

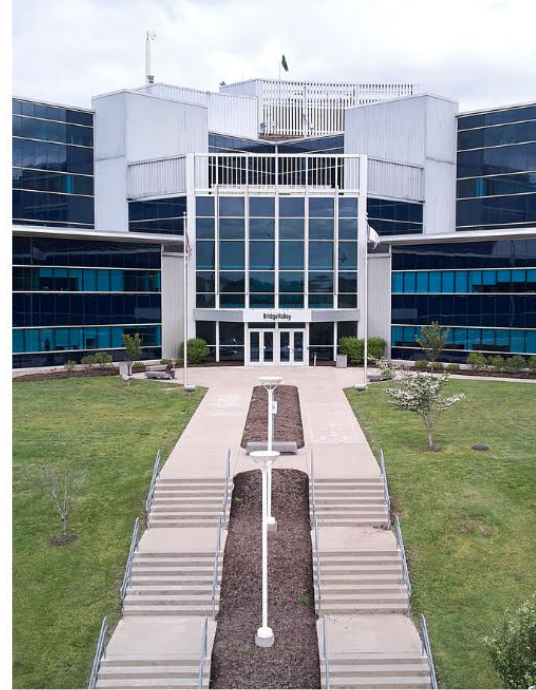


BridgeValley

Community & Technical College

2026 - 2030

STRATEGIC PLAN



Mission Statement

BridgeValley Community and Technical College promotes student success, prepares a skilled workforce, and builds tomorrow's leaders by providing access to quality education.

Vision Statement

BridgeValley Community and Technical College will be the college of opportunity for a diverse learner population, offering leading-edge technology, innovative ideas, and dynamic service to our students and our communities.

Guiding Values

Excellence in Workforce Education

We focus on preparing students with skills aligned to employer needs, fostering excellence through high-quality academic programs, industry-relevant training, and strong partnerships with the business community. We remain responsive to technological change, including advancements in artificial intelligence, to ensure graduates are prepared for a rapidly evolving workforce.

Commitment: BridgeValley will maintain strong employer engagement through regular advisory board input and ongoing program evaluation.

Accessibility and Achievement

We provide accessible education that includes clear pathways from micro-credentials to associate degrees. We emphasize completion through access to financial aid and academic support.

Commitment: BridgeValley will offer academic pathways and support systems to promote student completion and equitable access.

Transparency

We are committed to meaningful transparency and open communication, ensuring accountability to students, faculty, staff, and the broader community.

Commitment: BridgeValley will communicate progress clearly through regular updates, institutional reports, and open dialogue.

Quality Environment

We promote a safe, caring, and supportive environment where students, faculty, and staff can thrive. We are committed to strengthening institutional morale, fostering a culture of belonging, and maintaining welcoming campus spaces.

Commitment: BridgeValley will cultivate a welcoming and respectful campus community where every student and employee contributes to maintaining a safe, supportive, and positive learning and working environment.

Community and Economic Development

We are committed to advancing workforce and economic development. We align programs with the needs of businesses and industries to create economic opportunities and social mobility.

Commitment: BridgeValley will strengthen its role in regional development through sustained collaboration with business, industry, and civic partners, ensuring consistent engagement by college leadership with organizations such as local authorities, chambers, and alliances.

Focus on Skilled Trades

We emphasize skilled trades as a cornerstone of our curriculum and development strategy, providing responsive high-quality training in high-demand fields.

Commitment: BridgeValley will offer high-quality training and apprenticeship opportunities aligned with state and regional needs.

Safe and Accessible Campus

We foster a campus environment where all students, faculty, and staff can feel safe, supported, and empowered to succeed. Our policies and practices promote access, respect, and a sense of belonging across the college community.

Commitment: BridgeValley will continually evaluate campus accessibility and safety to ensure a welcoming environment for all.

Strategic Initiatives

Student-Centered Education

We will offer diverse and flexible pathways, such as the WIN Academy, dual enrollment, programs aligned with regional labor market needs, and upskilling for current workers. We will also provide flexible scheduling and customized training to meet the diverse needs of students and employers. We will expand partnerships with employers to support custom training, co-branded programs, and internships that connect classroom learning to the workplace. We will explore innovative instructional approaches, including the thoughtful use of emerging technologies like artificial intelligence, to enhance learning and workforce readiness.

Holistic Student Support

We will strengthen student support services by enhancing communication and simplifying access to financial aid, mental health resources, transportation, academic advising, and other essential services through clearer signage and more integrated systems. We will assess opportunities to use technology, including AI where appropriate, to improve service delivery and student engagement.

Transparent, Accountable Institution

We will build trust through transparency in decision-making, facilities management, and institutional performance. We will enhance our communication and reporting practices to reflect progress and areas for growth.

Targeted Community Engagement

We will deepen our commitment to workforce and continuing education through stronger engagement with civic and industry partners, including advisory boards, alumni, and employer-driven curriculum development.

