulley and Connie Workman, attended the ACE TLI this past summer in the leadership track. Nursing faculty also participate in (mandated) professional development required by the KBN. Recent topics include "Nurse Suicide Prevention" and "Implicit Bias in Healthcare".

- Provost Office - Women in Leadership PD (n=56), Annual Family Day: 11 sessions, 20 participants per session, New faculty orientation: two days/11 new faculty participants ACA Summit (n=31 UPIKE Presentations), Assistant Provost for Academics completed Harvard Women in Academic Leadership Institute
- Disability Resource Center - the DRC named Misty Asbury as the Director and Chastity Hill as the Coordinator. Misty has attended two national conferences with training sessions relating to hot topics in disability resources. The DRC has also purchased Accommodate software to provide case management. This software will allow for more efficiency within the center.
- Facilities: Extreme Ownership leadership training with facilities manager and supervisor. Conducted six PD with Facilities team: Cooling basics & red tag (nine in attendance), Asset tag training (13 in attendance), Heating systems basics (14 in attendance), Hot water boilers (nine in attendance), Fire basics (13 in attendance), and Electrical maintenance basics (12 in attendance).
- Student Success: Members of ACE, CAE, CSS, and Family Connections attended the annual ACA conference in Pigeon Forge, Tennessee in September, with two presentations from ACE (one in collaboration with CNHS faculty), one from CAE, two from Family Connections (one in collaboration with CAS faculty), and three from the Assistant Dean (one in collaboration with CAS faculty, one in collaboration with Nuro). The Director of the CAE attended and presented at the NCLCA National Conference in Washington, D.C. in October. Three members of the CSS and the Assistant Dean attended the annual NACADA Conference in Portland, Oregon in October. The Assistant Dean continues to work with the Assistant Dean of CAS regarding best practices in advising professional development for faculty. In addition, a total of three individuals successfully completed their C-TIP/HED (Trauma Informed Practices in Higher Education) certification through Columbia College, SC.
- Student Affairs/ResLife: Residence Life engaged in a variety of Professional Development through the housing professional network, ACUHO-I. Staff attended many virtual workshops and webinars, dealing with current issues and trends that Residence Life is facing. This membership allows our team to have a dedicated space to network and share resources with other institutions that may have advanced or completed the challenges we face today.
- Student Affairs/ Student Conduct: Office of Student Conduct staff maintained memberships in the Association for Student Conduct Administration (ASCA), and the National Association for Behavioral Intervention and Threat Assessment (NABITA). Office of Student Conduct Staff was also able to attend the Appalachian College Association (ACA) 2022 Summit. These memberships and conference attendances allowed Office of Student Conduct Staff to network and learn more about the trends that are happening in Higher Education student conduct.
- Student Affairs/CSE: Attended CAB and SGA national conferences where we were able to help build our student leaders.
- Student Affairs/ Public Safety: Forty hours in-service held with all public safety officers July 2022. Identified seven members of the Public Safety Leadership team. Individuals are completing a leadership development course. Team meets biweekly, June 2022. Five staff members completed ALICE VCI instructor course. 3 classes taught. Two staff members completed TASER instructor school. One staff member presented in SC on "Bridging the GAP with Student Affairs", Aug 2022 One staff completed OSHA 40 refresher. Able to add 4,000.00 in a PD budget for the department.

**Objective 2:** *Implement a systematic approach to assessment that recognizes and rewards excellent teaching, facilitates growth, and identifies areas of concern. The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.79 / 3.00; not actively addressed during COVID-19)*

- Athletics: Merit rewards, coaching evaluations, monthly coaches meetings. Creating leadership organizations and positions (SAAC-25 S/A's and three coaches), (SR Woman Admin Shelby Wheeler), and (Champion of Character Liaison Logan Langseth and David Espinoza).
- CAS: Used annual reviews, written agreements related to corrective actions, review of Canvas shells, and resolute follow-through to resolve areas of concern
- Admissions: monthly office meetings allowed increased communication within the office.
- Library: Working through personal staff and librarian evaluation; Had monthly meetings as a full staff to review activities as well as areas of concern
- Human Resources: Collaborated with other offices to refine staff assessment tool/process and re-evaluated/edited 88 job descriptions.
- CNHS - SOSW: Utilized annual reviews, course observations (in person and online); course mentoring by experienced instructors; areas of concern are addressed in face-to-face meetings with corrective plans implemented immediately.

- CNHS - ESON: Used annual reviews of professional development plans/self-evaluations. Faculty peer observation. New faculty were paired with an experienced instructor in a co-teaching model prior to being given sole responsibility of a course.
- Student Success: Conducted monthly division meetings and weekly/bi-weekly staff meetings within each office to ensure staff were updated in areas relevant to student success, aware of initiatives within the division, and ensure collaboration. Annual evaluations will be performed again in January.
- Fall 2021: 7623 responses (3177 UG, 205 GR, 2568 KYCOM, and 1673 KYCO) to faculty/course evaluations in 368 course sections were collected and disseminated to deans and faculty
- Spring 2022: 7382 responses (2932 UG, 147 GR, 2136 KYCOM, and 2167 KYCO) to faculty/course evaluations in 351 course sections were collected and disseminated to deans and faculty
- Administrators were evaluated by colleagues and staff using 360 evaluations in 2021-2022. The cabinet members were completed in summer 2021 (CFO, VP Advancement, and Provost). The Human Resources Manager and Director of Information Technology were completed in fall 2021. President Webb was completed in winter 2022.
- Provost office: Provost Award for Innovative Teaching - two awards presented at the beginning of fall semester to undergraduate faculty.
- KYCO: Presented our 2nd annual Dean's Awards for Excellence in - Clinic, Lab, Classroom, and Community Service
- Student Affairs/ ResLife: Residence Life set the foundation for a platform that allowed AC to assess the success and knowledge of our Resident Assistants. This included the professional development of our Resident Assistants by having a seat at the table, engaging in workshops to advance the growth of their job and overall department, and being included in how RA training and leadership opportunities are created. Through this method, professional staff could gather data and information regarding assessment from our RAs, to identify the areas of growth and areas where further development and concerns are needed. Through this method, Residence Life continued to hone in and adapt its training each year.
- Student Affairs/ Student Conduct: Office of Student Conduct staff attended monthly one on one sessions with their direct supervisor where they were able to bring any issues that they are facing up. Staff were also able to solicit advice and gain an insight into their performance during these sessions.
- Student Affairs/ Public Safety: Department wide monthly staff meetings. Merit rewards, departmental evaluations, Public Safety Leadership team.

