2015-2020

STRATEGIC PLAN

WEST VIRGINIA NORTHERN COMMUNITY COLLEGE
"FOR ALL WHO WISH TO LEARN"
1976

RENEWING OUR COMMITMENT

WEST VIRGINIA
NORTHERN
COMMUNITY COLLEGE

MISSION & VISION

West Virginia Northern Community College's mission is to educate and empower individuals to achieve academic and career goals, leading to a highly skilled, well-rounded, and accomplished workforce which successfully competes and adapts in a global economy.
The College responds to the needs of the region it serves by offering a high-quality learning environment that is accessible, safe, and accommodating while nurturing teamwork and community service.

VISION

West Virginia Northern Community College is recognized and admired for being a community of learners who model integrity, mutual respect, and a commitment to excellence. The College purposefully strives to:

- Empower students to be successful
- Achieve continued growth
- Respect diversity
- Be responsive and adaptive
- Value personal growth and development
- Be fiscally responsible
- Be entrepreneurial whether in the classroom or online, and
- Enhance partnerships and community service

STRATEGIC PLANNING COMMITTEE MEMBERS

Co-facilitators, Rana Spurlock & Stephanie Kappel

Melanie Baker	Jeremy Doolin	Ina Robinson
Tami Becker	CJ Farnsworth	Dr. Pam Sharma
Peggy Carmichael	Janet Fike	Dr. David Shahan
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Hope Coffield	Linda Mason	Larry Tackett
Chris Corbin	Scott Owen	Michele Watson
Dr. Carry DeAtley	Tiffany Palmer	Becky Yesenczki
Bob DeFrancis	Shannon Payton	
Kelly Dlesk	Dr. Vicki L. Riley	

MESSAGE FROM THE PRESIDENT

The process of completing the College's new strategic plan provided a timely opportunity to renew our commitment to community college education.

I believe that community colleges have evolved to now serve as the foundation of the nation's higher education system. Community colleges represent one of the most affordable, relevant, and viable educational opportunities and are available to the broadest range of citizens.

West Virginia Northern's strategic plan aligns with the West Virginia Community and Technical College System Master Plan, but the plan is designed specifically to support the students, employers, and residents of our six county service region - Brooke, Hancock, Ohio, Marshall, Wetzel, and Tyler counties.

The four major goals of the strategic plan focus on student access, student success, workforce development, and fiscal stability. To provide you with an outline of these goals, the document that follows represents a summary of strategic plan objectives and activities. This summary will align with an internal implementation plan that identifies actions, measures, responsible departments, and timelines.   The strategic plan summary will serve as a guide for establishing faculty, staff, and department goals.   Implementation will require flexibility and careful consideration of resources, both fiscal and human. It will also require a commitment to meet our objectives despite an environment shaped by declining population, economic challenges, and declining resources.

I would like to express appreciation to the faculty, staff, students, and community members who contributed to the planning process. They have all renewed their commitment to the College and its mission and we will all continue to work diligently to serve our region and beyond.

We will accomplish these things and more by being innovative, relevant, in touch, and engaged. We will work together for a new future for our students, a future for **"all who wish to learn."**

Dr. Vicki L. Riley

GOAL 1

PROVIDE ACCESS TO AFFORDABLE COMMUNITY AND TECHNICAL COLLEGE EDUCATION IN ALL REGIONS OF THE STATE.

MAINTAIN ACCESS TO EDUCATIONAL PROGRAMS

ENSURE AFFORDABILITY

USE TECHNOLOGY TO BETTER SERVE ALL REGIONS OF THE STATE

MAINTAIN ACCESS TO EDUCATIONAL PROGRAMS.

- Review the admission/enrollment/registration processes from student perspective and revise processes to increase matriculation and registration
- Expand Enrollment Management Council to provide structured and comprehensive recruitment and retention plans
- Increase number of students enrolled from Career Technical Education Centers
- Increase matriculation of early entrance students
- Increase the number of students enrolled in non-traditional degree programs
- Expand evening, weekend, and accelerated program options as needed
- Increase community education opportunities
- Expand partnership with Workforce WV
- Expand partnerships with Veteran's resources

ENSURE AFFORDABILITY.

- Maintain current rate of student financial aid participation
- Review categories of scholarships to devise utilization plan
- Limit tuition increases to 5% annually
- Increase scholarship opportunities

USE TECHNOLOGY TO BETTER SERVE ALL REGIONS OF THE STATE.

