



BlueRidge

COMMUNITY AND TECHNICAL COLLEGE

**STRATEGIC PLAN
FY 2006 – 2010**



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COMMUNITY AND
TECHNICAL COLLEGE



Vision Statement

The Blue Ridge Community and Technical College curriculum is directly integrated with the economic and workforce needs of the region. Programs of study are designed to meet the needs expressed by community members, advisory boards, employers, and workforce as reflected in ongoing needs analysis of the region. Blue Ridge Community and Technical College faculty and staff continuously analyze and modify the curricula and programs to meet the educational needs of an increasingly complex and technological society. Blue Ridge Community and Technical College meets the educational challenges of the 21st century and provides quality educational experiences for the populations of the Eastern Panhandle.

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Letter from the President

This document shares the comprehensive planning efforts of Blue Ridge Community and Technical College. Since our initial accreditation in the spring of 2005, our college has seen much growth and development. Our planning has helped us to navigate what we believe is a good direction for the institution. The strategies contained in this publication outline for the reader our current direction and the direction for the next five years.

We will annually update this planning document to ensure that our community is informed of and engaged in the progress of our institution. It is important that our community provide input in the annual update of this planning document.

Since the spring of 2005, we have achieved a significant number of milestones in our development, including:

- renaming the institution (formerly Community and Technical College of Shepherd to Blue Ridge Community and Technical College);
- establishing a number of services that were formally contracted for students, staff, and faculty (admissions, financial aid, registrar, student services, finance and procurement, human resources, information technology, and tutoring);
- formation of two student organizations: the Student Government Association and Phi Theta Kappa;
- obtaining \$1.5 million in grants which support workforce development efforts;
- increasing institutional enrollment by 500 students.

This list will continue to grow, as we plan to establish all of our formerly contracted services to include library, counseling, job placement, and security, and increase our faculty and staff numbers to meet the needs of our campus community.

Our college has two primary goals—access and workforce development. These goals are reflected in our vision and mission statements, in our statewide compact, and in the strategic planning and master planning documents of the institution.

We are grateful for the many successful collaborative business partners with whom we have the privilege of working. It is largely through the support of our community, its businesses, and our students that we will continue to be a successful institution. In order to meet the goals outlined in this document, we will continue to rely on those collaborative partnerships to produce the best planning document possible.

We hope you find this planning document informative and invite you to join with us in our future planning efforts.

Dr. Peter G. Checkovich
President, Blue Ridge Community and Technical College



Mission Statement

Blue Ridge Community and Technical College is dedicated to providing a diverse student population with collaborative programs and support services to improve the quality of life and promote economic development in its service area. The quality academic programs are learner-centered and focused on career entry, university transfer, adult basic education, and workforce development.

Mission

Our community and technical college implements its mission by providing:

- career and technical education certificates, associate of applied science and selected associate of science degree programs for students seeking immediate employment or advancement in a variety of occupations, and courses and collegiate certificate programs in technical, professional, and occupational fields;
- associate of arts and associate of science degree programs that are the first two years of baccalaureate and pre-professional programs for students whose education goal is to transfer to a baccalaureate program;
- developmental courses and support services enhancing students' skills in mathematics, English composition, reading, study skills, and computers, and enhance student ability to succeed in college-level courses and programs;
- workforce training and retraining and contract education with business and industry to train or retrain employees. Offering customized training for local business and industry that supports the upgrading of workplace skills and fosters economic development;
- continuing education credit and non-credit courses for professional and self-development, certification and licensure, and literacy training. Offering an array of courses and programs that assist individuals in enhancing their quality of life;
- in collaboration with the local community, services such as workshops, lectures, seminars, clinics, theatrical performances, and other non-credit activities to meet the cultural, civic, and personal interest and needs of the community;
- seamless progression for students through programs of study that are designed to begin at the secondary level and conclude at the community and technical college level.

