



**Strategic Plan 2023-2028:
Student-Centered | Community-Focused**



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Since 1975, Mountwest Community and Technical College has provided quality education and training in high-demand career fields to the Tri-State area. Mountwest serves Cabell, Wayne, and Mason counties and is one of nine institutions in the West Virginia Community and Technical College System. The college prides itself on helping students progress through a multitude of career pathways with the support of friendly and helpful faculty and staff.

Mission Statement

Mountwest empowers students to learn and lead in the community and in the workforce.

Vision Statement

Mountwest makes a positive impact on the lives of our students while providing them with the education and tools to prepare for their future. We inspire, support, and develop students to achieve goals, build positive relationships, and succeed in the workforce.

Strategic Priorities and Goals

The strategic planning process produced priorities that capture the strengths of Mountwest Community and Technical College – strong academic pathways, compassionate student support services, and a commitment to workforce and community development. The strategic priorities will address enrollment and student success challenges that were exacerbated by the COVID-19 pandemic. The plan is ambitious in meeting the educational and workforce needs of Mountwest’s students, the local community, and the region.

The strategic priorities and goals are:

1. Exceptional Student Success

Goal 1: Increase student achievement by intentionally adopting behaviors that increase student engagement

Goal 2: Increase access to higher education by expanding and strengthening flexible programs and schedule options

2. Aligned Workforce Development

Goal 1: Increase responsiveness to employers’ workforce needs through relationship building

Goal 2: Develop, implement, market, and evaluate three short-term, certificate, and associate degree programs that meet industry needs.

3. Proactive Community Presence

Goal 1: Strengthen community partnerships to meet the academic and non-academic needs of students

Goal 2: Foster a college-going culture through the expansion of JumpStart

Goal 3: Deepen relationships with legislative delegation

4. Growth-minded Organizational and Employee Development

Goal 1: Develop a streamlined and transparent professional development system

Goal 2: Implement a data governance plan

Goal 3: Explore opportunities for expanding available physical space

For each strategic priority, the associated goals, tactics, and metrics are described. For each goal, the most immediate tactics for the first phase of the plan are included. Metrics for the first year of the plan, academic year 2023-2024, and the last year of the plan, academic year 2027-2028, are included. The plan is meant to be a living document allowing for an ongoing, flexible implementation process. Tactics and metrics may be modified based on progress, insights gleaned from data, funding, regulations, legislation, and other factors.

Strategic Priority #1: Exceptional Student Success

Goal 1: Increase student achievement by intentionally adopting behaviors that increase student engagement

When students complete degrees, certificates, and training in high-demand, high-wage fields they make a positive impact on their lives as well as their families, the community, and society. Mountwest will increase student achievement by using intentional, research-based teaching and support practices collegewide.

Tactics

- Implement *Caring Campus* behavioral commitments across all Academics and Student Services.
- Increase student success in the classroom by offering faculty professional development on high impact practices.
- Improve the onboarding/student experience process so students' academic and non-academic needs are identified early.
- Enhance new student orientation by creating a more dynamic experience.
- Improve how college and community resources supporting students' basic needs are communicated.
- Administer the *Community College Survey of Student Engagement (CCSSE)* with a plan for an increased response rate.

2023-2024 Metrics

- Establish target increases in institutional student success metrics including annual retention rate, fall-to-spring persistence rate, graduation rate, and transfer rate for academic year 2023-2024.
- Establish target decreases in withdrawal rate for academic year 2023-2024.
- Establish target increases in orientation attendance for academic year 2023-2024.
- Establish a target increase in student satisfaction with orientation for academic year 2024-2025.

2027-2028 Metrics

- Establish target increases in successful course completion rate, annual retention rate, fall-to-spring persistence rate, graduation rate, and transfer rate for academic year 2027-2028.
- Establish target decreases in withdrawal rate for academic year 2027-2028.
- Establish target increases in orientation attendance for academic year 2027-2028.

