



STRATEGIC PLAN FY 2020 - 2023



BlueRidge

COMMUNITY AND
TECHNICAL COLLEGE

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



FROM THE PRESIDENT

As we move into a new strategic plan cycle, it is with great pride we can all look back at our achievements and look forward to new challenges. This strategic plan outlines our commitment to serving our region. Here are our main initiatives:

Student Success: Everything we do should be about student success. This can be defined several ways, and we track many successes. We are working to improve completion rates and time to completion. Blue Ridge is in the process of finalizing a large private grant. The purpose of the grant is to accelerate the graduation of students in select occupational programs. This grant will be implemented during this strategic year and beyond.

Workforce: Blue Ridge remains a leader in the region for workforce development and economic growth. The response of our business and industry partners has generated even further growth to our physical facilities, especially at the Tech Center. We have expanded to include a plastics technology lab (one of the only ones I know of in the state) to serve the needs of Logoplaste, Technimark, and several other training partners. When complete it will be state of the art. We have also added a welding lab and machine lab in response to demand from regional industry. The Tech Center now exceeds 100k square feet.

Access: Our institution continues to run counter to national and state enrollment trends. Where some institutions have experienced as much as a 50% drop in enrollment, Blue Ridge has actually increased in headcount enrollment. At over 6500 headcount, we are the third largest institution in the state. This strategic plan continues focused efforts on student access. Our legislature has hit a home run with WV Invests.

Resources: The College continues its advocacy for a funding formula. The state allocation has improved in recent years, we have been spared budget cuts, and we prepare for when that might not be the case. By carefully allocating resources and planning, the College maintains a healthy financial picture.

Assessment and Institutional Effectiveness: Blue Ridge continues to enhance its assessment tools for institutional effectiveness. Over the years, Blue Ridge has been cited for having a strong assessment program. We use feedback from our employers, graduates, accreditors, and the WVCTCS to make strong strategic, data driven decisions.

As we move through 2023, I know you join my excitement for continued growth and service for which Blue Ridge is known. We envision being the first choice for higher education and that drives career growth and economic development. This plan outlines the efforts to achieve that vision. With you, I know these initiatives are achievable.

- Dr. Peter G. Checkovich, Founding President

BRCTC MISSION STATEMENT

Blue Ridge Community and Technical College provides our diverse student population with life-changing education, training, and services that drive economic development within the communities we serve.

VISION STATEMENT

Blue Ridge Community and Technical College is the first choice for higher education that drives career growth and economic development in our region and surrounding communities

CORE VALUES

Stewardship:

- Put student access, learning, and success first.
- Support a safe, collaborating, and engaging environment for employees and students.
- Provide an optimum learning environment for students.
- Use College resources responsibly.
- Demonstrate care for facilities.

Integrity:

- Engage and actively contribute to the overall success of the College.
- Think creatively and develop solutions.
- Act honestly and ethically.
- Provide accurate and thorough information.
- Be courageous to be even better.

Civility:

- Communicate with respect, trust, and care.
- Respect differences.
- Listen actively.
- Be aware of your impact on others.
- Discuss differences and resolve conflicts.

Entrepreneurship:

- Embrace our business partners.
- Think proactively and innovatively.
- Be adaptable and flexible for shifting priorities.
- Identify areas for continuous improvement.
- OWN enrollment.
- Take calculated risks wisely.

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 approved
additional locations at:*

- *Technology Center
5550 Winchester Ave., Martinsburg, WV*
- *Hollywood Casino at Charles Town Races
750 Holly Drive, Charles Town, WV*
- *Quad Graphics
855 Caperton Blvd, Martinsburg, WV*

2010

*Blue Ridge CTC earned 10 year
reaffirmation of accreditation*

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

2012

*Blue Ridge CTC opens approved additional
location at Pines Opportunity Center
109 War Memorial Dr., Berkeley Springs, WV*

