



BlueRidge
COMMUNITY AND
TECHNICAL COLLEGE

**STRATEGIC PLAN
FY 2024 - 2027**





FROM THE PRESIDENT

Our updated strategic plan includes five primary initiatives. All of the initiatives provide opportunities for new and current students to complete their educational goals and either enter the workforce or transfer to continue further education. Here are the main initiatives:

“Our updated strategic plan includes five primary initiatives... With everyone working together, I know these initiatives are achievable.”

Student Success: The emphasis of this initiative is successful program completion for all graduates. Job placement and internship teams work with students to track careers during programs of study and after graduation. Blue Ridge’s connections with local business and industry are a key to successful internship opportunities and job placement.

Workforce: Blue Ridge has developed many very positive working relationships with business and industry partners. The success of the college’s ability to attract industry and educate and train employees for those industries in skills sets, certificate, and associate degrees prepares students for immediate entry in the workforce and success in future careers.

Access: Highly flexible (Hyflex) education provides students with access to educational opportunities. Blue Ridge will continue to expand Hyflex models of education to meet students where they are in their educational journey.

Resources: Blue Ridge is committed to managing resources in a manner which is cost effective and leads to gainful employment or transfer for students. The college is gaining in enrollment, recovering from the drop due to Covid, and the college does well with the newly established performance based state funding formula. Our Foundation is highly successful in its efforts to increase external support for student scholarships.

Assessment and Institutional Effectiveness: Blue Ridge employs a vigorous program of evaluation of services to students and assessment of teaching and learning. The college uses the data gathered from evaluation and assessment to improve services and educational programs for students.

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 everyone working together, I know these initiatives are achievable.

– Dr. Peter G. Checkovich, Founding President



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

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

CTC opens approved additional locations:

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



Quad 

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 relocated to new main campus:
13650 Apple Harvest Dr., Martinsburg, WV

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



2019

COVID began

2020

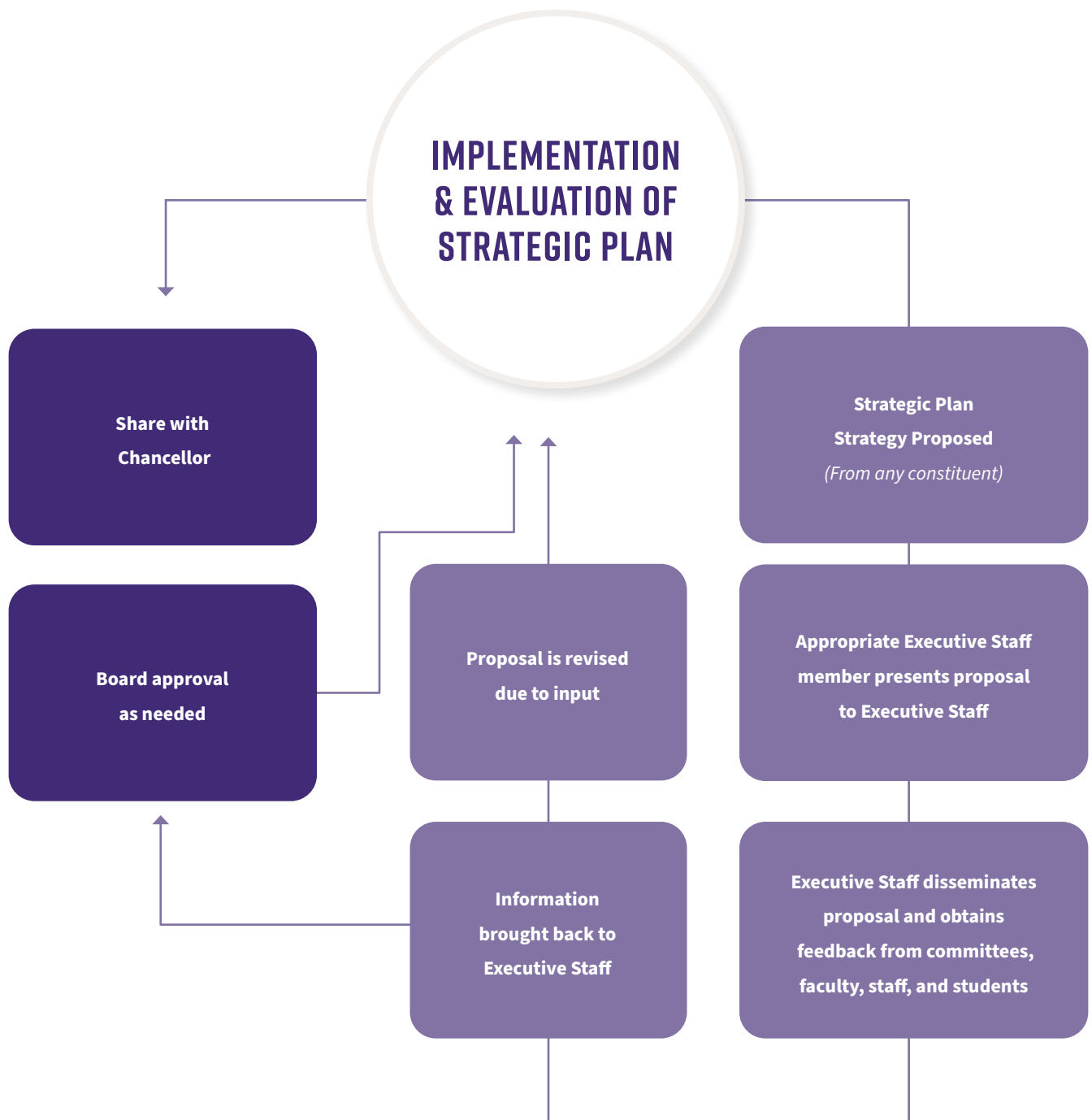
Reaffirmation of accreditation.
10 year comprehensive