Core Values

With student learning as our ultimate priority, Blue Ridge Community and Technical College supports:

- access to higher education through traditional and non-traditional methods of instruction;
- an emphasis on instructional excellence, faculty and staff competency, on-going curriculum development and improvement, and continuous quality assessment;
- focus on accountability, assessment, employability of graduates, and comprehensive planning and improvement;
- believing that all faculty and students have the freedom to learn, the freedom to inquire, the freedom to associate;
- dedication to increasing the skills and competences to allow for upward mobility and increased opportunities in the employment market;
- a close relationship with the community is reflected in comprehensive programming, partnerships with other organizations, community outreach efforts, and responsiveness to community needs;
- providing an equal opportunity to all persons;
- ease of transfer among community colleges and four-year institutions as well as support the development of transfer or bridge classes that allow mobility from accredited post secondary schools to community college.



“I did not know how I was going to manage school with four children at home. Thanks to the support provided by Blue Ridge Community and Technical College, I am in my third semester at Blue Ridge studying to become a registered nurse.”

—Holly Branche

Initiatives and Strategies

This strategic plan is designed to guide Blue Ridge Community and Technical College as it performs its mission. The plan establishes five main initiatives for the college. Each stated initiative will be evaluated, strategies have been identified that encompass seven strategic themes: Service to Students, Financial Requirements, Facilities, Marketing, Information Technology, Human Resource and Enrollment Management. These themes are analyzed at strategic planning meetings. This plan presents the five main initiatives for Blue Ridge Community and Technical College.

Initiative I

Provide access to affordable comprehensive community and technical college education to the college's service area.

Strategies:

- Continue to develop the college by enhancing the newly formed student administrative services including the finance office, financial aid, enrollment management, and information technology.
- Continue to align the college's annual budget with the strategic plan to ensure that students receive the best possible value for their tuition.
- Research feasibility of Metro fee for students in surrounding states.
- Establish Foundation Planning and Advisory committee to develop Foundation Strategies.
- Determine facility needs and develop a master plan for campus expansion or relocation.
- Collaboratively develop a library system that supports the learning needs of our students.
- Continue partnership with Berkeley County Schools and promote programs such as EDGE/Dual enrollment, automatic admission, and afternoon coursework.
- Increase enrollment to 3000 headcount by 2010.
- Encourage college wide participation in recruitment and retention efforts.
- Increase financial aid advising by facilitating information sessions, training faculty and staff and creating help guides.
- Train faculty and staff in advisement and establish a staff mentoring program.
- Install a mobile computer lab and wireless communication hubs.

Initiatives and Strategies

Initiative II

Produce high quality graduates with the general education and technical skills to be successful in the workplace or subsequent education.

Strategies:

- Improve the advising system to include more contact hours between students and advisors.
- Utilize the faculty evaluations as a development tool for improving the delivery of the course objectives.
- Establish faculty and staff positions that support growth programs and student services.
- Develop a Student Ambassador program and a Student Government Association and charter a chapter of Phi Theta Kappa.
- Analyze feasibility and develop hiring plans for full-time and adjunct faculty based on enrollment.
- Assess space requirements for development of new career programs, projected new faculty, and administrative offices.
- Work closely with James Rumsey Technical Institute programs to encourage students to complete the community college coursework necessary for the associate degree.
- Conduct surveys and needs assessments to determine new electives for general studies students and to determine new technical programs.
- Establish a process for communicating community requests for programs and courses to appropriate Deans and faculty.
- Conduct new employee orientation for all full-time faculty and staff and provide them with information on benefits, staff/faculty guidelines.
- Institute a Technology Refresh policy to ensure the College's computer technologies are in line with industry standards.



"I completed a certificate program at James Rumsey Technical Institute through a partnership with Blue Ridge Community and Technical College. The credits I earned have been applied toward an Associate Degree and the skills I gained have greatly benefited my career."

—James Brooks

Initiatives and Strategies



“Blue Ridge Community and Technical College is providing me with the foundation to successfully run, and ultimately expand, my small business.”

—Aaron Smith

Initiative III

Provide high quality workforce development programs that met the demands of West Virginia’s employers and enhance the economic development efforts of the Region.

