

**Southern West Virginia
Community and Technical College**

**Strategic Plan
2018-2023**

President's Message

Southern Community and Technical College began updating its strategic plan in the Fall 2017. A thorough review of Southern's landscape was completed and it included broad engagement of our board of trustees, faculty, staff and students. Southern's plan focuses on ensuring that the college continues to move towards a culture that values a student centered, student focused environment. The college has embraced a culture of evaluation and change to improve student success. Decisions impacting educational attainment are at the forefront of conversations and they guide the goals and outcomes identified in this plan.

Strategic planning at Southern is a continuous process for aligning short-term decisions with long-term goals. The College's 2018-2023 strategic goals shape and guide the College community with a focus on the future. All state and institutional planning documents will connect outcomes to the strategic plan therefore ensuring all are working toward the same end. Accountability, metrics, assessment and evaluation will serve as the primary indicators for success.

The following are Southern's five main goals for achieving its vision and mission:

1. Offer a comprehensive learning environment with individualized services dedicated to guiding students and developing them as independent learners on their unique path to success.
2. Provide a continuum of education and training opportunities that prepares a workforce possessing the interest, knowledge, skills, and credentials to meet the needs of employers, now and in the future.
3. Invest in its employees through enhanced professional engagement and development opportunities that will prepare them to fulfill the College's vision, mission, values, and strategic initiatives.
4. Provide state-of-the-art facilities, infrastructure, and technological resources to enhance efficiency and access while ensuring a user-friendly experience.
5. Achieve operational efficiency and financial security that fosters a culture of transparency, aligns with strategic objectives, and demonstrates commitment to student success.

The college community should be commended for the difficult work accomplished over the past year. This new strategic plan is the culmination of much hard work, and I am pleased to present it here. We are committed to the success of the college through the measures outlined in this plan.

Robert E. Gunter, Ed.D.
President

Mission, Vision, and Core Values

The primary mission of Southern West Virginia Community and Technical College is to provide accessible, affordable, quality education and training that promotes professional and personal success for those the institution serves.

Specifically, as a comprehensive college, Southern is committed to providing:

- Developmental and pre-college level education for those who lack the necessary academic background for direct entry into college-level courses.
- Programs of study leading to the Associate in Arts and the Associate in Science degrees which can be effectively transferred and applied toward the bachelor's degree.
- Programs of study in career and technical fields leading to a skill-set certification, certificate degree, and/or the associate in applied science degree for entry into the workforce.
- Workforce development, continuing education, and training programs that support the needs of employees and employers and serve as a mechanism for economic development.
- Support services that assist students in achieving their education and training goals.
- Community interest programs and activities that promote personal growth and cultural enrichment.

Our Vision is that Southern aspires to establish itself as a model of leadership, academic excellence, collaboration, and occupational training, equipping its students with the tools necessary to compete and prosper in the regional and global economies of the twenty-first century.

The institution's core values provide insight into how the institution strives to accomplish its mission, specifically by:

- Achieving excellence in education and service.
- Exhibiting integrity in all that it does.
- Collaborating and communicating actively with others.
- Being committed in word and deed.
- Imparting passion and compassion to every task.
- Leading by encouragement and support of lifelong learning.
- Embracing change through bold actions.
- Being creative and innovative at all levels.
- Initiating opportunities for the community.
- Celebrating success.

Goal 1: Student Success

Southern Community and Technical College offers a comprehensive learning environment with individualized services dedicated to guiding students and developing them as independent learners on their unique path to success.

1.1. Implement Strategic Enrollment Management Plan.

- 1.1.1. Increase number of first-time Southern students.
- 1.1.2. Increase the number of recruited students to enrollment.
- 1.1.3. Improve persistence and retention.
- 1.1.4. Increase institutional support for student success.
- 1.1.5. Improve completion rates.
- 1.1.6. Improve connections with alumni.

1.2. Develop and implement student success initiatives.

- 1.2.1. Develop First Year Experience (FYE) and orientation program.
- 1.2.2. Revise and implement advising program.
- 1.2.3. Strengthen and expand the Student Success Center locations and activities.

1.3. Develop and implement a comprehensive and integrated marketing and communication outreach.

- 1.3.1. Coordinate and plan various modes of communications.
- 1.3.2. Create a recruitment activities and event calendar.
- 1.3.3. Create procedures for employees making public displays and presentations.

1.4. Develop and implement a co-curricular assessment plan.

- 1.4.1. Identify key assessment measures.
- 1.4.2. Design assessment process for key measures.
- 1.4.3. Implement Watermark Accountability Management System (AMS) for data collection and analysis.

