



BlueRidge

COMMUNITY AND
TECHNICAL COLLEGE

- **STRATEGIC PLAN
FY 2015 - 2020**

*13650 Apple Harvest Drive
Martinsburg, WV 25403
www.BlueRidgeCTC.edu
304.260.4380*



Stephanie Harvey

Dr. Peter Checkovich

Teresa McCabe

MESSAGE FROM THE PRESIDENT

I AM PLEASED TO PRESENT Blue Ridge Community and Technical College's Strategic Plan: 2015-2020. This new Strategic Plan incorporates and supports the Community and Technical College System of West Virginia's Master Plan, "Fulfilling the Vision." This document focuses on the unique priorities of our College and service region.

The initiatives we are undertaking are the result of thoughtful and collaborative efforts by our College community. This Strategic Plan is our road map and will lead the College forward for the next five years. This Plan supports our College's mission, serves as our platform for budgeting, and ensures successful outcomes for our most important asset, the students.

The achievements of Blue Ridge Community and Technical College are notable. Since establishing our new campus, we have grown to be West Virginia's third largest public institution in headcount enrollment. This accomplishment garnered national attention as the third fastest growing Community College with comparably sized institutions. Our offerings include labor market responsive technical programs along with traditional general education. In addition, our developmental education provides an accelerated pathway to graduation. The establishment of an independent Foundation provides resources to our students.

It is an honor to have collaborative partnerships with many regional Business and Industry leaders who continue to support the College through our Workforce Development efforts. Their support was recognized when Blue Ridge was chosen as Berkeley County's Best Big Business. As signified by this award and our collaborative partnerships, Blue Ridge is filling a vital role as a significant economic driver in our region.

The College remains committed to providing high quality service and academic programming to our community. This plan guides our continued growth for the next five years.

- Dr. Peter G. Checkovich
Founding President

BRCTC 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.

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.

CORE VALUES

WITH STUDENTS LEARNING AS OUR ULTIMATE PRIORITY, BLUE RIDGE COMMUNITY AND TECHNICAL COLLEGE SUPPORTS:

Access to Higher Education

Blue Ridge CTC provides both traditional and nontraditional methods of instruction.

High Quality Programs and Services

Blue Ridge CTC emphasizes instructional excellence, faculty and staff competency, ongoing curriculum development and improvement, and continuous quality assessment.

Institutional Effectiveness

Blue Ridge CTC focuses on accountability, assessment, employability of graduates, and comprehensive planning and improvement.

Academic Freedom

Blue Ridge CTC believes that all faculty and students have the freedom to learn, the freedom to inquire, and the freedom to associate.

Advancement and Enhancement of Current Workforce

Blue Ridge CTC is dedicated to increasing skills and competencies to allow for upward mobility and increased opportunities in the employment market.

Community Centeredness

Blue Ridge CTC's close relationship with the community is reflected in comprehensive programming, partnerships with other organizations, community outreach efforts, and responsiveness to community needs.

Diversity

Blue Ridge CTC believes in equal opportunity for all persons.

Efficient and Accessible Transfer of Credit

Blue Ridge CTC strives for ease of transfer among community colleges and four-year institutions as well as supports the development of transfer or bridge classes that allow mobility from accredited post-secondary schools to the College.

HISTORIC TIMELINE

1974
Shepherd Community College Began

1989
*Dr. Peter Checkovich chosen as Dean/
Provost*

2001
*CTC Shepherd in Gardiner Hall on the
Shepherd University Campus*

2001
*CTC Shepherd relocated to the Berkeley
Business Building in Martinsburg, WV*

2002
*CTC Shepherd relocated to the
Dunn Building on Stephen Street in
Martinsburg, WV*

2004
*Dr. Peter Checkovich named President of
CTC Shepherd*

2005
*CTC Shepherd earned independent
accreditation from The Higher Learning
Commission*

2006
*CTC Shepherd officially became Blue
Ridge Community and Technical College*

2008
*Blue Ridge CTC Opens Technology
Center Campus -
5550 Winchester Ave., Martinsburg, WV*

2010
*Blue Ridge CTC earned 10 year
reaffirmation of accreditation*

2010
*Purchase of 46 acres of land on Route 45;
Construction of new campus begins*

2012
*Blue Ridge CTC opens new
campus in Berkeley Springs
109 War Memorial Dr., Berkeley Springs, WV*

2012
*Blue Ridge CTC relocated to
new main campus:
13650 Apple Harvest Dr., Martinsburg, WV*

2013
Exceeded 5000 students



STRATEGIC PLAN DEVELOPMENT AND 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.