Strategies:

- Establish agreements with corporate partners to deliver online professional development training courses and programs.
- Establish a project team/advisory committee to develop a local government and non-profit professional development academy.
- Increase the number of qualified training facilitators to design and deliver workforce development courses.
- Hire appropriate faculty and staff for the workforce development office based on the growing enrollment projections.
- Cultivate business and industry relationships for the purpose of fundraising and institutional advancement.
- Establish new scholarships with local employers.
- Plan and implement expansion of Allied Health and Nursing Skills lab facilities.
- Establish a Business & Industry Leadership Council to serve as an advisory committee to increase involvement of employers and economic development authorities in educational programs and course development.
- Promote “community listening sessions” for opportunities to identify educational needs in the service area.
- Provide opportunities for a renewed sense of entrepreneurship in the business community by continuing to partner with the Small Business Development Center, county Chambers of Commerce, and the Gateway New Economy Council.
- Utilize the ROI model for customized corporate training.
- Identify industry clusters in our service region and develop a plan for collecting qualitative data regarding industry needs.

Initiatives and Strategies

Initiative IV

Collaborate with other providers in delivering education and training programs to the community and technical college district.

Strategies:

- Continue to develop articulation agreements to enhance student transfer opportunities.
- Partner with local adult education providers and extension services to offer courses for elective credit.
- Collaborate with County Schools in the design and delivery of a Child Development Program.
- Explore the feasibility, cost and facilities requirements of opening new satellite campuses in Morgan and Jefferson Counties.
- Continue to promote the programs and courses including EDGE, James Rumsey Technical Institute, and Condensed Curriculum, Inc.
- Collaborate with local community leaders and business to provide workshops for college employees and members of the business community simultaneously.

Initiative V

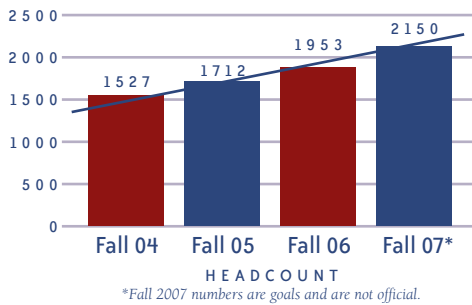
Collaborate with the public school system to increase the college-going rate in West Virginia.

Strategies:

- Continue an active leadership role in Tech Prep activities.
- Increase the number of college credit offerings for qualified students at alternate locations.
- Develop a high school transition pilot program at local high schools and assess the progress to determine the financial feasibility of continuing.
- Collaborate with local high schools to offer evening college courses in the high school.
- Support the Celebration of Arts event by providing scholarships and other incentives for students to continue their education.
- Participate in high school visits, college day programs, and recruitment fairs.
- Continue to market the STEP program (general studies courses on statewide transfer agreement) to local high school students.

Enrollment Management Trends and Progress

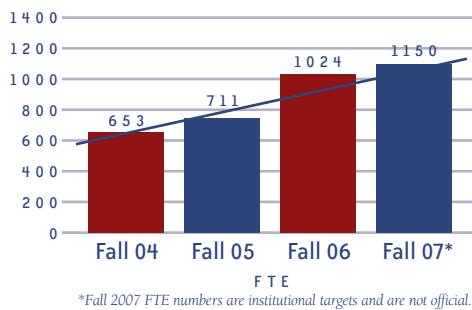
TREND OF HEADCOUNT



“Physically relocating to Martinsburg, the population center of our service area, is one of the most strategic moves since the community college’s inception. The second most strategic move was to develop the Enrollment Management Office.”

—Dr. Peter Checkovich, President

TREND OF FTE (FULL TIME EQUIVALENTS)



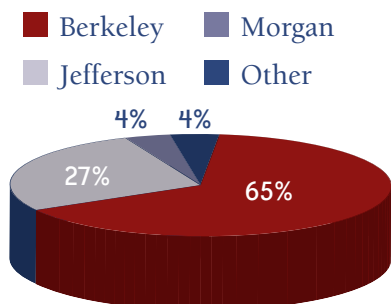
Enrollment has grown significantly since Fall 2005. One of our primary goals is access to community college education for a diverse audience. The enrollment management team, consisting of director, registrar, financial aid, student affairs, admissions, and information specialists, is a key driver of our enrollment program. In addition, Blue Ridge Community and Technical College has created a culture of service to students and a realization that enrollment management is everyone’s job.

Over the past three years, our college has strategically planned and linked its financial resources to achieving an increase in awareness of the benefits of a community college education. We believe that this increased focus and heightened marketing approach have broadened our visibility and contributed to our successful growth.

