

June 1, 2018

Dear Board of Governors,

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

- x several unfilled senior level leadership vacancies in major organizational areas including academics, student life, business and finance, and athletics
- x deficit spending and unpaid bills from previous year of more than \$1.8 million dollars
- x unmanaged and excessive tuition waiver spending (40%) far exceeding WV Code §18B-10-5(b)(1) and Glenville State College Tuition and Fees Policy 44
- x negative institutional accreditation Higher Learning Commission increase in cost over ten years. x minimal fund

x

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

2. Audited financial statements were completed for 2016-2017 on time to meet HPC and state deadlines. Timing was four months better than previous year, even with new interim CFO and interim controller.
3. Through careful cash management, over \$1,800,000 of past due vendor obligations was paid during the 2017-2018 academic year.
4. Student billing communication and ac

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

3. A shortened two-week winter term was developed for the 2018-2019 academic year to enhance student retention, speed time-to-degree, enhance athletic student athlete eligibility, and increase institutional revenue.
4. The institution sought and was awarded \$296,000 for enrollment (increase of \$196,000 additional funding) and \$1,673,000 for second chance prison program (increase of \$1,132,000 additional funding) to meet our enrollment demands in 2018-2019. The potential increase of approximately \$1,300,000 of additional funding is significant in terms of revenue generation for the college in 2018-2019. The additional award was a result of excellent reporting and management on our end and the increased demand for courses with these student groups.
5. The development and expansion of external partnerships was realized by entering into an MOU with both Pierpont Community & Technical College and New River Community & Technical College to articulate several of their programs with Glenville State. This has great potential for new and additional enrollment particularly with our programs in Criminal Justice and Business. We are also developing a partnership with WVU to bring a baccalaureate level nursing program to Glenville.
6. An articulation agreement with Braxton County Schools was initiated to deliver courses leading to the Associate's degree. This is the first such agreement and program in West Virginia that allows high school students the ability to earn a high school and college diploma simultaneously. This agreement provides a model to use with other school districts across West Virginia.
7. The Glenville State traditional brick and mortar bookstore was transformed to an online one creating an alternative for students to purchase less expensive course materials (increased options to purchase new, used, E-options, or rent). Merchandise will be available.

4. There was an increase and renewed focus on commun

6. Alumni and external group connections with the President (me) and institution have greatly increased this year. Some of the strategies have included creating an Alumni and Friends Facebook account. Since July 5, 2017, over 1,470 members have joined. Private messaging those on Facebook for updated contact information in Raisers Edge/Blackbaud has proven to be an effective way of updating our records.
7. The "Pioneer Update" electronic newsletter has been going out weekly since July 28, 2017 with the Alumni Spotlight section being a popular component of the newsletter. A President twitter account was created with over 600 indi

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

Respectfully Submitted,

Dr. Tracy L. Pellett, President
Glenville State College

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