2012

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

2013

*Blue Ridge CTC student enrollment/
headcount exceeded 5000 students.*

2015

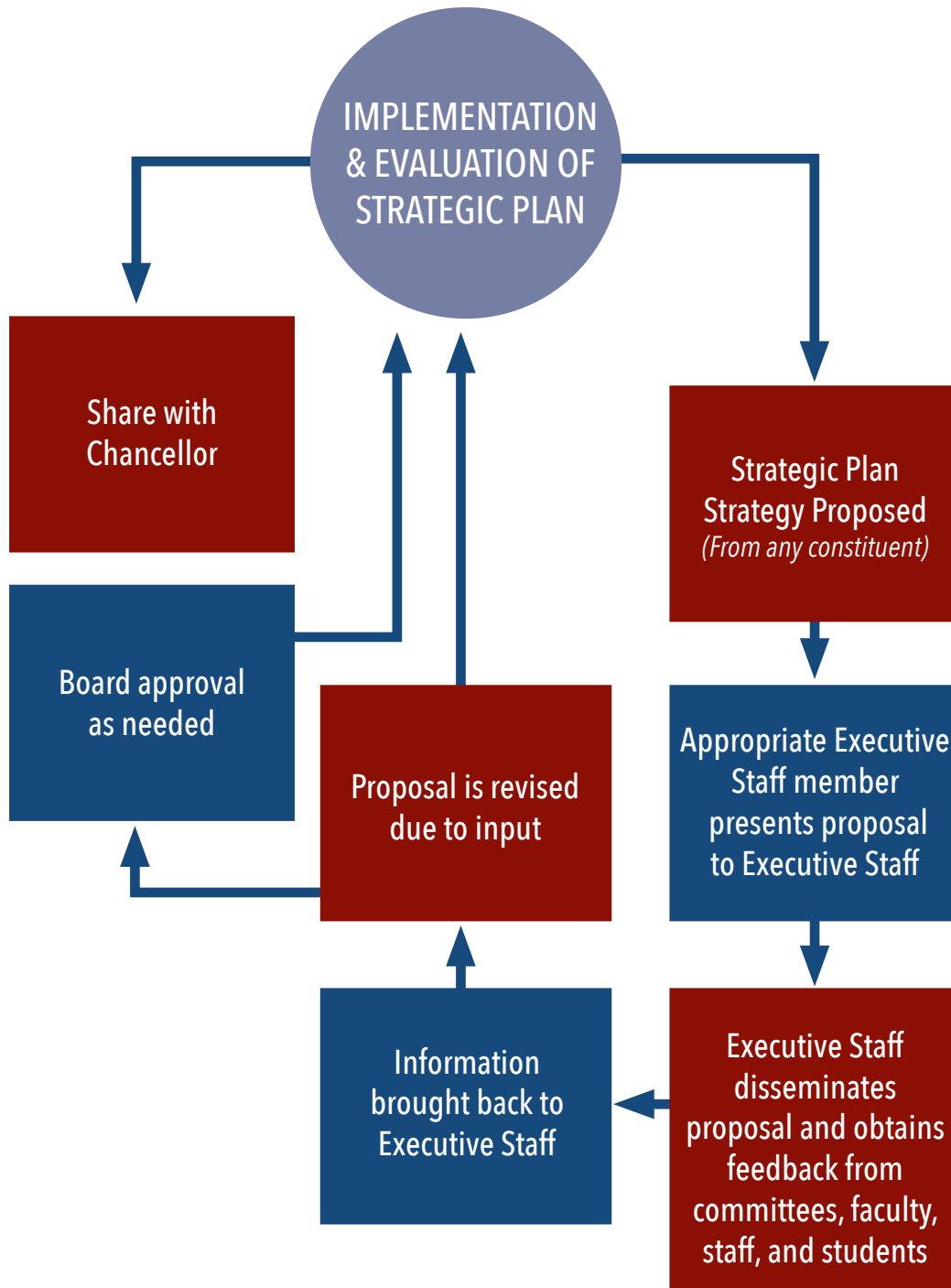
*Blue Ridge CTC earned reaffirmation of
accreditation from The Higher Learning
Commission.*

2018

*Blue Ridge CTC student enrollment/
headcount exceeded 6000 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 serve 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 determines the effectiveness of our planning process and to make adjustments where needed. This strategic plan provides a basis for focusing the efforts of the institution.