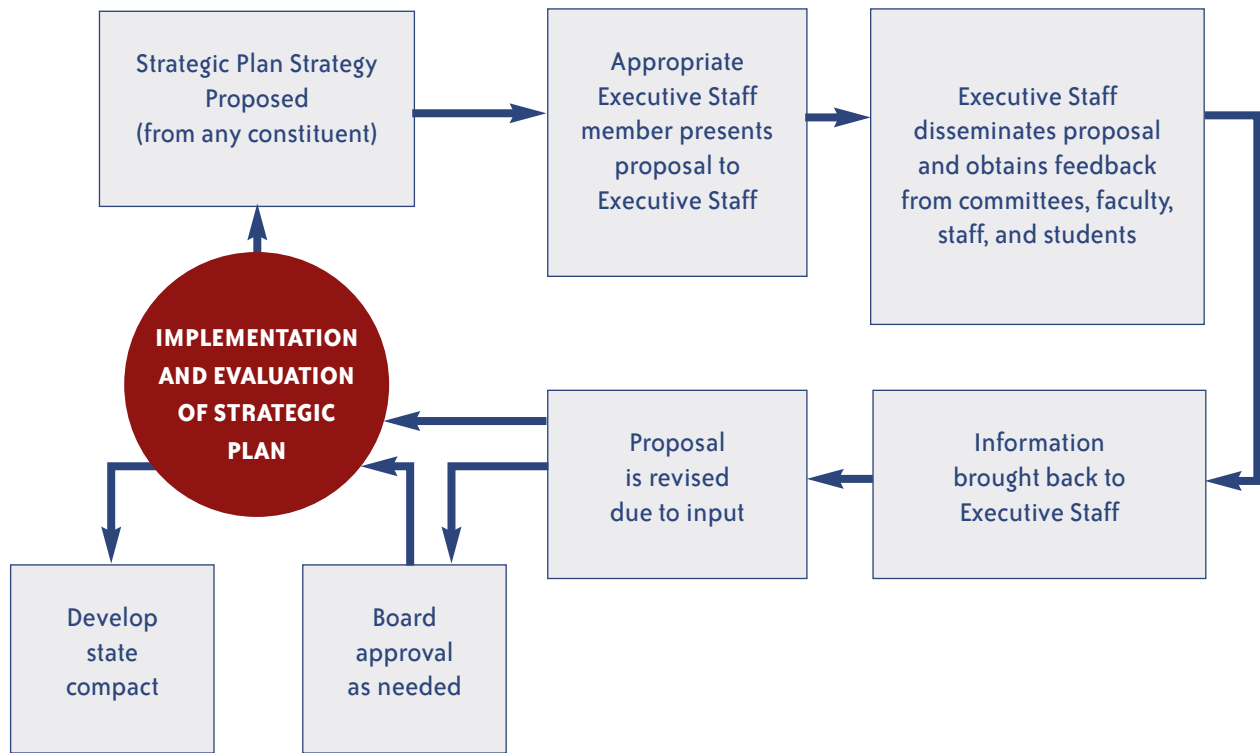
We have strategically linked our traditionally academic based credit and workforce development programs. This blended model allows our students greater flexibility, access, and opportunity for advancement in both higher education and career fields. As we update our plan, we will continue to monitor the success of this strategic endeavor.

It is Blue Ridge Community and Technical College’s goal to provide the best possible education at the most reasonable cost. Through this goal and a sustained, targeted marketing approach we will continue to strive for increased levels of access, enrollment, and completion rates.

Blue Ridge CTC services the counties of Berkeley, Jefferson, and Morgan. This graph illustrates the percentage of students from these counties.



Strategic Plan Development and Implementation Flow Chart



Blue Ridge Community and Technical College's strategic plan was developed through the efforts of a wide audience. The President and Executive Staff served as the primary developers of the plan with contributions from faculty, staff, students, board members, and business and community leaders. The College continuously collects and assesses information so that it can make data driven decisions regarding planning and implementation of strategies. An assessment program is utilized to determine the effectiveness of our planning process and to make adjustments where needed. This strategic plan is updated annually and provides a basis for focusing the efforts of the institution.

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Deep appreciation is extended to the following persons who contributed to the development of the Strategic Plan.

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