Initiative

1

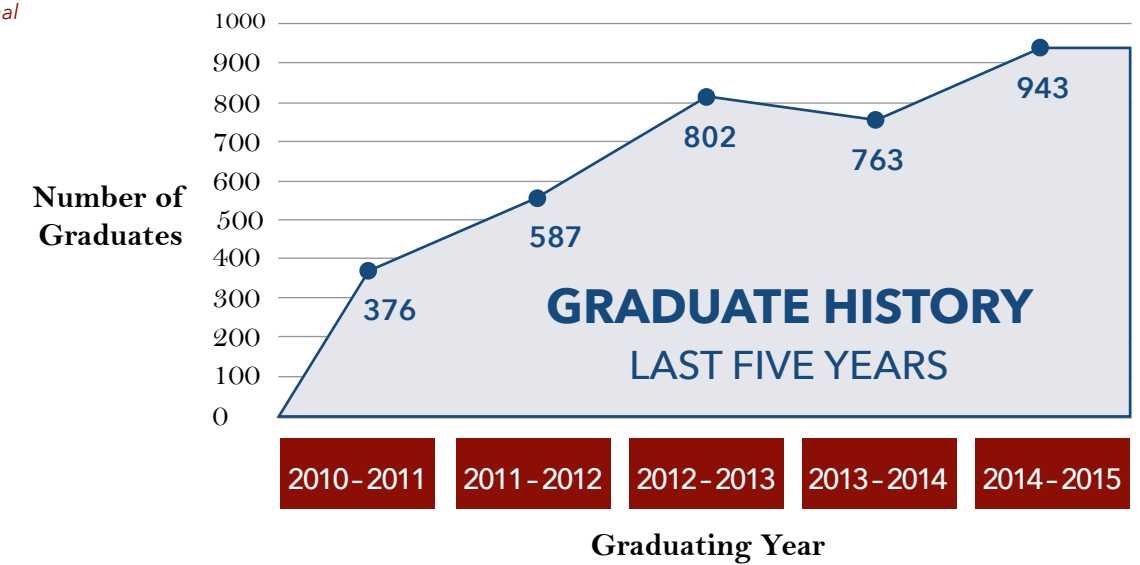
STUDENT SUCCESS

Promote student success and College completion

ACTION PRIORITIES

- Produce high quality graduates.
- Accelerate the time to college completion.
- Prepare students for success in the workplace.
- Develop method for tracking job placement and employer satisfaction.
- Implement multidimensional career assessment.
- Prepare students for success who transfer to four-year institutions.

BLUE RIDGE COMMUNITY AND TECHNICAL COLLEGE emphasizes college completion for all students. Through enhancing our job placement services and thorough assessment of the quality of our programs, the College commits to providing resources and tracking our completers. Connecting with local business and industry partners, we will continue to explore community for new program options. For those students wishing to advance their education, the College continues to explore and produce articulation agreements for ease of transfer.



Initiative **2** **WORKFORCE**

Meet the workforce needs of regional employers and enhance economic development efforts in the Eastern Panhandle of West Virginia.

ACTION PRIORITIES

- Meet short and long-term documented labor market needs of the region through continued dialog with employers and workforce solutions.
- Enhance regional economic efforts by developing collaborative training and education programs.
- Provide workplace learning opportunities for new and existing regional businesses.

BLUE RIDGE COMMUNITY AND TECHNICAL COLLEGE is a leader in regional workforce development solutions. The College develops and delivers certificate and associate degree programs in occupational fields and transfer. The College responds to the rapidly changing needs of businesses through its active corporate training and skill-set programs that are developed in collaboration with regional employers to ensure relevancy and currency.

"BLUE RIDGE ALWAYS PROVIDES THE HIGHEST QUALITY TRAINING AND LEADERSHIP DEVELOPMENT RESOURCES FOR OUR WORKFORCE NEEDS."

