

# **New River Community and Technical College**

## **From Vision to Reality 2020 - 2023**

### **Introduction**

In 2019, with a comprehensive evaluation for reaffirmation of accreditation with the Higher Learning Commission and a new president, New River Community and Technical College (CTC) entered a new era. With it, came a need for a new institutional strategic plan. From late February to early March of 2019, the membership of a new College Planning Committee was formed and the new committee held its first meeting March 25, 2019. This committee's membership includes representatives from all facets of college operations.

Through October, 2019, the committee worked to develop New River CTC's next institutional strategic plan. In early November, the college community was invited to comment on the draft. In January, 2020, the finalized plan was launched.

### **Overarching Goals**

In August of 2019, during the Fall 2019 Faculty and Staff Institute, College President, Dr. Bonny Copenhaver challenged the faculty and staff of New River CTC to the following:

- 1) To change from the mindset that students should be college-ready to one that continuously improves upon processes, actions, and attitudes to make New River CTC ready for students.
- 2) To make concerted efforts so that, by 2021-2022, the unduplicated headcount will meet or exceed 1800 students.

## **MISSION**

New River Community and Technical College provides accessible, affordable, quality education and workforce programs to meet the needs of the region it serves.

## **VALUES**

Shared values guide New River Community and Technical College in fulfilling its mission. These values influence thoughts, guide decisions, mold policies, and determine courses of action. Our employees are expected to support and enact these values in our daily work.

Community, Integrity, Justice, Service, and Scholarship.

## **VISION**

New River Community and Technical College improves students' lives and enriches communities.

## **INSTITUTIONAL PRIORITIES**

New River Community and Technical College will further its mission to provide accessible, affordable, quality education and workforce training by:

1. Empowering all students to succeed
2. Enhancing organizational effectiveness and accountability
3. Engaging in community and economic development

**INSTITUTIONAL PRIORITY 1:  
EMPOWERING ALL STUDENTS TO SUCCEED**

Goal 1.1: New River CTC will provide exceptional, ongoing student-centered services.

Objective 1.1.1: New River CTC will administer survey to measure and improve upon student engagement.

Outcome 1.1.1: New River CTC will administer the SENSE survey during Fall 2022 to establish a baseline and guide efforts to improve student engagement based on survey results.

Goal 1.2: New River CTC will create an internal college support system to demonstrate a commitment to making New River CTC an organization that is ready for students.

Objective 1.2.1: New River CTC will provide appropriate academic support services.

Outcome 1.2.1: New River CTC's 2020 cohort will have the highest on-time completion rate of new, first-time freshmen among community colleges in West Virginia.

Goal 1.3: New River CTC will promote purpose-driven thinking among students.

Objective 1.3.1: New River CTC will help students understand and develop their potential, as part of determining and focusing on their end goal.

Outcome 1.3.1: New River CTC will increase the response rate of the post-graduation surveys so that 20% of the 2022-2023 graduates respond and show that at least 90% of respondents felt that New River CTC helped them focus on and achieve their educational goal.

**INSTITUTIONAL PRIORITY 2:  
ENHANCING ORGANIZATIONAL EFFECTIVENESS AND ACCOUNTABILITY**

Goal 2.1: New River CTC will improve employee communication and engagement.

Objective 2.1.1: New River CTC will administer a survey to measure and improve upon communication within and between departments.

Outcome 2.1.1: New River CTC will administer the “Great Colleges to Work For” survey during the Spring 2021 semester and will show improvement in deficient areas through administration of the same survey during the Spring 2023 semester.

Goal 2.2: New River CTC will streamline and adhere to policies and procedures.

Objective 2.2.1: New River CTC will develop a regular cycle of review to improve the existing system of policies and procedures.

Outcome 2.2.1: New River CTC will enhance the structure of its institutional policies and procedures to include responsible operational units and a three-year revision calendar by June 2020.

Goal 2.3: New River CTC will engage in collaborative planning that promotes a student-ready college.

Objective 2.3.1: New River CTC will refine processes to meet enrollment goals.

Outcome 2.3.1: New River CTC will attain an unduplicated annual headcount of 1800 or more by 2021-2022.

**INSTITUTIONAL PRIORITY 3:  
ENGAGING IN COMMUNITY AND ECONOMIC DEVELOPMENT**

Goal 3.1: New River CTC will develop and strengthen external relationships.

Objective 3.1.1: New River CTC will establish a calendar of community activities during Spring 2020 and prioritize participation to increase outreach throughout the service region.

Outcome 3.1.1: New River CTC will document support and participation in community events.

Objective 3.1.2: New River CTC will expand relationships to strengthen partnerships with the K-12 system within New River CTC's service region.

Outcome 3.1.2: New River CTC will increase enrollment of first-time freshmen from high schools within New River CTC's service region to meet or exceed the state average of 8.5% of high school graduates attending a community and technical college by Fall 2021.

Goal 3.2: New River CTC will ensure its educational offerings effectively meet regional workforce needs.

Objective 3.2.1: New River CTC will strengthen the relationships between advisory boards and New River CTC.

Outcome 3.2.1: New River CTC will increase the number of active advisory boards that regularly meet to guarantee educational programs meet workforce needs to 16 by 2023.

## Glossary of Terms

**Advisory board** – A body of stakeholders, typically external to the college, who can provide industry insights that are used to help shape program curriculum so that it meets industry needs.