Goal 2: Increase access to higher education by expanding and strengthening flexible programs and schedule options

Mountwest will increase access to academic coursework and workforce development training by increasing flexible delivery and scheduling options (e.g., online, Flex/HyFlex).

Tactics

- Develop and/or redesign 3-5 academic programs to meet the flexibility needs of working adults.
- Develop a plan to clearly identify completely online, Flex, and HyFlex programs.
- Develop a plan to consistently market completely online, Flex, and HyFlex programs.
- Provide faculty with professional development on quality Flex/HyFlex course design and delivery.
- Enhance communication to students regarding course schedules, modalities, and locations.
- Pilot self-registration.
- Implement Ability to Benefit program.

2023-2024 Metrics

- Ten faculty will be trained in quality Flex/HyFlex course design and delivery by June 2024.
- The number of students enrolled in an online, Flex/HyFlex course in academic year 2023-2024 will serve as a baseline to inform future targets.
- Fifty eligible students will self-register in Spring 2024 for Fall 2024 courses.
- Five students will be enrolled in the Ability to Benefit program.

2027-2028 Metrics

- Twenty faculty will be trained in quality course design and delivery in Flex/Hyflex modalities by June 2028.
- All eligible students will be able to self-register.
- The number of fully online/Flex/Hyflex programs will increase from two to six.
- Twenty-five students will be enrolled in the Ability to Benefit program.

Strategic Priority #2: Aligned Workforce Development

Goal 1: Increase responsiveness to employers' workforce needs through relationship building

Responsiveness to regional employers' workforce needs relies on Mountwest's commitment to strengthening relationships.

Tactics

- Leverage Congressional funds for becoming a National Center of Academic Excellence in Cybersecurity (NCAE-C) to enhance Mountwest's Network Systems Cyber Security AAS program.
- The Workforce Development Program Coordinator will attend all academic program Advisory Committees to gather information about employers' workforce needs and provide information about Learn & Earn grant opportunities.
- Enhance the impact of advisory committees through professional development for faculty and chairs.

2023-2024 Metrics

- Increase Learn and Earn partners by 3 over 2022-2023 baseline.
- The Program of Study Validation process for the Network Systems Cyber Security AAS program will be completed and submitted to the National Security Agency.
- Provide credit or noncredit training to one new company.

2027-2028 Metrics

- Increase Learn and Earn partners by 15 over 2022-2023 baseline.
- Mountwest will be recognized as a National Center of Academic Excellence in Cybersecurity.
- Increase the number of new companies provided credit or noncredit training by five over 2022-2023 baseline (one company per year).

Goal 2: Develop, implement, market, and evaluate three short-term, certificate, and associate degree programs that meet industry needs.

Mountwest will align workforce development needs and college resources by creating three new short-term credit programs.

Tactics

- Identify industries/disciplines to target for program development.
- Develop a comprehensive marketing plan for new workforce programs.
- Create an inventory of faculty skill sets.
- Tech Center adult programs will become Mountwest certificate programs.

2023-2024 Metrics

- Three industries/disciplines will be identified for program development.
- One program will launch in Spring 2024.
- Awarding certificates for two Tech Center programs will be piloted.
- A baseline of the number of Tech Center students receiving Mountwest certificates will be established to determine future targets.

2027-2028 Metrics

- Five programs will be developed, implemented, and evaluated.
- All Tech Center adult programs will become Mountwest certificate programs.

Strategic Priority #3: Proactive Community Presence

Goal 1: Strengthen community partnerships to meet the academic and non-academic needs of students

Mountwest will meet the academic and non-academic needs of students by strengthening connections with community partners.

Tactics

- Identify community partners who will contribute to a Student Emergency Relief Fund.
- Identify community partners who will contribute to a scholarship strategy that reaches more students than are currently supported.

2023-2024 Metrics

- Student Emergency Relief Fund is established in Fall 2023.
- Student Emergency Relief Fund provides first distributions by Spring 2024.
- Two new scholarships are established in collaboration with community partners.