2023

Reaffirmation of off-site locations

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



INITIATIVE 2
WORKFORCE



INITIATIVE 3
ACCESS



INITIATIVE 4
RESOURCES



INITIATIVE 5
**ASSESSMENT AND
INSTITUTIONAL
EFFECTIVENESS**



INITIATIVE 1 ACTION PRIORITIES



Accelerate the time to
college completion

Prepare students for success
in the diverse workplace

Prepare students for success
who transfer to four-year
institutions

Produce high-quality graduates

STUDENT SUCCESS

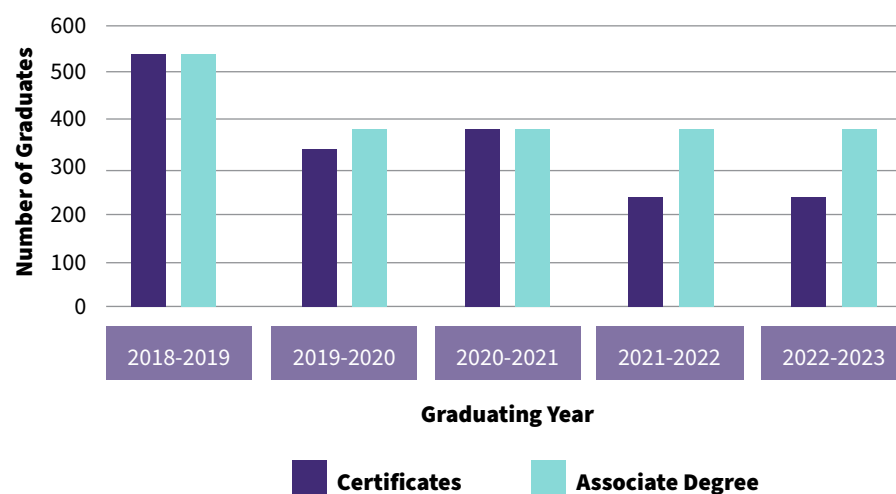
Promote student success and College completion

Blue Ridge Community and Technical College emphasizes successful program completion for all students. The College is committed to assist students in identifying appropriate internship or experiences as well as job placement opportunities. Our job placement and internship teams work to support students and track their career success during programs of study and after graduation.