**Objective 3:** *Build learning communities in academic programs, residence halls, and on athletic teams.*

The strategies for this objective are being achieved; however, trends suggest performance may fall below current levels (2.59 / 3.00; not actively addressed during COVID-19)

- Athletics: Center for Academic Success (Teams participating: Football, M Soccer, M Basketball, W Basketball, Baseball, W Soccer). Retention Task Force and Committee - AD Kelly Wells joined the committee. 25 teams do organized study table with S/A's.
- Student Success: CAE continued to collaborate with faculty and athletics regarding organized study tables for 14 athletic teams, content area workshops, and content-specific tutoring. During Fall 2022, the CAE has averaged more than 400 unique students attending tutoring per week. During Spring 2022, more than 3,600 sessions were completed.
- CAS: New communities of practice in interdisciplinary teaching & learning and in DEI/Bandwidth; important collaboration with coaches in teaching courses for new health and human performance major
- Registrar's Office: Reserved rooms for faculty, staff, and coaches to conduct team meetings, review sessions, and production events.
- CNHS - SOSW: Development of UG and Graduate student organizations
- KYCO/KYCOM: Joint Committees on Wellness and Diversity functioned throughout the year.
- Student Affairs/ ResLife: With the revitalization of Gillespie Hall, Residence Life worked with the Faculty-in-Residence and Honors Committee to create a Living Learning Community. In addition, with the overall structure change, we now have Upperclass students living on the lower campus; and First-Year students primarily living on the upper campus, allowing a more intentional approach to the type of programs and services tailored to the needs of the residents.
- Student Affairs/CSE: Continued collaborating with athletics to produce a guest speaker to highlight difficulties and triumphs of a student athlete. We also tried to get a speaker that can relate to the women athletes while providing a universal perspective of being successful.

**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 (2.86 / 3.00; similar to previous year)**

- Athletics: Overhaul of the tutoring process to let Center for Academic Success drive this part of the process. We have seen visible and recordable success. Partnerships. (Football went from a 2.4 to a 3.0 in year one of changes-120 S/A's).
- Full-time non-student athletes increased their average academic progress rate from 84% in 2020-21 to 86% in 2021-22. During this same time period, Baseball Varsity S/As increased their rate from 86% to 94%; Men's Soccer Varsity S/As from 80% to 90%; Men's and Women's Cross County Varsity S/As from 79% to 89%; Men's and Women's Golf Varsity S/As from 90% to 95%; and Men's and Women's Tennis Varsity S/As from 96% to 100%
- Student Success: The division worked diligently to ensure at-risk students are being tracked and referred to support services on campus as appropriate. ACE continued to provide peer mentoring, academic support, social engagement, and cultural enrichment for 165 students who meet requirements. CAE, in collaboration with Athletics and Academics, averaged more than 400 unique students per week visiting the center and completed more than 3,600 sessions in Spring 2022, with an average grade increase of 11% for students who attended three or more tutoring sessions. CSS continued to track all undergraduate students through Nuro, UPIKE's early alert and predictive analytics system, and reached out to any students who were at-risk of not persisting to the next term. The First Year Seminar instructor team added an extra layer of support in referral and connection for first-year students and allowed the Student Success Advisors to host workshops on navigating Self-Service and taking ownership over academic progress.
- Library: Took over the University textbook program; consolidated all KYCOM and KYCO textbooks into library holdings; traveling librarian program which puts librarians in buildings across campus - four librarians have visited five different buildings across campus (weekly event)
- Human Resources: Supported student workers that provided key-tutoring for all of university programs through student employment.
- Registrar's Office: Provided support for each of these areas in the following ways: Program Evaluations (85), Trainings for Self-Service (4), Graduation Planning (met with 150 individuals regarding some part of Commencement), Curriculum Changes (48 different sessions with different people across campus), and assist Disability Resources with student schedules, instructors and changing of classrooms for accommodations (15).
- CNHS - SOSW: The UGSW Program has implemented Professional Improvement Plans when we recognize concerns for program applicants or current majors. The PIPs provide students with specific steps necessary to improve in the identified areas for improvement, with the support of their social work advisor and various campus resources (ACE, CAE, CSS, Thrive, etc.); The UGSW Program has worked closely with the campus employment counselor to explore and discuss opportunities for undergraduate practicums that may also serve as work-study sites to help ensure students receive maximum benefit of practicum and work-study opportunities.
- CNHS-ESON: We have posted hours for available tutoring in nursing courses. These sessions are led by students that have shown success in the major and are held in our student lounge/study area.
- KYCO: Asst. Director of Educational Support provided advising sessions to more than 200 KYCO students based upon academic performance. These sessions often included referrals to the Thrive Counseling Center or other campus resources.
- Public Affairs: worked to help make these key support offices more visible and easier to find through updating the UPIKE website, signage and social media.
- Student Affairs/Student Conduct: Office of Student Conduct Staff sat on the Behavioral Intervention Team (CARE Team) where they were able to aid in the collaborative effort of supporting the overall success of students. Staff also partnered with different departments and offices on campus in order to promote alcohol and drug awareness.
- Student Affairs/CSE: Worked with Thrive and Title IX to provide educational and social events to impact the student body through awareness. For example Title IX/Sexual awareness series called Shades of Grey and AJ Wilkerson, comedian known as Captain Autism who performed and showed the audience that its ok to not understand his disability because he would help you understand it through comedy.

- Student Affairs/ Public Safety: Staff spoke at the ACE fall student introduction event. Public Safety was given the opportunity to interact with ACE program students and mentors. Students asked questions about staying safe on the campus and what to do in case of emergency. Promoted continuous open interaction with students and staff of the ACE program. Staff met with DRC staff to better understand how Public Safety can serve our students with disabilities. Regular consultations with DRC to ensure proper student accommodations are implemented.

**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 (2.81 / 3.00; increase from previous year)**

- Humanities: A complete restructure of the Division focused on holistic, cross-disciplinary learning and career outcomes, with new major in Performing Arts and new minor in World Languages and Cultural Studies; first-time hire in art and digital media to grow digital humanities programs in the area of gaming and digital design.
- Mathematics and Natural Sciences: Refreshed leadership in MTH to review pedagogy, align curricula, and improve student outcomes in gateway courses; applied math major being considered, in line with growing career fields in data science and statistics, and to boost enrollments in upper-level math courses by aligning with career outcomes; new major in biomedical science to prepare students for the health professions, a new biomedical science club, and planning for a 3+4 program with KYCO to increase engagement with and pathways to the medical professions; growing undergraduate research programs in biology and chemistry.
- Patton College of Education: In May 2022, education programs earned accreditation from the Council for the Accreditation of Educator Preparation (CAEP) without recommendations for improvement; in September 2022, PCOE awarded the Frank Murray Leadership Recognition for Continuous Improvement; on Sept. 29-30, at the Kentucky Association of Teacher Educators conference at the University of Kentucky, two students - Dylan Morris and Kynsley Redmon - received the prestigious Watts Award
- Social Sciences: New major in health and human performance in response to admissions data that show HHP is a major area of interest for prospective students; important collaboration with Athletics in teaching HHP courses using approaches that include direct, hands-on learning and equipment that is newly purchased for the HHP lab.
- Registrar's Office: Made changes to Program Evaluations to reflect curriculum changes, maintained Colleague Database with changes, made changes to curriculum tracks, updated check sheets and catalog.
- CNHS- ESON: Some minor changes were made to the curriculum, especially in the final semester. Hours were added to the Professional Transitions course (NUR 246) to give the required 120 hour preceptorship a "home", rather than being spread across two courses as it had been for many years. The experimental course, 'Preparing for NCLEX', was permanently added to the curriculum as NUR 241 (1 hr). We added two additional courses to our restricted elective requirement, giving students more choices, and changed our religion requirement from REL 213 or 214 to any REL course that meets the general education requirement for systematic study of the Bible.
- Began conversations with four universities in Japan, renewing articulation agreement with NUFJ (Nagoya).
- KYCOM - Presented and received approval from COCA to begin implementation of a case-based curriculum for didactic education in Fall 2023.
- Business Office & Financial Aid: attended all FYS classes to make sure all students are familiar with Self Service. We had students log in, review their balance and checklist. They had to complete a quiz which forced them to log in while we're there to answer questions.
- By the time these fall 2021 new students were able to participate in early registration for spring term, 73% had balances of \$250 or less compared to 61% the year before; and 96% had completed the verification process compared to 74% the year before.
- Student Success: ACE created the LEADS (Leadership, Engagement, Achievement, Development, Service) Program in 2018 and graduated their first full cohort of the two-year program model in May. They inducted the new class in May and hold monthly LEADS sessions on topics such as leadership skills, job preparation, self-care, mock interviews, etc. Many of the sessions are in collaboration with other areas on campus, alumni, and community leaders.
- Student Affairs/Student Conduct: Alcohol Education and Drug Programing: The Office of Student Conduct partnered with Residence Life paraprofessional staff members (resident assistants) and the Department of Public Safety to host alcohol and drug awareness events. The Office of Student Conduct also utilized 3rd Millennium alcohol education software to provide alcohol awareness education to students.

