



Eastern West Virginia Community & Technical College

The Next BIG Thing 2015-2020 Strategic Plan

2018 Supplement

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Strategic planning is crucial for identifying paths, funding and partners that lead to reaching goals linked to the institution's mission. However, I discovered as a President that working and strategic planning in a global market is not a linear process. Instead, institutions need to pivot and change direction quickly when confronting challenges and opportunities. Eastern's adoption of an entrepreneurial mindset encourages innovation and an ability to change its direction quickly.

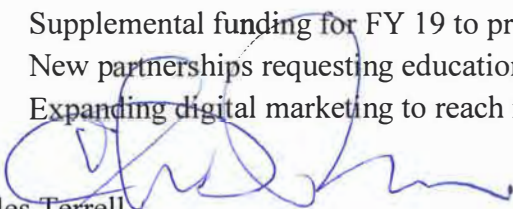
The 2018 supplement to the 2015-2020 Strategic Plan includes accomplishments achieved since 2015. It also includes strategic goals and obstacles not foreseen three years ago. Eastern will move forward and evolve during the next two years and I am certain, 2020 will provide new discoveries and opportunities.

The Perfect Storm

- Five consecutive years of state budget cuts
- Increases in tuition and fees 2010 \$81.00 per credit hour 2017 \$143.00 per credit
- Perception in Eastern's district, higher education is not affordable
- Decreasing state and high school population
- Opioid and other related drug crisis in West Virginia
- A strong economy is creating a demand for skilled workers. However, Eastern and employers are competing for similar individuals who have a desire to learn and demonstrate a commitment for success.

Clearing skies

- West Virginia Invests Grant Program legislation introduced
- State legislatures discussing a funding formula for WV community & technical colleges
- Supplemental funding for FY 19 to protect reserves
- New partnerships requesting educational access and success
- Expanding digital marketing to reach new traditional and adult learners


Charles Terrell
President

Student Access and Success

Provide access to affordable and technical college education in all regions of the state.

- Ensure affordability-Eastern Board of Governors believes the college has reached the highest level of tuition per credit hour and will maintain the \$143.00 rate.
- Implementation of a mobile app through Full Measure Education.
- Implemented a four-week alert system to improve retention.
- Continued agreement with WorkAmerica and Region 7 WOIA to provide employment services to students
- Technology Plan adopted.
- Institutional Compact update will be completed and submitted on April 27, 2018
- Implementing Guided Pathways through statewide partnership with Complete College America.
- New recruitment and retention marketing strategies initiated through 25th Hour Communications.
- Promotion of **affordability, accessibility and transferability** to high school graduates and their guardians.
- Implementation of DegreeWorks and Transfer Equivalency
- Implementation of online transcript request
- Implementation of eTranscript for electronic exchange of transcripts
- Implementation of **self-service in financial aid, admissions and registration**
- Implementation of National Student Clearinghouse Enrollment, Degree and Student Self-Service reporting
- Added request a tour to Eastern's website
- Established stricter financial aid rules and processes
- Improved financial aid literacy to students and staff through monthly emails
- One stop shops held at local high schools and businesses in Eastern's district
- Increased participation of higher education partners at Student Success Workshop
- Live video promoting Eastern on Facebook
- Guest speaker program for high schools
- Implementation of Work Study

- Insourced the production of 1098Ts
- Implementation of CampusCast (emergency notification system)
- **GOAL:** Implement an associate's degree fully online (Obtain accreditation from HLC)
- **GOAL:** Evaluate EMSI and Blackboard Analytics data to implement recruitment and retention strategies
- **GOAL:** Collaborate with four-year institutions in 2 + 2, 3+1 seamless agreements
- **GOAL:** Organize and host high school counselor's workshops and luncheons to disseminate college and workforce pathways
- **GOAL:** Coordinate lunch and learn for students, staff, and community for Tobacco Free Initiative
- **GOAL:** Implement student photos in Banner
- **GOAL:** Implement Electronic student billing
- **GOAL:** Create an application for Student Account Password Reset
- **GOAL:** Implement a pilot with Scrib to deliver dual credit and workforce education classes through live streaming
- **GOAL:** Increased participation of higher education and career service partners at Student Success Workshop
- **GOAL:** Establish Designation Graduation

Teaching and Learning

- Increasing adjunct faculty engagement through committees and institutional assignments
- Increasing full-time faculty engagement through committees and institutional assignments
- Implementation of faculty grade entry into Banner
- Implementation of co-requisite classes for Math and English-Fall 2018
- Capture of student learning through assessments.
- Continued establishment of articulation agreements
- Improved faculty access to data through Blackboard Data Analytics
- Implementation of Biological and Environmental Technical Program, fall 2017
- **GOAL:** Establish Learn and Earn paid internships
- **GOAL:** Ongoing acquisition of new articulation agreements with four-year institutions
- **GOAL:** Align and implement Guided Pathways with state and college goals
- **GOAL:** Provide faculty advisor professional development on Compete College America Strategies: 15 and complete, Guided Pathways, and Proactive advising.
- **GOAL:** Provide two professional trainings for all faculty per academic year.