Connecting with local business and industry sector partners ensures that the College remains committed to thorough assessment of the quality and relevancy of our programs making internship experiences applicable and job placement successful. For those students wishing to advance their education, the College explores and develops articulation agreements for ease of transfer.

GRADUATE HISTORY

Last Five Years





INITIATIVE 2 ACTION PRIORITIES



Develop extensive instructional delivery systems that expand manufacturing training efforts across North America

Enhance regional economic efforts by developing customized training and educational programs

Incubate new and expanding businesses

Meet short and long-term documented labor market needs of the region

Provide innovative educational services to new and existing employer partners

WORKFORCE

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

Blue Ridge Community and Technical College is a leader in regional and national workforce development solutions. The College develops and delivers micro credentials, skills sets, certificate, and associate degree programs in occupational fields of study as well as transfer programs. The College responds to the rapidly changing needs of businesses and organizations through its active corporate training and skills set programs which are developed in collaboration with regional and national employers to ensure programs are relevant and meaningful. As a result of this collaboration with the local labor market, students will receive the knowledge, skills, credentials, and degrees that prepare them for future careers. Another strength of the College is its effectiveness in demonstrating capacity to fulfill the technical skills education for potential businesses and industries looking to locate in West Virginia.

"The Tabler Station Procter & Gamble site has benefited greatly from our partnership with the Blue Ridge Community Technical College since we arrived to the area. We have found that Blue Ridge Team is able to quickly understand our vision for the capabilities we need to develop 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 adapted many of our trainings from other P&G sites to better serve Tabler Station specific needs. We have been very happy with the training programs that have been developed and the establishment of the P&G in their facilities. Blue Ridge team understands the value of developing talent in the community and is clear they feel tremendous ownership and pride for the works they do. Procter & Gamble could not ask for a better partner in this journey"

*- Jose Antonio Junco, Engineering Sr. Director,
P&G Tabler Station, WV*



INITIATIVE 3 ACTION PRIORITIES



Create course schedules within clearly defined program pathways that prioritize the needs of students to help them complete their program of study

Develop a single point of access for students

Develop new scholarship opportunities for students

Expand use of technology, such as the Hyflex model, so all students can participate in learning at a time right for them

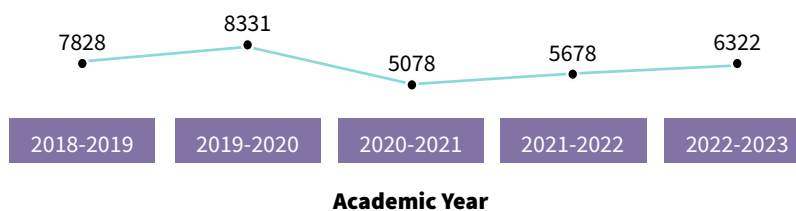
Utilize local labor market data to maintain relevancy in all programs and develop new programs for jobs of the future

ACCESS

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

Blue Ridge Community and Technical College is committed to providing all students with access to educational opportunities. The College utilizes a Hyflex instructional delivery model for many programs of study and will continue to expand use of this model so all students will have an opportunity to participate in their courses at a time right for them. The College is committed to diverse student success through innovative instructional delivery and through professional development programs for faculty. Blue Ridge Community and Technical College will continue to expand online areas of education and training across West Virginia in order to support students in their success.

ANNUAL HEADCOUNT ENROLLMENT: 6,322



“From the moment I stepped foot on campus, I felt valued and supported. The college goes above and beyond to ensure the success of its students, both during their time of study and even after graduation. The faculty and staff at Blue Ridge Community and Technical College are passionate about empowering their students, and their commitment to our success is evident in every aspect of their approach.”