Initiative 1

STUDENT SUCCESS

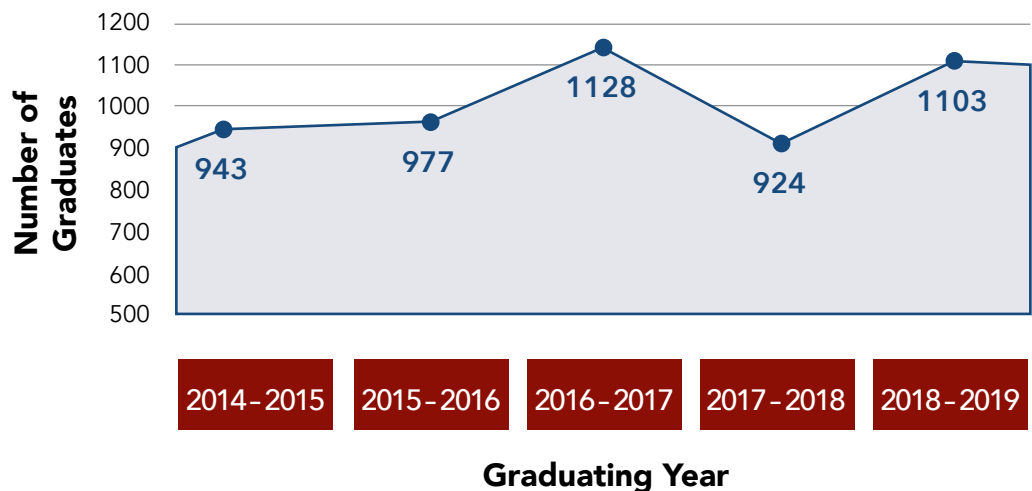
Promote student success and College completion

ACTION PRIORITIES

- Produce high-quality graduates
- Accelerate the time to college completion
- Prepare students for success in the diverse workplace
- Prepare students for success who transfer to four-year institutions
- Provide guided pathway for student achievement

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 continue to explore our community for new program options. For those students wishing to advance their education, the College explores and produces articulation agreements for ease of transfer.

GRADUATE HISTORY LAST FIVE YEARS



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
- Enhance regional economic efforts by developing customized training and educational programs
- Provide educational services to new and existing employers
- Incubate new and expanding 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.

"We are pleased with the ongoing success of the [Power Systems Institute] program in helping to meet the future needs of Potomac Edison and the utility industry," said James A. Sears, Jr., president of FirstEnergy's Maryland Operations. "The tailored curriculum provides quality candidates ready to join the workforce of the future and provide safe and reliable electric service for our customers."



Initiative 3

ACCESS

Provide inclusive access to affordable community and technical college education in our service region and surrounding communities.

ACTION PRIORITIES

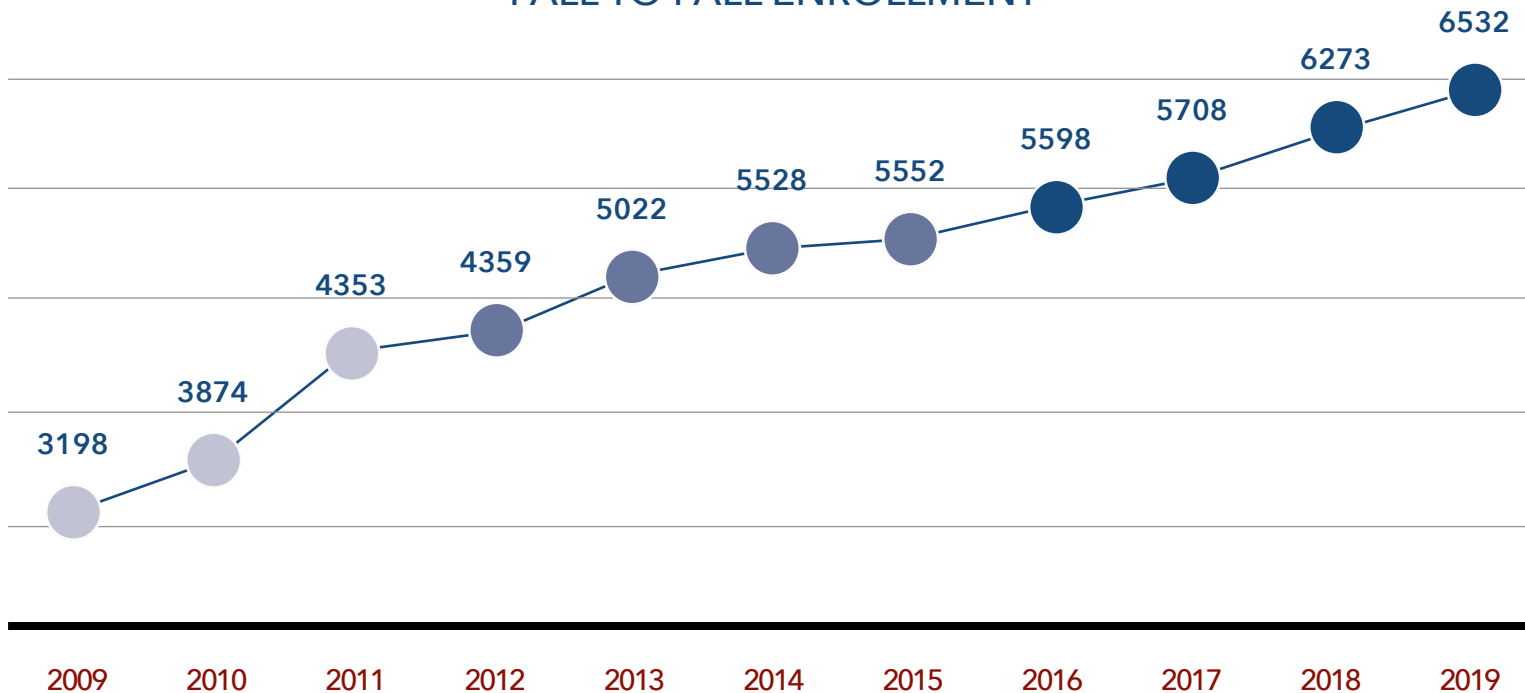
- Expand access to educational programming
- Use data and analytics for program decision making
- Manage affordability model to maximize student value
- Implement and utilize technology to increase remote classroom delivery
- Communicate the value and diverse opportunities of the College