-Stephanie L. Harvey, RN, MS, System Director, Education, Training and Development, West Virginia University Hospitals (WVUH) East



"BLUE RIDGE CTC PROMOTES A QUALITY WORKFORCE FOR OUR SERVICE REGION BUT ALSO OUR OWN STAFF AND FACULTY. OUR GOAL IS TO PRODUCE QUALITY GRADUATES THAT BECOME HIGH PERFORMING EMPLOYEES"

- Dr. Peter G. Checkovich, Founding President

Initiative **3** **ACCESS**

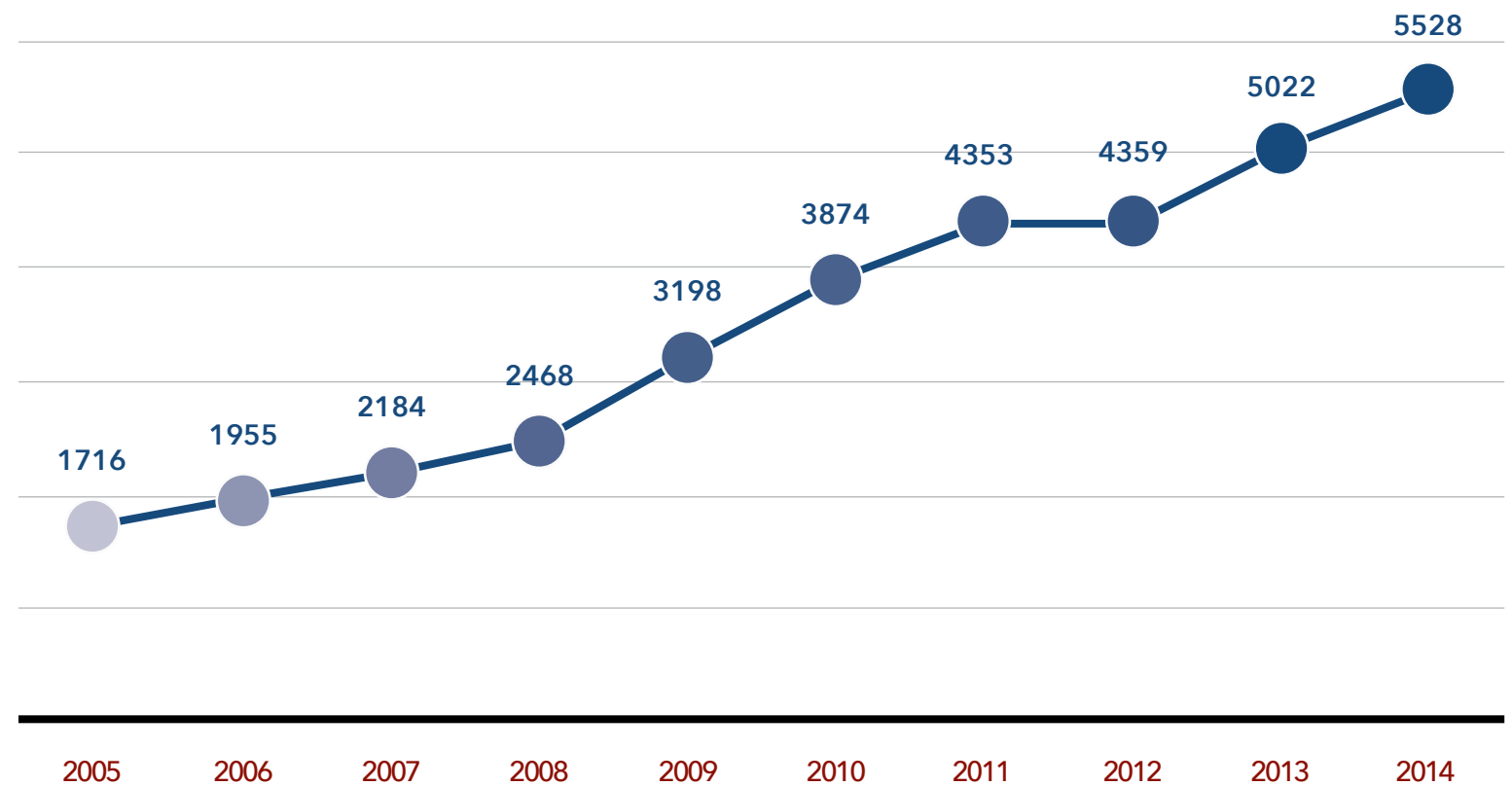
Provide access to affordable community and technical college education in all regions of our service region.

ACTION PRIORITIES

- Maintain access to educational programs.
- Develop accessibility and use of analytics tools for improved decision making.
- Explore ways to expand institutional research activities and utilization of existing data.
- Explore affordability model given current and predicted state budget support.
- Implement and utilize technology to increase remote classroom delivery to all locations.

BLUE RIDGE COMMUNITY AND TECHNICAL COLLEGE promotes access to education through its distance learning efforts. Distance learning provides a flexible, convenient option for students. The College plans to improve student success through its professional development programs for faculty. Blue Ridge offers a selection of online, hybrid, and videoconferencing courses and continues to advance its plan to increase the number of courses offered in these formats.

