

2023-2027

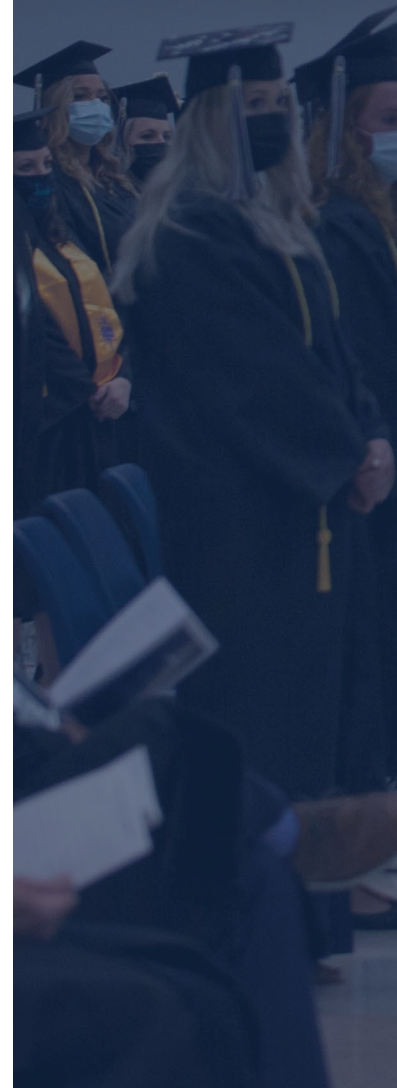
Strategic Plan



BELMONT
COLLEGE

Charter

Belmont College is chartered as a two-year public technical community college authorized by the State of Ohio to offer courses, provide programs, and confer certificates of completion and associate degrees.





Mission

Belmont College will provide affordable, achievable, and meaningful academic degrees and technical training to all who seek them.





Belmont College will be a first choice among our potential students seeking quality academic degrees and technical training that is also affordable and achievable.

Vision





Belmont College is the community's college.

The Belmont College Strategic Plan was developed through a collaborative community process. We have collected the recommendations and perspectives of our College community, including the College Board of Trustees, Foundation Board, employees, students, industry partners, elected officials, and additional stakeholders to develop our strategic direction. The information gathered from these contributors has helped to guide our priorities for the next several years.

The Belmont College Mission, Vision, and Values statements direct our Strategic Plan goals and strategies. This Strategic Plan addresses the needs of our students, the communities that we serve, and the governance priorities set by the Ohio Department of Higher Education. These goals are based upon our past success while, at the same time, look toward the challenges and opportunities that face us.

The College is dedicated to excellence in education and hands-on training, as well as the support of our students as they pursue their personal and professional goals. We strive to provide a challenging and effective educational environment for our students, leading to success in their education, career, and life.

Furthermore, each of our faculty and staff members have an important role in delivering an outstanding educational experience to our students. We will continue to work together to provide the Ohio Valley with a creative and high-tech learning environment and base our academic and operational decisions on fulfilling our commitment to student success.

Sincerely,

A handwritten signature in cursive script that reads "Paul F. Gasparro".

Paul F. Gasparro, Ed.D.
President

CRITERION 1. MISSION

Belmont College's mission is clear and articulated publicly; it guides the institution's operations.

Belmont College will provide affordable, achievable and meaningful academic degrees and technical training to all who seek them.

CRITERION 2. INTEGRITY: ETHICAL AND RESPONSIBLE CONDUCT

Belmont College acts with integrity; its conduct is ethical and responsible.

1. The College complies with all applicable Ohio Ethics Laws.
2. Be courteous, pleasant, and just in all relationships.
3. Treat with respect and consideration all persons, regardless of race, color, national origin, sex, age, or disability.
4. Avoid unfavorable criticism of associates except when making a report to proper officials.
5. Act in such a manner as to uphold and enhance personal and professional honor, integrity, and dignity.
6. Be responsible for reporting all matters harmful to the welfare of the College.

CRITERION 3. TEACHING AND LEARNING: QUALITY, RESOURCES AND SUPPORT

Belmont College provides quality education, wherever and however its offerings are delivered.