- Student Affairs/ ResLife: Office of Residence Life started developing and working on a residential curriculum designed to help our residential students engage in meaningful programs hosted by RAs. These were topics that the RAs identify with their residents, all aimed to help guide the experience our students face living on campus. This was accomplished through assessing students' needs via an in-house survey and supportive narratives from Nuro, direct communication with the residents, and programs and activities surrounding each identified topic unique to the RA. This initiated a workflow that was tied with the Center for Student Engagement and through the THRIVE center to identify trends in relation to the change of campus behavior.
- Student Affairs/ Public Safety: Public Safety partnered with Student Affairs to host an alcohol awareness fair. An obstacle course was setup and students were allowed to drive a golf cart with goggles on that simulate impaired driving. This allowed the students to see firsthand the dangers of drunk driving.

**Objective 6:** *Consider increasing our international programming - internal and external. The strategies for this objective have not been fully attained; however, trends suggest the performance will be attained in the next 1–2 years (2.38 / 3.00; not actively addressed during COVID-19)*

- Began conversations with four universities in Japan and renewed articulation agreement with NUFU (Nagoya)
- 48 international students from 22 different countries returned/were recruited for the 22-23 AY compared to 32 international students from 19 countries the year before.
- KYCO: Created a Director of International Affairs position (Dr. Ben Konig). Have provided a series of six lectures to the Optometry school in Nigeria. Continue to communicate with partner institutions in Bayyanaur, China regarding research in the area of myopia control. Planning two international mission trips for Spring 2023 (Guatemala & Nicaragua)
- Signing of the ACA Study Away Network <https://www.acaweb.org/study-away-network/>
- Student Affairs/ ResLife: Through the efforts of What's Up Wednesday and the Center for Student Engagement, along with the partnership with the Office of Diversity, these departments have worked together to host some inaugural events highlighting our international students and showcasing their heritage and cultural identities.
- Student Affairs/CSE: Had a collaborative event with FMA to highlight a female Hispanic program director for ABC/Disney Studios who educated students on what it takes to get into the industry. This event was done virtually but it helped provide clarity on what it takes to be successful and the obstacles you would have to deal with being a woman as well in a male dominated field. We also highlighted Hispanic students through the gift of movement. Salsa Magic allowed students, faculty and staff to learn three of the most used dances in Hispanic culture. This was a collaboration with the office of diversity and international student affairs.

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

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***The President's Planning Council's Critical Review of 2021-2022 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 decreased from what it was in 2020-2021 to 2.57 / 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 (2.64 / 3.00; similar to previous year)*

- Athletics: The Sportsplex has been very uplifting and serves approx. 170 S/A's between Bowling, Wrestling, Archery, Golf, and Dance. The purchase of Bear Mountain is perhaps the most transformational purchase athletics at UPIKE has ever seen. Renovations of many athletic locker rooms has/will facilitate recruiting efforts and retention of S/A's.
- CAS: Renovations in Chrisman Auditorium (lighting, stair treads), lounge and collaboration spaces (3rd floor ARM and ARM 213A & 301), transition to active learning classrooms in ARM 421 & 422 (Meg, some of those were just over your Aug. 2022 stop date for this doc)
- Facilities: Refurbished the stairs at Page Hall for safety and aesthetic reasons; water sealed front side of Armington to stop water leaks; replaced carpet in Thrive, Chapel Armington 421, 422 & soccer locker area; replaced the front windows of Page Hall for safety and aesthetics; replaced the office and classroom lights to LED in Record 4th floor; replaced the roof on Admin's old chapel portion of the building; replaced carpet and stair tread in Chrisman auditorium; added gutters to the batting cage building to prevent erosion of the foundation. Approx spent \$742,225
- Library: Renovation of the first floor of Allara Library - new carpet, tables, paint; electrical covers, window dressings, computers
- Human Resources: Coordinated with Facilities to begin the renovation process of our six transitional housing rooms for new employees; one partially completed.
- CNHS - ESON: Renovation of the first floor of CTC to make room for a small classroom, and for relocation of the nursing computer lab from Armington 458.
- Facilities: swapped locations of nursing lab from ARM 458 to CTC 1st floor & FMA from CTC to ARM 458
- Student Success: The CAE spent the summer months completing hand-painted murals on nearly every wall of the Center that fit the theme of moving mountains, as well as improved lighting in most spaces.

**Objective 1a:** *Successfully address COVID-19 challenges. The strategies for this objective are being achieved (2.98 / 3.00; similar to previous year)*

- Athletics: Remarkable teamwork during the Covid challenges between athletics, campus, community, and state. Conference to Institution we addressed the challenges safely, effective, and together. Fall 2021 we had 66 total athletes in either isolation (+) or in quarantine because of exposure: isolation (+) = 28; quarantine = 38. Spring 2022 we had 196 total athletes in either isolation (+) or in quarantine because of exposure: isolation (+) = 118; quarantine = 78. Total quarantine 21-22 school year = 116. Total Isolation (+) 21-22 school year = 146
- Admissions: staff used several methods to stay connected with recruits, such as phone calls, text messages, facetime and email.
- KYCO/KYCOM: Conducted more than 700 Zoom interviews with potential students. Also hosted 20 Q/A sessions online.
- Public Affairs: Promoted two Healthy at UPIKE vaccination clinic events and promoted percentage of vaccinated faculty, staff and students. Both were promoted via social media, digital screens across campus and in printed flyers.