– Micah Godfrey, AIM recipient, Cybersecurity



INITIATIVE 4 ACTION PRIORITIES



Align capacity to meet student needs including scholarships and support services

Align employee goals with strategic initiatives as well as student recruitment and retention efforts

Collaborate with the WVCTCS and WV legislation to advocate for fully funding the Community College performance-based funding formula

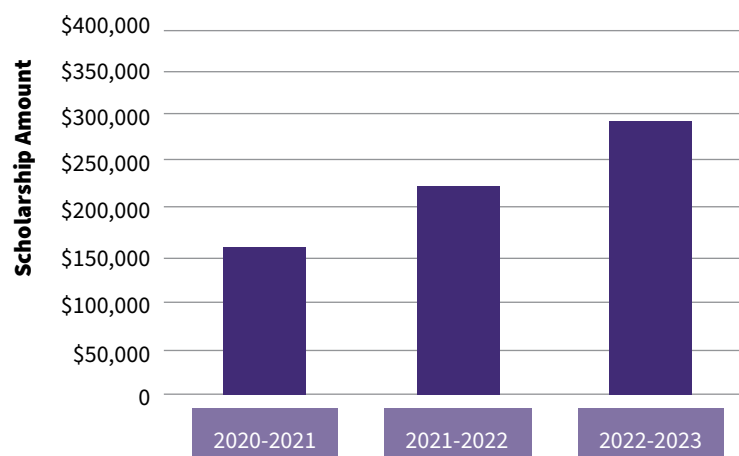
Increase external support through the efforts of the Foundation, grant development, new programs and strategic partnerships

RESOURCES

Identify and utilize innovative practices to maximize the efficient and effective use of College resources.

Blue Ridge Community and Technical College continues to advocate for fully funding the performance-based funding formula for the WVCTC System. In addition to this effort, the College will continue to support the Foundation's work to increase student scholarships through donor promotion and scholarship-specific grant awards. The College is committed to managing resources in such a manner that is cost-effective for students while providing excellent educational programs that lead to gainful employment or transfer opportunities for students. The College will continue to carefully plan and monitor its budget and business practices to ensure sustainability for the future.

BRCTC FOUNDATION SCHOLARSHIPS





INITIATIVE 5 ACTION PRIORITIES



**Enhance on-going, systematic
assessment of student learning**

**Identify services that would
benefit from evaluation of
operations**

**Increase the College's
Institutional Research function
through specific grant
development that will support
the College's infrastructure**

**Utilize assessments to
strengthen student success**

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 is committed to creating a culture of evaluation and assessment that builds upon the work accomplished at the course and program level. The College recognizes the need to regularly evaluate student support services and acknowledges the benefits of continuous process improvement. Blue Ridge Community and Technical College will organize a task force to identify areas where evaluating services would benefit students, vendors, and other College partners.

“Clorox’s relationship with Blue Ridge Community and Technical College has been pivotal in our ability to start up a new litter facility in Martinsburg. It is not easy to grow and develop the talent you need when you are hiring an entire workforce for a startup. Having a collaborative partnership with Blue Ridge Community and Technical College has helped us offer development programs for our employees that are specific to our business needs and enable our people to feel confident and prepared to drive and grow our business. Our people are not shy about telling us how much they love and appreciate the training programs that Blue Ridge Community and Technical College offer. We look forward to our continued affiliation for all the future opportunities to support our people and business growth.”

– Kristi Douglas, HR Manager





COMMUNITY AND
TECHNICAL COLLEGE

Main Campus

**13650 Apple Harvest Dr.
Martinsburg, WV 25403**

Technology Center

**5550 Winchester Ave.
Martinsburg, WV 25405**

Morgan County Center

**Located at the Pines Opportunity Center
109 War Memorial Dr.
Berkeley Springs, WV 25411**