**Associate Degree** – Associate in Applied Science or Associate in Science degree as defined by Title 135, Procedural Rule of the West Virginia Council for Community and Technical College Education Series 11: Degree Designation, General Education Requirements, New Program Approval, and Discontinuance of Existing Programs.

**Certificate** – Certificate of Applied Science as defined by Title 135, Procedural Rule of the West Virginia Council for Community and Technical College Education Series 11: Degree Designation, General Education Requirements, New Program Approval, and Discontinuance of Existing Programs.

**Goal** – A desired general target for the institution.

**Great Colleges to Work For survey** – A product of Modern Think, LLC. A nationally normed instrument used to provide senior-level administrators and academic leaders insights on the quality of the workplace experience for faculty and staff.

**New, first-time, full-time, degree seeking freshmen** – Entering students who have no previous college experience and enroll in at least 12 credit hours during their first semester and have entered college with the intent of earning a certificate or degree.

**Objective** – A statement of what will be done to reach a stated goal.

**On-time completion rates** – The percent of an entering cohort of students who receive a certificate within 1 academic year or an associate degree within 2 academic years.

**Outcome** – A specific and measurable statement of what will have been done by the end of a time period.

**Priority** – Broad actions that advance the mission of the institution.

**Purpose-driven** – Thoughts or actions that are deliberate and lead to a defined outcome.

**SENSE survey** – The Survey of Entering Student Engagement. A product and service of the Center for Community College Student Engagement is a nationally normed instrument administered in the Fall semester and used to gauge the community college experiences of a random sample of students enrolled in courses typically taken by students in their first semester.

**Unduplicated Headcount** – The total number of individual students registered during one academic year. This number includes all full- and part-time, degree or non-degree seeking, on or off campus students.

**Workforce Program** –A non-credit program designed to provide individuals with a set of workplace skills.

## College Planning Committee Membership

Ms. Stephanie Adkins	Human Resources Representative
Dr. David Bligh	Faculty Representative
Ms. Jenni Canterbury	Director of Communications
Ms. Sonja Cool	Administrative Assistant
Ms. Tracy Evans	Director of Enrollment Services
Mr. Jason Garris	Systems Programmer
Mr. Roger Griffith	Campus Director and Community Outreach
Mr. Pete Hoeman	Director of Student Success
Ms. Twana Jackson	Director of Purchasing
Ms. Becky Kuhn	Controller
Mr. Steve Lacek	Director of Institutional Effectiveness and Grants, Committee Chair
Ms. Joanne "Jodi" Miller	Classified Staff Representative
Dr. Wendy Patriquin	Dean of Transfer and Pre-professional Programs
Ms. Deena Ritchie	Financial Aid Manager
Mr. Robert Runion	Director of Physical Plant
Mr. Brian Sampson	Dean of Workforce, Technical, and Community Education
Ms. Janelle Schofield	Registrar
Mr. Robert Stanton	Faculty Representative
Vacant	Student Representative



### **Institutional Priority 1 Task Force**

Dr. David Bligh	Faculty Member
Mr. Shane Bradbury	Information Systems Technician
Ms. Mary Diller	One Room University Coordinator
Ms. Donna Feijo	Financial Aid Counselor
Ms. Mary Jane Floyd	Faculty Member
Mr. Pete Hoeman	Director of Student Success
Ms. Ann Nagye	Faculty Member
Ms. Dianna Putorek	Faculty Member
Mr. Alberto Razo	Instructional Specialist / Educational Counselor
Ms. Deena Ritchie	Financial Aid Manager
Dr. John Mark Walkup	Faculty Member

### **Institutional Priority 2 Task Force**

Ms. Susie Atkins	Administrative Assistant
Ms. Coy Borders	Student Accounts Supervisor
Ms. Cynthia Dalton	Student Program Advisor
Mr. Jason Garriss	Systems Programmer
Ms. Twana Jackson	Director of Purchasing
Ms. Autumn Kenney	Financial Aid Assistant
Ms. Lori Midkiff	Executive Secretary to the President
Ms. Joanne Miller	Administrative Associate
Ms. Brigette Neil	Student Accounts Supervisor
Mr. Robert Runion	Director of Physical Plant
Ms. Karen Sparks	Records Officer
Dr. Angela Strickland	Faculty Member
Ms. Tonya Webb	Records Officer

### **Institutional Priority 3 Task Force**

Ms. Jenni Canterbury	Director of Communications
Mr. Roger Griffith	Campus Director and Community Outreach
Ms. Mary Igo	Campus Director and Community Outreach
Mr. William Potter	Campus Director and Community Outreach
Mr. Brian Sampson	Dean of Workforce, Technical, and Community Education

### **Past College Planning Committee Membership**

Ms. Amanda Baker	Director of Human Resources
Mr. Brian Hatcher	Information Systems Specialist
Ms. Mary Igo	Campus Director and Community Outreach
Mr. William Potter	Campus Director and Community Outreach
Mr. Joshua Richmond	Student Representative
Dr. Gautam Sarkar	Faculty Representative, Committee member
Mr. Kenny Smith	Human Resources Representative
Ms. Heike Soeffker-Culicerto	Controller
Ms. Karen Sparks	Records Officer
Dr. Jerry Wallace	Dean of Workforce, Technical, and Community Education