Blue Ridge Community and Technical College promotes access to the diverse student through its distance learning efforts. Distance learning provides a flexible, convenient option for students. The College plans to improve the diverse 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.

“Procter & Gamble selected the Martinsburg, WV site for many strategic reasons, including the talented workforce pool and supportive local, state, and private sector financial and workforce development related support programs. We rely on hiring the best people and developing their capability to lead and deliver the site’s objectives. We’ve been overly happy with the training programs P&G and the Blue Ridge Community and Technical College have been able to create in partnership. Our people are getting the best training to be ready to deliver real results and grow this business. The many grant programs and support like the Governor’s Guaranteed Workforce Program is a perfect example of enabling people that will yield dividends for P&G, the local community, and the state workforce through supported business stability, growth, and future opportunities.”

- Keith Busby, Site HR Leader, P&G Tabler Station, WV

ENROLLMENT TRENDS FALL TO FALL ENROLLMENT



10 Year Growth: 104% | 5 Year Growth: 18%

*All Data is Official as reported by WVCTCS

Initiative 4

ACTION PRIORITIES

- Increase State allocated budget support
- Increase external support through efforts of the Foundation, grants, new programs and strategic partnerships
- Align employee goals with the strategic initiatives of the College
- Invest in professional development to achieve staff and College goals
- Increase capacity to meet the expanding market needs

RESOURCES

Employ invocative practices to maximize the efficient and effective use of College resources.

Blue Ridge continues to advocate for a funding formula for CTCS. 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



As of December 31, 2019

Initiative 5

ACTION PRIORITIES

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

Assessment and Institutional Effectiveness

Enhance the framework for institutional effectiveness to assess student learning and co-curricular activities, and to evaluate institutional operations to ensure continuous improvement.

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, and e-learning.

In addition, the College is broadening its efforts to evaluate operations such as finance, human resources, information technology, the bookstore, and campus food service.

"The Tabler Station Procter & Gamble site has benefited greatly from our partnership with the Blue Ridge Community Technical College. We found that they are able to quickly understand our vision for the capabilities needed for our personnel and have been able to work with us to develop extensive training plans that they have helped deliver to our staff. They have proven to be very receptive to our needs and creative in drawing up solutions. We have been very happy with the training programs that have been developed and the establishment of the P&G Learning Lab at the BRCTC. They truly understand the value of developing our people and have worked hand in hand with us to enable our personnel's capability."

- Necole Liowns, Site Education & Training Leader, P&G Tabler Station, WV





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