2027-2028 Metrics

- Scholarship awards will increase by 100% over the 2022-2023 baseline.
- Student Emergency Relief Fund awards will increase by 100% over the 2023-2024 baseline.

Goal 2: Foster a college-going culture through the expansion of JumpStart

Mountwest aims to create a college-going culture in the Greater Huntington community. Students who are first in their families to attend college will gain greater access to higher education as well as the knowledge and tools to succeed and graduate.

Tactics

- Create three additional JumpStart/dual credit pathways.

- Increase JumpStart program enrollment cap.
- Explore the expansion of JumpStart to include juniors from Wayne, Mason, and Cabell counties.
- Create dual credit branding and marketing plan.
- Enhance student engagement strategies for JumpStart students.
- Promote programs that increase college going rates across Mountwest's service area.
- Add question regarding first generation college status to admissions application.

2023-2024 Metrics

- 175 students will enroll in JumpStart in 2023-2024 academic year.
- 350 students will enroll in dual credit courses in 2023-2024 academic year.
- 20% of JumpStart students will matriculate to Mountwest in Fall 2023.
- A baseline number of first-generation college students will be established.
- The percentage of first-generation students attending Mountwest will increase by 3% in Fall 2024.

2027-2028 Metrics

- 20% of JumpStart students will matriculate to Mountwest in Fall 2027.
- The number of first-generation students attending Mountwest will increase by 5% in Fall 2027 over 2022-2023 baseline.
- Enrollment of first-time students in Fall 2027 will increase by 15% over Fall 2022 baseline.

Goal 3: Deepen relationships with legislative delegation

Elected officials in state and federal government will have a greater awareness of Mountwest's strengths and needs.

Tactics

- Develop and implement an engagement plan that includes 1) at least one annual face-to-face meeting with every elected official in the state legislature, US Senate, and US House of Representatives and 2) a plan for follow-up contact.

2023-2024 Metrics

- The number of face-to-face interactions with elected state and federal officials will increase by 15% over the 2022-2023 baseline.

2027-2028 Metrics

- The number of face-to-face interactions with elected state and federal officials will increase by 100% over the 2022-2023 baseline.

Strategic Priority #4: Growth-minded Organizational and Employee Development

Goal 1: Develop a streamlined and transparent professional development system

The development of Mountwest's community is critical to the advancement of our education and workforce development missions. Faculty and staff will know what professional development is available to them and how to access opportunities.

Tactics

- Identify steps needed to create a streamlined and transparent professional development system (e.g., calendar of professional development opportunities, list of conferences, accountability system).
- Establish a Center for Excellence in Teaching & Learning (CETL).
- CETL offerings illustrate a cohesive, systematic approach to professional development aligned with institutional priorities.
- Establish a cohesive new faculty orientation that includes a focus on teaching and learning.
- *Caring Campus* for staff launched with a focus on customer service training, FAQ guides, name badges, and directory review.

2023-2024 Metrics

- A faculty survey will provide baseline data regarding their experience accessing professional development opportunities.
- A staff survey will provide baseline data regarding their experience accessing professional development.
- A framework for CETL, including mission statement, goals, outcomes, and a comprehensive faculty development plan, will be established.
- An assessment of Student Services staff *Caring Campus* behaviors will identify strengths, consistencies, and areas for development.

2027-2028 Metrics

- Faculty feedback will indicate that accessing professional development opportunities is a transparent process.
- Staff feedback will indicate that accessing professional development opportunities is a transparent process.
- Annual CETL offerings will clearly align with institutional priorities.
- Student Services assessment results will indicate an improvement in the student experience.

Goal 2: Implement a data governance plan

An organized and standardized data infrastructure will empower us to identify priorities; align people, resources, and systems; and build strategies for student success.

Tactics

- Design and establish a data governance framework that includes a data security policy and data dictionary.
- Identify and prioritize primary data needs.
- Create Banner Power Users Committee and Data Council. Leverage both as stewards for their departments.
- Create a communication plan to share data-related changes to users.