Goal 2: Education and Training Offerings

Southern Community and Technical College provides a continuum of education and training opportunities that prepares a workforce possessing the interest, knowledge, skills, and credentials to meet the needs of employers, now and in the future.

- 2.1 Ensure educational offerings and career pathways exemplify local, state, and national job sectors.**
 - 2.1.1 Validate programmatic and course offerings, sequence, quality and delivery.
 - 2.1.2 Integrate Academic and Workforce to help students obtain goals.
 - 2.1.3 Cultivate our Sector Advisory Teams.

- 2.2 Expand P-20 articulation agreements and industry partnerships.**
 - 2.2.1 Expand articulation agreements with secondary schools.
 - 2.2.2 Expand articulation agreements with colleges and universities.
 - 2.2.3 Develop University Center Concept.
 - 2.2.4 Expand partnerships with business and industry.

- 2.3 Provide access to affordable education and training.**
 - 2.3.1 Explore and utilize alternative technologies to improve delivery modalities.
 - 2.3.2 Increase distance education offerings.
 - 2.3.3 Improve and align course scheduling to meet traditional and non-traditional student needs.
 - 2.3.4 Maintain cost-effective tuition and fees.

- 2.4 Implement a Culture of Assessment.**
 - 2.4.1 Provide training for assessment development.
 - 2.4.2 Review and revise programmatic assessment plans.
 - 2.4.3 Review and revise general education assessment philosophy and plan.
 - 2.4.4 Implement assessment plans using Watermark for data collection and analysis.

Goal 3: Employee Development

Southern Community and Technical College invests in its employees through enhanced professional engagement and development opportunities that will prepare them to fulfill the College's vision, mission, values, and strategic initiatives.

- 3.1 Develop and Implement a Human Resources Development Plan.**
 - 3.1.1 Develop strategies for recruitment of qualified faculty and staff.
 - 3.1.2 Review and revise employee evaluation requirements.
 - 3.1.3 Review and revise employee recognition process.
 - 3.1.4 Develop a Professional and Personal Employee Development program.
 - 3.1.5 Develop succession strategies.

- 3.2 Strengthen Employee Development for the Teaching, Learning, and Student Success.**
 - 3.2.1 Provide professional development centered on the teaching and learning.
 - 3.2.2 Provide a plan for professional development on student success initiatives and concepts.

- 3.3 Develop and Implement an employee development data collection and analysis system.**
 - 3.3.1 Design evaluation process for employee development.
 - 3.3.2 Identify key measures for evaluations.
 - 3.3.3 Implement Watermark AMS for data collection and analysis.

Goal 4: State-of-the-art Facilities

Southern Community and Technical College provides state-of-the-art facilities, infrastructure, and technological resources to enhance efficiency and access while ensuring a user-friendly experience.

4.1 Improve our facilities and technology planning process.

- 4.1.1 Develop a process for annual review and prioritization of day-to-day facility improvements.
- 4.1.2 Develop and implement a new Technology Plan.
- 4.1.3 Implement a yearly review and document progress of the 10 Year Master Facilities Plan.
- 4.1.4 Implement a yearly review and update of the Emergency Preparedness Plan.

4.2 Develop and implement an assessment system for evaluating our facilities.

- 4.2.1 Identify key measures for facilities and technology.
- 4.2.2 Design assessment process for key measures.
- 4.2.3 Implement Watermark AMS for data collection and analysis.

Goal 5: Operational Efficiency and Financial Security

Southern Community and Technical College achieves operational efficiency and financial security that fosters a culture of transparency, aligns with strategic objectives, and demonstrates commitment to student success.

- 5.1 Develop and implement a project based budgeting model.**
 - 5.1.1 Develop new procedures to add a project based planning model for budgeting.
 - 5.1.2 Provide training for budget development and project management.
 - 5.1.3 Implement budget model.

- 5.2 Enhance fiscal ability through external funding sources.**
 - 5.2.1 Promote Southern's successes to State-level decision makers to continue/increase level of state-appropriated funding.
 - 5.2.2 Increase Foundation support.
 - 5.2.3 Strategically target grant funding for the development of programs that meet documented workforce needs.

- 5.3 Develop a data collection and analysis system to support budgetary decisions and demonstrates operational effectiveness.**
 - 5.3.1 Identify and document mission and goals for individual organizational units.
 - 5.3.2 Implement AMS for collection of data.
 - 5.3.3 Produce planning and implementation reports to support budgeting process.
 - 5.3.4 Conduct an institutional effectiveness analysis of data and outcomes for institutional efficiency.
 - 5.3.5 Report summary of findings to all college constituents.
 - 5.3.6 Review Institutional Governance System.
 - 5.3.7 Review and revise Strategic Plan.