- Library: Maintained online presences during COVID-19 (phone, text, email, chat, Zoom); created LibGuides for additional information in asynchronous courses
- Operations: Aramark Housekeeping and Food Services supported the campus community by providing deep cleaning, continuous cleaning of high-touch areas, and meals for students who were quarantined in campus housing.
- Registrar's Office: There was an increased need to communicate with students via emails and telephone requests versus in person services. These services included drop/add, withdrawal from the university, registration permissions, directed studies, internships, name and address changes. Basically, daily functions were disrupted causing staff to perform additional responsibilities by having to return calls several times and emails several times to finally get in contact with students or faculty members. Withdrawals were more complicated because the Registrar's Office had to walk the form around since the student wasn't on campus, which required staff being gone from the office for an extended period of time because there are six offices that must be signed for.
- CNHS - SOSW; Had increased virtual classroom capacity and technological resources to meet the needs of students; The UGSW Program continued to adapt to the ever-evolving COVID-19 pandemic by offering traditional classroom lectures and several fully online classes. To accommodate students and faculty in quarantine due to COVID-19 exposure or infection, it was necessary for traditional face-to-face lecture courses to be flexible. UGSW faculty provided options for students to join classes remotely via Zoom. A great deal of pre-planning was involved in practicum placements for the UGSW Program, and sites were selected that could accommodate students and provide quality learning opportunities, with modifications, accommodations, and remote work, as necessary, due to the pandemic. All sites and field supervisors cooperated and adjusted as necessary to ensure students were able to complete learning contract activities, received a quality learning experience and supervision, and remained compliant with program and CSWE standards.
- Compliance - Implemented and updated the university's COVID-19 policy in accordance with the CDC recommendations.
- Business Office: Distributed CARES money to students. Used HEERF funds for COVID supplies, technology updates, alternative accommodations, and prior student balances.
- 257 students (243 undergraduate, 11 graduate, 2 KYCOM, and 1 KYCO) received almost \$408,950 in funds.
- Disability Resource Center - Continued to implement safe methods of providing accommodating testing for students with qualifying disabilities
- Career Services - Provided virtual job fairs and other networking opportunities for students
- KYCO: provided testing and vaccination information to all students through the KYCO students Canvas course. We maintained a low percentage of positive cases throughout the year with no on-campus lateral transmission of COVID-19. KYCO clinics remained fully functional with proper hygiene and masking rules in place.
- Human Resources: Hosted Walgreens on-campus for a campus-wide vaccination clinic where there were 135 vaccinations administered.
- Facilities installed clear barriers in locations identified for closer interaction but needing to support the reduction of transmission.
- Financial Aid: Created tracking reports that allowed better communication with students in regard to where they stood in the financial aid process. Emails were sent usually weekly. Configured UPIKE Self Service to enhance the students experience and make it easier to complete all FA steps.
- Student Success: Despite continued concerns surrounding Covid-19, retention rates for first-time full-time freshmen grew to a record high of 67.76%. Continued communication between the Assistant Dean and faculty regarding Covid-19 related absences. Each office maintained their online presence through the UPIKE website, social media accounts, etc. and utilized Campus Groups for in-person events and Campus ESP for families of students. One-on-one communication continued to be the standard through each office (email, text, call, etc.), but a Student Success resource hub was created on Canvas that allowed members to communicate broad messages to undergraduate students outside of the standard email communication.
- Student Affairs/ ResLife: Residence Life continued to maintain and address many of the COVID-19 challenges, including identifying residential students and providing the policies and procedures for quarantine and isolation. This included working with the overall division to identify and hire, as an add-on to previously established graduate-assistant positions, the role of monitoring and delivering meals to students who were in QT/ISO status. In addition, through supportive relationships with Resident Assistants, RAs could continue to include these residents in virtual and hybrid settings, allowing that sense of belonging to remain effective.

- Student Affairs/ Student Conduct: Office of Student Conduct staff facilitated student moves into QT/ISO housing areas and ensured that the appropriate databases for those temporary housing assignments and meal deliveries were updated. Staff also aided in meal deliveries as needed. To accomplish this staff worked closely with Public Safety, Residence Life, and the Testing and Outreach Coordinator for Sports Medicine.
- Student Affairs/ CSE: We followed protocols that were put in place while the campus was under Covid restrictions. We created ways to pivot many of our programming to a virtual setting.
- Student Affairs/ Public Safety: Public Safety continued to maintain 24 hr operations during COVID. Staff assisted in meal delivery and student transport. Provided wellness checks on students placed in ISO/QT.

**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 performance may fall below current levels (2.50 / 3.00; similar to previous year)**

- Athletics: Bears Tower has transformed recruiting and outlook. The added fourth swipe and meal options has been a huge lift in student satisfaction and aided in recruiting/retention. Campus Fitness Center has uplifted the student body and athletes have places to work out. Sportsplex and Bear Mountain. City partnerships with tennis courts, track access, Bob Amos turf and grass fields, Appalachian Arena.
- Facilities: added a firewall between Hampton Inn and new Bears Tower to separate the entities and renovated the laundry area to accommodate more washers and dryers for the residents at \$136,598.94; renovated the new Sportsplex to accommodate bowling, archery, golf and wrestling for \$105,738.24 (not including the cost of bowling lane installation).
- Bears Tower (housing 200 students), Table 99 (regular operating hours and now serving UPIKE students and the community), Study spaces in ARM, IT space is new for 22-23 AY, Furniture in the cafe (include photos, and total cost for the furniture).
- Student Affairs/ResLife: Office of Residence Life was charged with taking the former Hilton Garden Inn and transforming it into a residence hall known today as Bears Tower. This included a full furniture audit, coordinating with outside vendors to determine furniture pieces and arrangement, and ordering and having the equipment arrive after the building was cleared out. In addition to the entire overhaul of Bears Tower, additional work to standardize the furniture across campus, starting with beds, began by ordering extra beds to start the process of eradicating the furniture that has been identified as obsolete and replaced with the newer equipment.
- Student Affairs/ Student Conduct: The Office of Student Conduct hired a Coordinator of Student Conduct and Residential Facilities during the Summer of 2021. This new coordinator took on the task of being a liaison with Aramark Housekeeping and the UPIKE Facilities Management Department. The new coordinator strove to establish an active stream of communication between Student Affairs, Housekeeping and Facilities Management. The flow of communication between Student Affairs and Housekeeping improved tremendously in the time since the new coordinator was hired due to all parties being as transparent as can be allowed with each other. Several factors played part in hampering the two-way communication between Student Affairs and Facilities Management, one of the largest issues being the staffing difficulties that the FM department has faced. Staff hope to be able to develop and implement preventive maintenance schedules to mitigate issues during the academic year.
- Student Affairs/ CSE: Starting to identify Table 99 as a location to possibly have comedians and potential other traditional CAB events that can bring a new set of student engagement that we are missing. Table 99 provides student the opportunity to see an event happening and has the potential of students joining in as they interact with other students who are participating.
- Student Affairs/ Public Safety: Public Safety was able to secure a second office in the lobby of Bears Tower to help serve the students in the lower campus.