2023-2024 Metrics

- Data governance framework will be documented.
- Data dashboards for top needs will be implemented and used.
- Data dashboard for the strategic plan will be implemented and used.
- Updates on data governance plan will be communicated to the college community.

2027-2028 Metrics

- Decreased data requests will be a result of a proactive approach to providing decision makers with data.
- Results of an employee survey will indicate satisfaction with the availability of meaningful data.

Goal 3: Explore opportunities for expanding available physical space

Promote student success by maximizing existing classroom space as well as developing a funding plan for a new academic building.

Tactics

- Develop a funding plan for a new academic building.
- Maximize existing classroom capacity by strategically scheduling rooms based on enrollment patterns and demand.
- Research tools that would efficiently schedule classrooms and generate usage data.

2023-2024 Metrics

- A funding plan for a new academic building will be developed or will be in process.
- Classroom scheduling tool and/or process will be adopted.

2027-2028 Metrics

- Mountwest students and employees indicate satisfaction with the availability of space.
- Classroom space is used efficiently.

Strategic Planning Process

The strategic planning process began in October 2022 using an inclusive and strengths-based approach. The process was led by the Strategic Planning Process team, which included the faculty, staff, and administrators listed below. The Strategic Planning Process Team worked closely with President Josh Baker and consultant Dr. Kim Burns to craft the inclusive process. A strategic planning summit was held on November 1, 2022, that involved approximately 100 faculty, staff, students, members of the Board of Governors, employers, and community partners. The summits provided opportunities to provide input on the strategic priorities and goals the college will focus on for the next five years. Participants were asked to envision the college's future, describe the college's strengths, and consider future opportunities.

In March 2023, a draft strategic plan for 2023-2028 was distributed to Mountwest faculty, staff, and the Board of Governors. Three opportunities for feedback were offered to employees. Two feedback sessions were held on campus on March 14, 2023, and an electronic survey was distributed to all employees. Forty-eight faculty and staff participated in the on-campus feedback sessions. Seven employees completed the survey. Four members of the Board of Governors participated in a dialogue focused on the strategic plan on March 14.

The Mountwest Institutional Board of Governors as well as employers and community partners who participated in the November 1, 2022, summit are listed below. The contributions of everyone involved are very much appreciated.



Strategic Planning Process Team

- Jamie Bayne, Faculty Council Secretary, Associate Professor
- Dr. Jason Black, Faculty Council Vice President, Professor
- Sarah Dick, Academic Dean (Goal Team Lead)
- Mike McComas, Vice President of Academics & Chief Academic Officer
- Gordon Mitchell, Director of Information Technology & Institutional Research
- Lisa Morris, Vice President of Student Services (Goal Team Lead)
- Dee Preston, Staff Representative on the Institutional Board of Governors, Payroll Accountant
- Jennifer Porter, Director of Grants & Compliance (Goal Team Lead)
- Wendy Quattlebaum, Director of Advising Services
- Rebecca Settle, Director of Institutional Assessment & Accreditation
- Mesha Shamblin, Vice President for Institutional Advancement & HR (Goal Team Lead)
- Dr. Kelly Terry, Faculty Council President, Professor & Academic Director/Clinical Education Coordinator
- Kristi Williams, Vice President of Finance & Administration, CFO
- Dr. Kristy Wood, Executive Director of Workforce Development (Goal Team Lead)

MOUNTWEST Board of Governors

- David A. Earl – Chairman
- Melvin Miller – Vice Chairman
- Jeffrey Blatt – Secretary
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- Thomas Gibson
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- Dinah A. Ledbetter
- Anthony E. Martin
- Mark A. Morgan
- Alejandra Mallory – Student Representative
- Ed Bays – Faculty Representative
- Dee Preston – Classified Staff Representative

Employers and Community Partners

- Coalfield Development
- Putnam County Development Authority
- Mountain Health Network
- Cabell Huntington Hospital
- Nucor Steel West Virginia
- Delegate Matthew Rohrbach
- Woodlands Retirement Community
- Cabell County School System
- Wayne County School System