1. Belmont is a two-year institution built for traditional students and adult learners. Our degree and certificate programs are appropriate for both levels of learning. The rigor of our academic programs is appropriate to higher learning, as our offerings are courses taught by faculty who are proficient in their respective fields. Furthermore, our nursing programs are based on NCLEX (National Council Licensure Examination) benchmarks developed by the National Council of State Boards of Nursing.
2. We are working to meet current challenges such as updating campus technology, including expanded CCP offerings (College Credit Plus) for high school students.
3. At Belmont, we offer programs that engage students in collecting, analyzing, and communicating information through clinical work, internships, classroom seminars, and practicums. These opportunities also assist in developing skills adaptable to changing environments. Degree programs have active advisory boards and many offer labs that provide practical hands-on education and technical training which assist in mastering intellectual inquiry.
4. Belmont maintains productive and essential faculty and staff for all programs. There is a need to add more in-demand program offerings to meet the needs of the local economy. Additionally, the College would like to provide expanded student services while taking advantage of extended evening services while campus buildings are open.
5. Support for student learning and resources for effective teaching are provided.

CRITERION 4. TEACHING AND LEARNING: EVALUATION & IMPROVEMENT

Belmont College demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

1. Belmont College ensures the quality of educational offerings through student pass rates, evaluations, and continuing education for faculty. Through employer feedback, public opinion, student evaluations, and job success, the institution can best determine where improvement is needed and where there are accomplishments.
2. By evaluating graduates' success, student grades and performance, and looking at peer institutions, the College can properly review the efficacy of program offerings. This includes staying in contact with students and alumni for feedback on the impact Belmont had on their education and how it has allowed them to progress in their field/career. This information is analyzed and shared through a recently redesigned program review process. This data is used for continuous improvement in each program.
3. Belmont engages in on-going assessment of student learning by reviewing mid-term and final grades, GPAs, and pass/fail rates. A thorough review is completed of standardized benchmark tests, including but not limited to comparing the Associate Degree Nursing and the Practical Nursing Program NCLEX pass rates to national averages. Completion of certifications of student internships, clinicals, and preceptorships are also reviewed.
4. The College pursues educational improvement through the online learning management system Canvas, tutoring sessions, academic alerts, and program revisions. Faculty assist students when needed and academic advisors may intervene by providing resources offered by the College, including accommodations as appropriate.
5. Keeping the faculty to student ratio at an appropriate level is also important to assist in meeting students' individual needs. Early intervention is also taken into consideration if a student is possibly not in the appropriate class/program.



CRITERION 5. INSTITUTIONAL EFFECTIVENESS, RESOURCES AND PLANNING

Belmont College's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.

1. Leadership is demonstrated through administrative structures as well as collaborative processes including academic assessment, instructional dashboards, and program accreditations.
2. The College engages in systematic and integrated planning and improvement through data driven decisions and ensuring others become comfortable using data in their roles.
3. The College supports educational offerings and plans for maintaining and strengthening their quality in the future by requiring courses and programs to improve low enrollment, thorough program reviews, accreditations, and enhanced student support services.
4. Campus building renovations and ADA improvements, as well as upgraded technology in the classrooms, also assist in further strengthening program offerings.
5. The College encourages involvement in the development of the strategic plan by listening to and meeting student and staff needs through surveys, focus groups, and town hall meetings.
6. Integrated planning and improvement are also being demonstrated through an updated College website.

PLANNING MODEL



*Less Expansive Goals
Shorter Review Cycle
Fewer Participants in Goal Setting*

*More Expansive Goals
Longer Review Cycle
More Participants in Goal Setting*

EXTERNAL PLANS	Higher Learning Commission Criteria, Ohio Department of Higher Education Campus Completion Plan		
STRATEGIC PLAN	2023-2027 Belmont College Strategic Plan		
OPERATIONAL PROGRAMS & OFFICES	Academic Programs	Business Office	Marketing and Communications
	Recruiting and Admissions	Bookstore	Campus Safety
	Financial Aid	Food Services	Belmont College Foundation
	Student Services	Sustainability	High School Programs
	Records Office	Student Life	Workforce



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