**Objective 3: Create a variety of outdoor programs that take advantage of our rural location. The strategies for this objective have not been fully attained; however, trends suggest the performance will be attained in the next 1–2 years (2.26 / 3.00; not actively addressed during COVID-19)**

- KYCOM/KYCO - Faculty and staff opportunities to explore the local outdoor areas as part of a team and community building effort. This included UTV rides, hiking, and elk viewing.
- Family Day Activities included kayaking, fly fishing, photography walking tour of Pikeville, Pikeville bike tour, hiking at Bob Amos
- Student Success: In collaboration with the campus Chaplain, Service Day continued to be part of the mission of UPIKE FIRST Week and introduced new students to various locations in communities surrounding campus.

- Student Affairs/ CSE: Slowly encouraged students to create clubs and organization that can foster engagement outside the UPIKE Campus. This was done through the efforts fo SGA.
- Student Affairs/Public Safety: Lt. Wallace with the help of several students started a Fishing Club at UPIKE.

**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)*

- Library: Expanded laptop inventory (65 laptops available); bought a laptop cart so that library instruction can travel to any of the classrooms; use Zoom to work with the graduate Social Work program
- Registrar's Office: Utilized Colleague to enter class delivery mode (whether it was online, hybrid, or on main campus). This process assisted institutional research and deans in tracking the mode of delivery for the classes.
- CNHS - SOSW: Utilized Canvas, Sonia, Zoom, ScreenCastomatic, Google Suite, Cengage MindTap, MS Teams
- CNHS - ESON: Used Canvas, Zoom, Panopto
- KYCOM - Used panopto technology to livestream and record lectures
- KYCO: We continued to use Canvas for all courses with integration of Panopto. We encouraged a return to face-to-face learning to all students but continue to offer hybrid learning as needed.
- The university signed a contract with the academic process platform Courshedog and began implementation. The implementation fee of \$57,347 was covered with capital funds. The annual subscription cost is \$183,000. Courshedog will streamline the curriculum process across the university, create and maintain an online catalog, and utilize space and events scheduling.
- ITS employed a highly skilled network operations team, which allowed it to focus on maintaining its network switches, expanding the UPIKE network infrastructure, and growing the UPIKE network to include a newly-acquired dormitory (Bears Tower) and an innovative and state-of-the-art Sportsplex. ITS worked diligently to maintain and improve its core network functionality by continually monitoring and upgrading its network switches and firewalls.
- During 2021, UPIKE partnered with GreyCastle Security. Such partnership allowed UPIKE to optimize its CyberSecurity controls, communicate with certified and industry-specific CyberSecurity experts, and rapidly identify and mitigate any threats before they appear. To ensure UPIKE's CyberSecurity readiness is at its highest level and in furtherance of UPIKE's commitment to CyberSecurity, in fall 2022 it hired a Director of CyberSecurity to interface daily with GreyCastle Security and ITS to proactively reduce risks and minimize any potential impact.

**Objective 5:** *Consider the creation of new academic programming related to our rural location - tourism, Appalachian culture, environmental science, brewing/distilling, high tech agriculture. The strategies for this objective have not been fully attained; however, trends suggest the performance will be attained in the next 1–2 years (2.17 / 3.00; not actively addressed during COVID-19)*

- CNHS - SOSW: MSW program hosted trainings on telehealth in rural areas - training was free for all attendees (community and campus); currently developing a graduate level course related to telehealth; MSW program hosted a train-the-trainer in Telehealth for all faculty in CNHS
- Received High Tech Ag and Research Grant - \$4.4M from EDA and \$1.2M from ARC

**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 (2.59 / 3.00; decrease from previous year)*

- In 2021-2022, undergraduate students were able to choose from nine certificate programs, 19 minors, four associate degree programs and 28 baccalaureate degree programs to stack credentials.
- The Class of 2022 had 26% stack credentials compared to 16% the year before. There was a wide variety of stacking: one major with certificate, double major with certificate, one major with one minor with certificate, bachelor's degree with associate degree, triple major, triple major with one minor, double major, double major with one minor, one major with two minors, and one major with one minor.
- The 2022 Summer calendar was revised to include two undergraduate summer sessions instead of three. 163 students enrolled in two sessions for a total of 811 credit hours over the two sessions, which was similar to when there were three sessions (153 students in 836 credit hours)

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

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***The President's Planning Council's Critical Review of 2021-2022 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 decreased from what it was in 2020-2021 to 2.54 / 3.00***

**Objective 1:** *Create a center for vocation, calling, and career exploration. The strategies for this objective have not been fully attained; however, trends suggest the performance will be attained in the next 1–2 years (2.38 / 3.00; not actively addressed during COVID-19)*

- Facilities: moved career closet to ground floor of Armington locker rooms for easier accessibility
- Career Services - Worked with KYCOM student leaders to organize, promote and reinvent the career closet.
- Student Employment: This office required at least one NACE competency in every student job description.
- The Professional Exploration and Knowledge (PEAK) program was developed and approved as UPIKE's Quality Enhancement Plan. PEAK is a comprehensive pathway program designed to allow students the opportunity to explore career options and gain leadership experience throughout their time on campus. The current Director of Career Services was named the Director of PEAK.

**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 (2.52 / 3.00; decrease from previous year)*

- CNHS - ESON: I don't know if this will be a continuous thing, but we had a required (and significant) clinical orientation that was over three full days for our incoming nursing majors (71 students). This evolved as part of the Rural Nursing Fellowship with PMC. Nursing faculty and PMC nursing education staff worked together to 'boot camp' the new students with basic patient care topics (vital signs, hygiene, PPE, etc.) in an effort to expedite their entrance into the clinical area. The topics covered typically are spread over the first five weeks of skills lab, but instead were taught, practiced, and demonstrated in this orientation. All participants (100%) agreed/strongly agreed that "The orientation sessions were beneficial." (76% response rate)
- KYCOM - Orientation week for the 149 incoming medical students that included networking, introduction to medical school lectures, distribution of equipment, study skills training, etc.
- Student Success: In 2022, UPIKE was awarded a CPE grant to establish a Summer Bridge Program for new, incoming, local students, which provided early orientation to college life and access to accelerated academic coursework. Ten students completed and earned credit for FS 102 (First Year Seminar) during a four-week program. The Director has maintained contact with those students throughout the Fall semester and hosted a workshop in collaboration with the CSS regarding utilization of Self-Service and academic planning.

**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 (2.86 / 3.00; increase from previous year)*

- Athletics: Student Athletic Advisory Committee (25 S/A's and three coaches on Committee), Fellowship of Christian Athletes (Director Chris West, Board Members Kelly Wells, Cliff Williams, Robert Staggs, Shelby Wheeler. Attendance ranged from 30-60 students attending weekly, Champion of Character initiatives (four years in a row as Gold Member status, 100% scoring), Internships (8-10 interns in athletics yearly) and GA opportunities (There are 17 GA positions in athletics yearly).
- Diversity: Received a \$17,500 grant from US Bank to develop a diversity leadership program that launched in Fall 2022. The "I AM" leadership program will serve two cohorts of twenty in the fall 2022 and spring 2023 semesters. Revived the Black Student Union with a focus on excellence and academic success.