ENROLLMENT TRENDS
FALL TO FALL ENROLLMENT



10 Year Growth: 222% | 5 Year Growth: 42.7%

*All Data is Official; 2015 enrollment is in progress

Initiative **4** **RESOURCES**

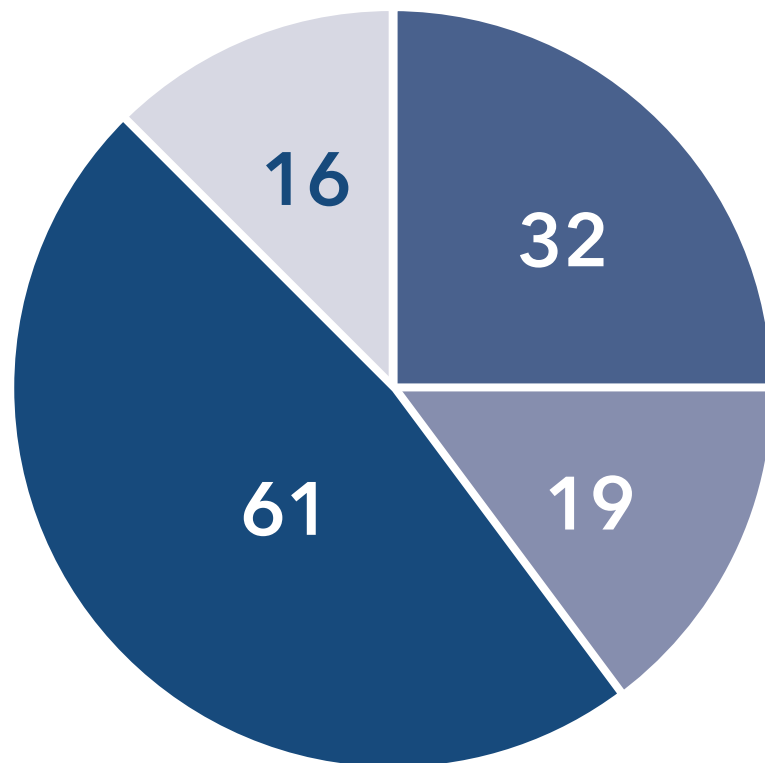
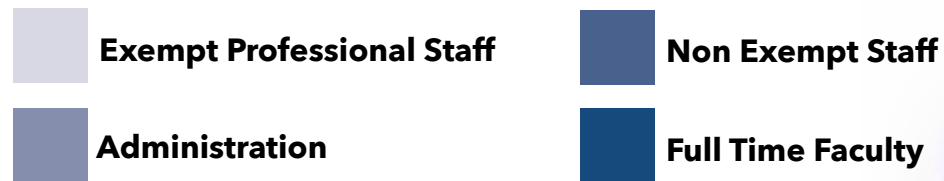
Manage financial resources to effectively deliver comprehensive community and technical college education.

ACTION PRIORITIES

- Advocate for increased State allocated budget support.
- Increase external financial support through the efforts of the Foundation.
- Develop a predictive model to achieve the correct balance between State allocation and tuition and fees.
- Demonstrate continued commitment to student success.

BLUE RIDGE, SIMILAR TO MANY Colleges across the Country, has experienced significant decline in State support. Consequently, the College will develop alternative and innovative ways of financing College operations. It is the College's desire to be as cost-effective to students as possible, while providing degrees and programs that lead to gainful employment. Blue Ridge will increase the number of student scholarships and continue grant development.

NUMBER OF FULL TIME EMPLOYEES



Initiative **5** **Assessment and Institutional Effectiveness**

Provide a framework for institutional effectiveness through assessment of student learning and evaluation of operations.

ACTION PRIORITIES

- Enhance on-going, systematic assessment of student learning.
- Utilize assessments to strengthen student success.
- Enhance on-going, systematic evaluation of operations.
- Utilize evaluations to strengthen operations.

BLUE RIDGE COMMUNITY AND TECHNICAL COLLEGE engages in program and course level assessment for the improvement of programmatic outcomes and student learning. The College also utilizes assessment to strengthen student success, through measuring the effectiveness of student services, such as enrollment management, career services, e-learning, and counseling. In addition, the College is broadening its efforts to evaluate operations such as finance, human resources, information technology, the bookstore, and campus food service.





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Blue Ridge Community and Technical College provides opportunity to all prospective and current members of the student body, faculty, and staff on the basis of individual qualifications and merit without regard to race, color, sex, sexual preference, religion, age, national origin, sexual orientation, marital or parental status, familial status, veteran status, or disability.