- Expand online student enrollment and student success
- Expand online student readiness assessment and orientation
- Add new online programs, as needed
- Explore an online high school core/general education certificate
- Expand technology-based marketing strategies
- Expand parent outreach through technology
- Increase technical support after hours and weekends

GOAL 2

STUDENT SUCCESS
IMPROVE THE SUCCESS OF STUDENTS BY INCREASING COLLEGE COMPLETION.

INCREASE THE NUMBER OF WEST VIRGINIANS WITH A COLLEGE CREDENTIAL.

- Focus on graduating students in a specified timeframe
- Reduce time spent in developmental education
- Assess teaching and learning effectiveness
- Increase student engagement efforts
- Streamline and simplify student processes
- Provide a "human touch" with every student
- Coordinate faculty and staff efforts for student success
- Create a structured advising program with built-in accountability
- Reinforce Project Graduation initiative
- Use Enrollment Management Focus Groups for continuous improvement

ACCELERATE TIME TO DEGREE.

- Increase college-wide use and functionality of the Navigator
- Increase use of Prior Learning Assessment (PLA)
- Improve and standardize student intake process
- Increase student use of Developmental Fast Track program
- Expand developmental co-requisite and accelerated models
- Pilot accelerated delivery models for technical programs

PREPARE STUDENTS FOR SUCCESS IN THE WORKPLACE.

- Promote WV employment opportunities
- Expand student internship opportunities
- Increase and utilize graduate data collection
- Increase program certification and licensure rates
- Increase student use of career and employment resources
- Increase student placement rates

PREPARE STUDENTS FOR SUCCESS WHO TRANSFER TO FOUR-YEAR INSTITUTIONS.

- Increase recruitment of Promise scholars
- Increase enrollment in transfer programs
- Increase cooperative initiatives with institutions
- Facilitate student completion of transfer process
- Increase number of students who transfer
- Improve transfer information on Enrollment Management website page

GOAL 3

WORKFORCE
MEET THE WORKFORCE DEMANDS OF EMPLOYERS AND ENHANCE ECONOMIC DEVELOPMENT EFFORTS IN WEST VIRGINIA.

MEET SHORT AND LONG-TERM DOCUMENTED WORKFORCE NEEDS OF THE REGION.
- Regularly assess regional needs for programming
- Increase contact and participation with advisory committees
- Expand workforce programming to all campuses
- Improve data tracking of internship and job availability
- Increase number of accelerated workforce/degree programs
- Include workforce admissions in regular admissions process
- Increase off-campus CEU opportunities
- Increase personal enrichment and skills workshops

ENHANCE REGIONAL ECONOMIC DEVELOPMENT EFFORTS.
- Increase number of employers served
- Expand partnerships with regional economic development authorities
- Facilitate meetings for business and industry sectors
- Include industry recognized credentials in programs
- Increase collaboration with SBDC to identify entrepreneurship opportunities
- Increase awareness of continuing education programming options

PROVIDE WORKPLACE LEARNING OPPORTUNITIES.
- Continue and expand workplace learning opportunities
- Expand number of Learn and Earn (cooperative education) partnerships
- Establish partnerships with existing registered apprenticeships
- Use current data to inform workforce strategic plan

GOAL 4

ENSURE FISCAL STABILITY TO EFFECTIVELY DELIVER COMPREHENSIVE COMMUNITY AND TECHNICAL COLLEGE EDUCATION.

ADVOCATE FOR INCREASED STATE SUPPORT.

- Maintain regular communication with legislative delegation
- Refocus administrative efforts at state Higher Education Day
- Inform legislative delegation of college regional impact (good news)

INCREASE EXTERNAL FINANCIAL SUPPORT.

- Raise the internal profile of the Foundation
- Develop an alumni outreach program
- Include College boards in fund-raising advocacy
- Expand the number of non-restricted gifts
- Increase external grant applications
- Reestablish a Friends group on the Weirton campus

INVEST IN HUMAN RESOURCES.

- Participate in state market salary study analysis
- Review faculty salary policy model
- Support professional development activities
- Increase mechanisms for employee recognition

ENSURE FISCAL STABILITY.

- Develop an advising model that emphasizes and measures retention and completion
- Expand student information notification mechanisms
- Increase social media presence
- Use predictive analytics to build in "required support" for the most at-risk students
- Establish program productivity benchmarks as part of program review
- Provide a consistent, internal professional development program for faculty and staff
- Develop mechanisms to encourage continuous department reviews for efficiencies
- Establish organizational profit centers

DEMONSTRATE A FINANCIAL COMMITMENT TO STUDENT SUCCESS.

- Allocate human and fiscal resources to support student success
- Continue to provide state of the art technology, equipment and facilities
- Continue support for student engagement activities
- Maintain a student emergency assistance fund
- Maintain reasonable tuition costs