- Admissions: The student ambassador program was an opportunity for current students to develop their leadership skills. During 2021-2022, they provided tours of campus to potential students and families. Their representation of the University showed leadership. We currently have eleven student ambassadors, freshmen through seniors for 2022-2023. KYCOM: KYCOM Admissions has 13 student liaisons, featuring eight first-year students, and five second-year students for 2022-2023.
- Library: Offered two internship opportunities for IT Management program
- CNHS - SOSW: Student professional associations were student led, curriculum in both UG and graduate programs required students to participate in service opportunities and often meant taking on leadership roles. SOSW actively sought partnerships with community agencies to create opportunities for students to serve at both levels of education.
- Public Affairs: told stories of successful internships that helped students find their career path and connect with alumni, community members and leaders that inspire future students to challenge themselves through internships. Through the UPIKE magazine alone, more than 35 alumni are highlighted in each issue.
- KYCO: Our Director of Community Outreach coordinated our flood relief efforts. We provided food, water, and supplies to students, alumni, and other members of the KYCO community as needed. KYCO faculty and students assisted with the clean-up and relaunch of the MCHC Whitesburg Eye Clinic. We provided free eye care and glasses as needed during the first week after the floods. KYCO Student Ambassadors have been given opportunities to participate in OptoCamp, Experience KYCO Day, and all on-campus interviews. We have seen a dramatic increase in club activities throughout the year including the Private Practice Club, Ocular Disease Club, and ASOS.
- In partnership with the campus Chaplain, First Year Experience, and Athletics and in the spirit of the UPIKE Mission, a total of 24 Service Days were hosted in the weeks leading up to classes. Service opportunities spanned more than 47 locations, with 812 members of the UPIKE family participating (263 from professional schools, 475 undergraduate students, and 74 faculty and staff). Several full athletic teams (not just the first-year students) participated, including Volleyball, Men's and Women's Soccer, and Football, and KYCOM cancelled classes on August 1st to send out 183 people to serve.
- Student Success: ACE's LEADS (Leadership, Engagement, Achievement, Development, Service) graduated their first full cohort of the two-year program model in May and inducted a new class. They held monthly LEADS sessions on topics such as leadership skills, job preparation, self-care, mock interviews, etc. Many of the sessions were in collaboration with other areas on campus, alumni, and community leaders. ACE trained and hired seven peer mentors who helped incoming students transition successfully to UPIKE and began during the JUMP START program. Peer mentors continued to assist student throughout the first semester. CAE employed and trained 28 tutors for Fall 2022 who will work with staff, faculty, coaches, and peers to provide leadership, mentoring, and academic support.
- Student Affairs/ResLife: The Summer Crew were empowered to take a leadership role throughout the summer, working with their administration team to help design and execute a series of projects throughout the summer. In addition, these team leaders took a group of 2-4 other students, working as the group leader to accomplish the overall goals and assigned tasks. Through their development of leadership, the Summer Crew continued to exceed the expectations of the overall university, proving to be a valuable asset to the institution's growth and success.
- Student Affairs/Student Conduct: Office of Student Conduct staff maintained and facilitated a Student Conduct Hearing Board. The SCB played an integral role in the adjudication of formal student non-academic conduct cases at UPIKE. Members of the SCB consisted of staff, faculty and students and served as a representation of the University community ensuring that students were given the opportunity to have their cases heard by a representative body of the University. The SCB heard all parking ticket appeals and was also able to hear student conduct cases.

**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 (2.98 / 3.00; increase from previous year)*

- Athletics: Family Connections and Student Success partnerships have strengthened this area for us greatly.
- Admissions: partnership with Family Connections and Student Success has been tremendous.
- Public Affairs: partnered with admissions to assist in producing recruitment pieces and emails that helped communicate to families

- Family Connections kept family members of more than 300 students (13% of students compared to 17% in 2020-2021) informed about campus events, shared announcements, and provided information on how they can best support their students' UPIKE experience. The primary communication method used was The UPIKE Family Experience, a communication portal hosted by CampusESP. Through this portal, families could log on to receive content and announcements, sign up for e-newsletters, and view campus events. Additional parts of the Family Connections communication plan included UPIKE Family Connections Facebook, family sessions during GROWL, and the Family Connections Resource Guide.
- So far in fall 2022, more than 400 students (17%) are having their family members being contacted by Family Connections.
- Student Affairs/Student Conduct: 3rd Millennium was utilized in the past for alcohol and Title IX education. Communication about these educational programs was sent out as part of a monthly newsletter to students and their family members through the Office of Family Connections. The Office of Student Conduct managed the 3rd Millennium Alcohol Education program in the past.

**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 (2.57 / 3.00; increase from previous year)*

- Admissions: increased Dual Credit possibilities for high school students. Also, transfer counselor continued to work with BSCTC for opportunities.
- 473 high schools participated in the UPIKE dual credit program in 2021-2022 from ten high schools. Thirty (30) new transfer students (23%) in fall 2021 and spring 2022 came from BSCTC.
- Maintained current Memorandum of Understanding for transfer with BSCTC and maintained the approved BSCTC transfer pathways for BBA in Accounting, BBA in Healthcare, BBA in Management, BBA in Sport Management, and BA in English

**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 (2.59 / 3.00; similar to previous year)*

- Admissions: OMSP/OSP allows an opportunity to attract high achieving students. During 2021-2022, 33 students participated in OMSP (16 new to fall 2021) and 18 students participated in OSP (10 new to fall 2021).
- From fall 2017 to fall 2021, the OMSP entry data showed an increase from five to 17 new participants. During this same five years, the OSP entry data showed an increase from three to nine new participants.
- KYCO: Worked with CAS to formulate a 3+4 program with the Biomedical Sciences Degree to OD path. We cultivated the AIKCU Articulation Agreement to attract four students from the region to enter KYCO in 2022.

**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 (2.24 / 3.00; decrease from previous year)*

- CNHS- SOSW: Self-care plans/content/emphasis were embedded in multiple courses throughout the curriculum of both UG and MSW programs.
- KYCO: All KYCO Faculty participated in two book reviews: Radical Hope and Relationship-Rich Education

**Objective 8:** *Help students develop an appreciation for Appalachian history and culture. The strategies for this objective have not been fully attained; however, trends suggest the objective will be attained in the next 1–2 years (2.19 / 3.00; not actively addressed during COVID-19)*

- Public Affairs: The beauty of Appalachia was highlighted on the university social media accounts through photography and video and PA hosted a professional higher education photographer on campus to capture the uniqueness of UPIKE and the beauty of campus.
- CNHS - SOSW: All courses in the UGSW Program facilitated an understanding and appreciation of Appalachian history and culture, as well as the unique challenges and opportunities for social work practice in Appalachia. MSW curriculum highlights work with Appalachian culture.