Goals and Tactical Initiatives

Goal 1: Enrollment Growth and Sustainability

- **Tactical Initiative 1.1:** Increase headcount (HC) and full-time equivalent (FTE) enrollments by building on marketing and outreach efforts.
- **Tactical Initiative 1.2:** Grow early college and dual enrollment pathways, including continued expansion of the WIN Academy, to build pipelines into workforce and transfer programs.
- **Tactical Initiative 1.3:** Target outreach efforts toward high-potential populations, including adults without degrees, veterans, and high school students seeking career-aligned training.
- **Tactical Initiative 1.4:** Streamline the enrollment process, improving student-facing services and minimizing barriers.
- **Tactical Initiative 1.5:** Enhance joint outreach efforts between programs and recruiters through collaborative strategies.
- **Tactical Initiative 1.6:** Promote selective admissions programs and engage in increased science outreach to attract students.
- **Tactical Initiative 1.7:** Integrate internal and external partnerships into recruitment strategies.
- **Tactical Initiative 1.8:** Strengthen outreach efforts by increasing awareness of financial aid opportunities and ensuring clear pathways to connect students with qualified financial aid staff.

Performance Indicators:

- Increase student headcount and full-time equivalency.
- Grow high school programs enrollment and early-college participation.
- Each academic division will offer customized workforce training aligned with employer and community workforce priorities.

Goal 2: Student Retention and Completion

- **Tactical Initiative 2.1:** Increase retention and completion rates through comprehensive support systems like ASAP, including mental health resources and financial aid.
- **Tactical Initiative 2.2:** Expand partnerships with employers for Learn & Earn, on-the-job training opportunities, and continuing education aligned with credentialing or licensure requirements.
- **Tactical Initiative 2.3:** Strengthen high school programming to support students' transitions to higher education.
- **Tactical Initiative 2.4:** Align curricula closely with career outcomes.

Performance Indicators:

- Fall-to-fall retention will increase from year to year.
- Increase credential completion, including certificates, degrees, and other industry-recognized credentials of value.

Goal 3: Institutional Effectiveness and Sustainability

- **Tactical Initiative 3.1:** Continually assess institutional effectiveness through ongoing quality improvement measures.
- **Tactical Initiative 3.2:** Expand continuing education opportunities across all program areas, including transfer pathways for students who want to continue their education.
- **Tactical Initiative 3.3:** Increase revenue through innovative business partnerships, grants, and educational initiatives.
- **Tactical Initiative 3.4:** Regularly assess and adjust enrollment targets and goals at the program level to ensure sustainability.
- **Tactical Initiative 3.5:** Evaluate emerging technologies, including AI tools, which can support data-informed decision-making, operational efficiency, and strategic planning.

Performance Indicators:

- Secure new revenue annually through state, federal, and private-sector grants.
- Expand philanthropic, partner, and internal giving across all divisions and departments through Foundation fundraising, sponsorships, employee giving, and externally secured gifts.
- Increase endowment contributions to support the ASAP program.

Goal 4: Industry and Community Partnership Expansion

- **Tactical Initiative 4.1:** Align programs with regional needs, focusing on the entire service area (Kanawha, Clay, Putnam, and Fayette counties).
- **Tactical Initiative 4.2:** Increase civic engagement by building partnerships with local organizations and businesses and improving visibility through regular communications.
- **Tactical Initiative 4.3:** Develop and expand 2+2 transfer agreements with universities to create seamless baccalaureate pathways that reinforce completion and academic mobility.
- **Tactical Initiative 4.4:** Promote alumni engagement through hiring initiatives, advisory board participation, and mentoring current students.
- **Tactical Initiative 4.5:** Set county-specific enrollment targets to ensure growth across the entire service area.

Performance Indicators:

- Expand employer partnerships to strengthen alignment with regional workforce needs.
- Grow the Learn and Earn program through new employer partnerships and increased student placements each year.
- Establish at least one new 2+2 or similar transfer pathway annually.
- Each College Leadership Council member will host or participate in at least one regional engagement event annually.

- Increase alumni engagement annually.

Goal 5: Strategic Marketing and Brand Identity

- **Tactical Initiative 5.1:** Develop a cohesive brand identity informed by regional data and stakeholder input through the CollegeApp and StrategyForward initiative.
- **Tactical Initiative 5.2:** Standardize brand guidelines, tone, message architecture, and accessibility requirements to ensure consistency across all public-facing communication.
- **Tactical Initiative 5.3:** Implement a centralized marketing request and review process for all public-facing materials, including flyers, digital content, website updates, social media, promotional items, apparel/uniforms, signage, and advertising.
- **Tactical Initiative 5.4:** Use digital tools and data-informed marketing strategies to refine audience segmentation, measure campaign impact, and guide continuous improvement.
- **Tactical Initiative 5.5:** Build internal capacity by training staff on brand standards, submission workflows, and public-facing communication expectations.

Performance Indicators

- Adoption of updated brand standards and communication guidelines across all departments and divisions.
- Implementation of a centralized workflow for reviewing and approving all public-facing materials.
- Documentation of increased consistency and quality in public-facing communications.
- Completion of the CollegeApp and StrategyForward deliverables related to brand identity, adult learner outreach, and message architecture.
- Improved internal understanding of marketing processes, expectations, and brand governance as evidenced by training participation or usage of the request system.

Measuring Success

BridgeValley will monitor progress on each goal and metric. This will support ongoing documentation of outcomes, transparent reporting, and data-informed decision-making. Progress will be reviewed regularly by the President's Cabinet and shared with stakeholders.