Community Engagement and Partnerships

- America's Promise grant awarded January 2017 from the Department of Labor, 3.6 million
- Initiated Veteran Collaboration meetings
- Continue regional welding collaboration meetings
- Inclusion of sector-based sessions in District Consortium & Economic Development meetings
- Expanded non-credit online course offerings through partnership with ProTrain
- Established Eagle Brief-Internal communication newsletter
- Provide small business development services through a full-time Business Coach
- Offer paramedic training through partnership with Blue Ridge Community & Technical College
- **GOAL:** Develop and implement a regional restaurant management registered apprenticeship program
- **GOAL:** Research partnerships to establish mobile HVAC training
- **GOAL:** Establish a community computer lab for accessing education at Eastern Technology Center
- **GOAL:** Implement Banner for continuing education

Culture of Innovation

- Received four AmeriCorps placements from Appalachia Forest Heritage Area
- Hosted a 2017 fall Community Colleges of Appalachia conference
- Successful participation in AACC, ARC and CCA I3 initiative to expand tourism strategies in Eastern's district
- Selected as a partner to host the RuralRise National Conference in May 2018 at Canaan State Park Resort
- Organized and hosted three Agriculture Innovation Showcases at the WV Army National Guard Center to introduce technology advances in agriculture
- Organized and hosted an eight county region tourism summit in 2017
- Ag Showcase include WV Ag Challenge.
- Partnered with WV Dept of Education, RCBI and WV Department of Agriculture to lead innovation in WV.
- AARP Foundation - Work for Yourself at 50+ program, in partnership with WWSBDC Coach
- Received 187 HP printers from a HP NACCE grant to assist with recruitment and retention activities
- **GOAL:** To apply for additional AmeriCorp placements to support outdoor recreation, food and beverage and environmental science regional initiatives
- **GOAL:** To obtain federal, state and private funding to construct a timber frame barn on the Moorefield Campus to support workforce education, entrepreneurial, arts and culture through Eastern's Workforce Education and Institute for Rural Entrepreneur and Economic Development (IREED)
- **GOAL:** Establish IREED's new timber frame barn to lead and promote regional tourism for the Potomac Highlands region
- **GOAL:** Acquire federal, state and private funding to create a tourism-marketing brand and campaign for the Potomac Highlands region.
- **GOAL:** Acquire funding to expand bio-char research and development
- **GOAL:** Host sector-based discussions to support timber

- **GOAL:** Expand support and training for craft beverage industry in Eastern's region

Resources

- America's Promise grant awarded January 2017 from the Department of Labor, 3.6 million
- Integration of Tutor.com services into general revenue budget
- Implementation of DegreeWorks and Transfer Equivalency
- Implementation of Full Measure Education mobile app
- Technology Plan adopted
- Replaced PCs in two main campus classrooms using Technology fees
- Replaced printers in computer labs using Technology fees
- Obtained a \$75,000 Energy Conversation loan from HEPC to improve energy efficiency
- Replaced fluorescent lighting at Technology Center with efficient LED bulbs
- Received a \$70,000 settlement for HVAC deficiency's
- Obtained \$300,000 in bond funding for capital improvements
- Completed a Landscape Master Plan for the Moorefield Campus, 2017
- Completed Eastern's ten year Master Facilities Plan, 2017
- Transition of all Eastern Discovery Centers at high school sites to access free broadband
- Communications and meetings with state leaders during the 2018 legislative session to increase Eastern's annual appropriation to support its mission.
- **GOAL:** Obtain a three million state appropriation base for FY 20 (current allocation is \$1,767,835)
- **GOAL:** Implement Banner 9
- **GOAL:** Fund full-time general education faculty from state appropriations to reduce dependency on grant funding

- **GOAL:** Research and apply for federal, state and private funding to support Eastern's mission (ex. Title III DOE grant)
- **GOAL:** Implement support services required to support and award online degrees
- **GOAL:** Continued implementation of campus safety procedures and
- **GOAL:** Replace aging network infrastructure
- **GOAL:** Construction of a parking lot on Moorefield Main Campus
- **GOAL:** Construction of a Solar Canopy on Moorefield Main Campus
- **GOAL:** Install LED lighting on Moorefield Main campus in areas that will improve energy conservation
- **GOAL:** Purchase and implement printing control software
- **GOAL:** Replace student PCs in labs on a five year cycle



MISSION

Eastern provides accessible and affordable educational opportunities for academic, technical and workforce training and life-long learning for the Potomac Highlands regional community.