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

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***The President’s Planning Council’s Critical Review of 2021-2022 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 remained about the same as what it was in 2020-2021: 2.55 / 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 (2.48 / 3.00; increase from previous year)*

- Received a \$25M grant to launch a UPIKE College of Dental Health. In November 2022, we hired a new Dean (Dr. Pamela Sparks-Stein) to begin CODA accreditation; expecting to admit students in 2024 and begin the program in 2025

**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 (2.64 / 3.00; similar to previous year)*

- Athletics: Ways to engage alumni in 2021-2022 included Game Day experiences, Hall of Fame Inductions, community service opportunities, speaking opportunities, Homecoming activities.
- CAS: Biannual CAS Spotlight Newsletter featured an alumni column and was sent to members of the CAS Alumni Advisory Board as a way to rebuild momentum and involvement in CAS (which lost some steam during COVID)
- Public Affairs: Continued to produce two alumni magazines per year that tell stories of current students, donors, alumni, faculty and staff. Through the publication alumni continue to feel connected to the campus community and find new ways to engage with the university through donor inserts and events.
- Library: Started planning of an Alumni Plaza; involved alumni in the renovations of the first floor of the library through social media and open house
- KYCOM - Hosted alumni events at national conferences for osteopathic physicians
- KYCO: Hosted alumni & friends receptions at the AOA and SECO annual meetings. We began a program to send birthday cards to all alumni throughout the year. A KYCO '21 alum was featured in the UPIKE Magazine.
- Student Success: ACE frequently engaged their alumni through LEADS programming, speaking opportunities, and Zoom meetings. During the Summer Bridge Program, FYE utilized alumni during a Networking Luncheon to connect participants to alumni in their chosen career field.
- Student Affairs/ CSE: Alumni were engaged during events that were social, for example a celebrity style basketball game that invited local alums to participate.

**Objective 3:** *Achieve appropriate medians (AIKCU or CUPA) for employee salaries and benefits. The strategies for this objective have not been fully attained; however, trends suggest the objective will be attained in the next 1–2 years (2.21 / 3.00; not actively addressed during COVID-19)*

- Athletics: Worked with HR and Provost to get our coaches’ salaries into the median range of our associations. Made several impactful moves on equity pay and department workforce. (10 coaches’ salaries were moved for equity pay, merit pay, or increased new salary pay).
- Admissions: Worked with HR and Provost to ensure our staff are appropriately paid.
- Human Resources: Continued to work to move employee salaries toward CUPA medians through new hires and merit/equity raises. Completed 23 salary analysis reports for existing department, 88 new hire employee salary analysis, and 13 salary initiatives. Executive Committee of the Board initiated a comprehensive salary study for Senior Leadership.
- CNHS- SOSW - worked with administration toward obtaining pay equity for all SOSW employees.
- KYCO: We utilized ASCO data to ensure appropriate salary levels for all faculty.

- Facilities: Increased facilities' team pay closer to median and added two new positions to accommodate for newly acquired building.
- Student Affairs/ Public Safety: Worked with HR, Provost, and CFO to ensure staff are closer to median pay. Thus being able to hire a full staff and retain current staff.

**Objective 4:** *Build the university endowment as we add facilities and student scholarships. The strategies for this objective are being achieved; however, trends suggest the objective will be attained in the next 1–2 years (2.45 / 3.00; decrease from previous year)*

- Business Office: Continued to engage the Investment Committee of the trustees quarterly to monitor investment managers to ensure returns are consistent with peer indexes. We will continue to work with advancement and, when appropriate, may propose we take a portion of any large unrestricted gift and place in the endowment. In the last few years, we have transferred \$200k from an unrestricted gift. We, also, reinvested our annual endowment draw in FY22 back into the endowment.
- The amount of funds distributed to students has increased 56% since fiscal year 2019, from \$460,262 to \$720,044. In FY2022, 419 students benefited from endowed scholarships.
- Diversity: beginning 2022-2023, UPIKE will dedicate at least one of the Presidential Fellowship Scholarship awards for diverse students to support recruiting and student support.
- KYCO: We funded two endowed scholarships this year: Jerald Combs Scholarship and the Continuing Education Scholarship. We have also partnered with National Vision Inc. to provide four \$5K scholarships for top incoming students interested in rural practice upon graduation.

**Objective 5:** *Increase energy efficiency across the campus. The strategies for this objective have not been fully attained; however, trends suggest performance may fall below current levels (2.50 / 3.00; not actively addressed during COVID-19)*

- Facilities: Completed Energy assessment by both Aramark & Trane; received reports; submitted findings to Trustees for action. If recommendations are implemented, the projected reduction will be \$13,106,443
- Facilities: Replaced lighting in Bears Tower kitchen, 3rd thru 7th floors with LED lights
- Student Affairs/ ResLife: Residence Life continued to work with the Facilities Department on replacing various fixtures across campus that allowed for energy savings, whether it's light fixtures, to water saving shower and sinks. In addition, through the partnership, Residence Life was able to expand the usage of moving carts to serve during the off-season as a home for the cardboard recycling program sponsored by the student organization, Clean Paws. Furthermore, Residence Life started research for the best practice when it comes to energy conversations through the means of windows replacement and better management of HVAC units.
- Student Affairs/ Public Safety: Officers continued to turn off lights and projectors after hours; in addition, changed all lights inside Public Safety to LED.

**Objective 6:** *Explore the feasibility of a capital campaign related to facilities expansion, scholarships, and endowment. The strategies for this objective have not been fully attained; however, trends suggest performance may fall below current levels (2.21 / 3.00; not actively addressed during COVID-19)*

- Business Office: The FY 2023 endowment draw was designated by trustees to purchase properties within our footprint.

**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 (2.81 / 3.00; increase from previous year)*

- CAS Strategic Plan continued to energize programs and culture by giving units common goals - DEI, interdisciplinary, and undergraduate research and scholarship - to build on; opportunities for mini-grants to achieve professional goals; creative approaches to counting load that allow time to develop and implement high-impact projects like undergraduate research, e-portfolios, and interdisciplinary courses. Over the reporting period, results include three mentored research projects, four DEI workshops and community of practice involving 12 faculty members, and four faculty who are collaborating on interdisciplinary curricular ideas.
- Admissions' recruiting philosophy continued to be student-centric, as college should be an investment for a student's future. This philosophy continued to empower our office to provide individual touring and admissions experiences that showcase UPIKE's resources. We collaborated with offices across campus to continue to improve recruitment. This included working with Financial Aid to increase scholarship opportunities for students and with CAS/Registrar's Office to expand the Dual Credit Academy.



- Human Resources: Supported this by hiring qualified faculty and staff who bring in best practices for our consideration from other institutions. There were 88 jobs posted, 161 new hires onboarded, 2,925 applications reviewed, and 84 search committees conducted.
- Diversity: Developed a targeted communication initiative to introduce diverse candidates to the Diversity Office and answer questions about UPIKE to support recruitment efforts
- KYCO: We continued to partner with the Faculty Leadership Committee to ensure a free flow of communication in both directions. The KYCO Faculty Chair attended all Admin Team meetings.
- Athletics: Added staff/coaches' recommendations/suggestions to end of year evaluations. Modified the hiring process for coaches to a hiring chair plus a committee (rotating staff in these positions being aware of DEI).
- Facilities: Created and chaired a student-led sustainability organization called CleanPaws, empowered to promote changes on campus and educate students, staff, faculty and impact the community. Examples include: cardboard recycling and 17 collection locations, food waste reduction, championed food service biodegradable containers, and partnered with Rubicon for spring idea contest with award presented at commencement.
- Student Affairs/ ResLife: Residence Life continued to be blessed to have the opportunity to pitch ideas and suggestions that get reviewed by the Executive Staff and Cabinet; as a result of allowing unit levels to have a voice, several outcomes allowed Residence Life to take great strides in the level and type of services it can offer; including moving carts, card access deployment across campus, ability to alter the RA positions, and working with other departments, such as the Disability Resource Center on ADA and ESA policies.
- Student Affairs/ CSE: Worked on new guidelines for SGA to push out to clubs and organizations for budget proposals in order to be able to allot clubs funding but also would allow clubs to forecast their year events. This would help with getting more engagement from different people and departments other than SGA and CAB.
- Student Affairs/Public Safety: Changed the culture within the department to become student-centric. More active programming within the department.
- A restructure of the Registrar's office included the naming of an Associate Registrar, which allowed for shared leadership and distribution of work in the Registrar's office. The University also signed a contract with Coursedog, which will revise the curriculum management process and streamline work in the Registrar's office. Coursedog will also create a live, online catalog for the university, and streamline the course, space, and event scheduling on campus.

**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 performance may fall below current levels (2.69 / 3.00; increase from previous year)*

- 11 faculty rank and promotion portfolios were approved by the Board of Trustees in May 2022
- 1 faculty sabbatical application was approved at the Board of Trustee Meeting in May 2022
- All university faculty completed the annual review and evaluation process, which consists of self-assessment and performance plans, and student evaluations. Performance plans ask faculty to evaluate their participation in teaching, scholarship, service, mentoring/advising, and assessment. Performance plans are reviewed by respective division chairs and deans and recommendations for contracts are made to the Provost's office. The Fall 2021 Professional Development series included twenty sessions (a mixture of in-person and online).
- The second annual UPIKE Research Symposium was held on April 8 and included six faculty oral presentations. Four Ledford Scholars sponsored by UPIKE faculty were awarded by the Appalachian College Association.
- Two Faculty Emeritus recommendations were approved at the May 2022 Board Meeting.

**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 (2.71 / 3.00; increase from previous year)*

- Library: Created and updated a Disaster Plan for the library.
- Admissions worked with IT to ensure student and University data is protected.
- Registrar's Office: Kept data private and confidential; worked with IT to maintain security and data backups.

- Business Office: The Risk Management group met several times during the year. That group created sub-committees to mitigate as many risks as we can. It is constantly monitoring and updating our risk database.
- Facilities: Installed a handrail at the location identified as the highest trip hazard location on campus.
- KYCO: Created the foundation for a Quality Assurance Program for all KYCO Eye Clinics. This was created in the Dept. of Clinical Affairs in conjunction with the Clinic Leadership Committee. Implementation of the process will begin in 2023.
- Human Resources: Fully participated in risk-management group at all levels.
- Diversity Office: Created a Bias Incident Report to identify, evaluate, and monitor Incidence of Bias on and off campus.
- Title IX: Provided training to all incoming and transfer students, as well as new faculty and staff. Title IX also sponsored and provided programming in conjunction with student affairs to promote respect and safety.
- Athletics: Created stronger partnerships with insurance, well-being, and care of our S/A's. Mental health resources through Thrive-Uwill-Kooth. Health/Medical through ARH and REHAB services. Use of office manager Lindsey Elliott for billing, follow-up, and services in the Sports Medicine Department.
- Student Affairs/ ResLife: Residence Life collaborated with Public Safety, Facilities, and Housekeeping to regularly monitor and maintain an open line of communications regarding any identified risks. Residence Life also worked on the advancement of creating programs to enhance and identify potential risks, minimizing those risk factors from coming to fruition. In addition, Residence Life continued to implement its Monthly Health and Safety within the Residence Halls, allowing staff to identify trends and address the matters before any potential health risks arise.
- Student Affairs/ Student Conduct: Office of Student Conduct Staff served on the campus Behavioral Intervention Team (CARE Team), the campus Threat Assessment Team, and the campus Life Safety Committee. The CARE team provided collaborative guidance and assistance to students who were experiencing crisis, displaying unusual behaviors, or were engaging in other behaviors that may be perceived as being harmful to either themselves or to others. The campus Threat Assessment Team took a collaborative approach to assessing incidents that occurred on campus and were identified to have the possibility of affecting the campus community. The campus Life Safety Committee was a collaborative effort to identify issues with the safety infrastructure (cameras, elevators, fire safety equipment, and Alertus mass notification System) and to provide solutions to the issues identified.
- Student Affairs/ Public Safety: Created Life Safety Committee to review all life safety incidents. Created Threat Assessment Team.

**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 (2.76 / 3.00; similar to previous year)**

- Athletics: Coaches and S/As participated in GROWL and Bear Pause and Retention Task Force.
- Admissions simplified the application form for a more efficient process, with 3,592 applications for the year. Admissions collaborated with various offices to plan and execute our GROWL Orientation, with more than 550 registrations for the year.
- 561 students signed up for GROWL sessions during spring and summer 2022. 61% were low income and 32% were first generation students. 499 of those who signed up (89%) participated in the activities and registered for fall classes. 446 of participants (89%) were still enrolled at UPIKE in fall 2022 after the census date.
- Business Office: We continued to improve the Bear Pause process. Pushing the enrollment deposit helps IT, Financial Aid, Residence Life, and other offices know which students to focus on first. Many processes are now automated, dependent upon something else being done first. The communication to students, faculty, and staff is more frequent and includes all clearance items.
- Registrar's Office: Worked with Admissions, Financial Aid, Business Office and Student Success to make sure students are converted, holds are placed and removed in a timely manner, and ensures student registrations are correct in conjunction with all offices.
- Business Office: Bear Pause Committee included all offices from Admissions to move in. This committee targets both new to UPIKE and returning students. When early registration for spring term opened, 60% had balances of \$250 or less compared to 59% the year before; and 98% had completed the verification process compared to 80% the year before.

- Student Success: In collaboration with the GROWL and Bear Pause Committees, the CSS continued to provide centralized, professional advising to incoming first year and transfer students, with the exception of students admitted into the Nursing program. The Retention Taskforce met regularly during early registration periods to discuss current registration numbers, holds preventing registration, and initiatives/programming to assist with registration. The Assistant Dean, in collaboration with Bear Pause, frequently communicated with academic deans, athletics, faculty advisors, ACE, Family Connections, the FS Instructor team, etc. regarding students who had not yet registered each semester.
- Student Affairs/ ResLife: Residence Life continued to work with the BearPause committee; through our efforts, we drastically reduced the number of No-shows within the residence hall by ensuring all outstanding balances and holds were resolved. In addition, the new policy required residential students to have a class schedule and forced the hand of students to have business holds resolved before they even left for the academic year. These efforts continued to expand as we worked and communicated with students before the new semester to ensure their accounts remained in good standing. In addition, with these new processes in place, through the efforts of Information Technology, we streamlined the check-in and check-out processes, allowing us to better secure the residence halls with automated access controls.
- Student Affairs/ Public Safety: Streamlined the move-in process by means of traffic management.

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