

Bonny Ball Copenhaver, Ed. D.

Education

2019-2021	Master of Arts, Social Responsibility & Sustainable Communities	Western Kentucky University Bowling Green, Kentucky
2008-2012	Women's Studies Graduate Certificate (18 semester hours)	Western Kentucky University Bowling Green, Kentucky
1996-2002	Ed. D., Educational Leadership & Policy Analysis	East Tennessee State University Johnson City, Tennessee
1993-1995	Completed 15 graduate hours in theatre history	East Tennessee State University Johnson City, Tennessee
1989-1991	Master of Arts, English	East Tennessee State University Johnson City, Tennessee
1986-1989	Bachelor of Science, English	East Tennessee State University Johnson City, Tennessee

Professional Experience

President

New River Community and Technical College
Beaver, West Virginia 2019-present

New River CTC is a public community college serving the residents of rural, southcentral West Virginia. New River CTC awards the AAS, AS, and Certificates. The College has four campuses and three teaching centers to serve nine counties. New River CTC has an annual FTE count of 800 and an annual unduplicated headcount of 1,100 students. New River CTC is accredited through the Higher Learning Commission.

Responsibilities

- Chief Operating Officer of the College and responsible for the day-to-day operations of the College—58 full-time faculty; 84 staff; approximately 52 adjunct faculty; and a total operating and personnel budget of \$12,100,000

- Provide leadership, oversight, and direction for campuses, staff, and faculty
- Facilitate community partnerships
- Represent the College to the Governor as well as to local, state, and federal elected officials
- Seek out alternative funding streams through active fundraising and grant writing

Accomplishments

- Coordinated the creation a new strategic plan for the College in 2020; changed the process to make it more open and collaborative and reformed the structure of the group responsible for the strategic plan
 - Started the planning for the 2024 strategic plan and the review of the College’s mission, vision, and values
- Created and implemented an enrollment management plan in concert with the national community college completion agenda that has resulted in targets for enrollment, retention, and completion
 - Moved 2019 fall to spring retention from 71% to 76%
 - Moved fall to fall retention rate from 40% to 42%
 - Graduation rates
 - IPEDS 2019 cohort graduation rate within 150%--36%
 - New student Associate degree completion within two years moved from 19% in fall/2019 to 24% in fall/2021
 - New student Associate degree completion within in any time period fluctuated from 31% in fall/2019 to 27% in fall/2021
 - Share enrollment goal and progress toward the goal collegewide on a weekly basis
- Created a Strategic Enrollment Management Plan with metrics and benchmarks to guide the development of new programs, the revisions to existing programs, and the review of existing programs
- Reviewed and changed the College’s organizational structure to ensure it supports an efficient and effective environment for student and employee success
- Led the College back to a positive cash flow and revised budgeting to align with data-informed enrollment projections
 - Resulted in four consecutive years of an unqualified audit and approximately \$5 million in cash at the end of the fiscal year 2023; current audit in process
 - Moved from zero cash reserves in 2019 to a \$718,000 reserve fund in 2023 with plans to increase the fund on a yearly basis
 - Reduced end of the fiscal year unpaid accounts payable from \$423,000 in 2019 in 2019 to \$298,000 in 2023
 - Moved from 49 days of available operating cash in 2019 to 125 days of available operating cash in 2023

- Improved the College's CFI score from -3.12 in 2019 to 4.71 in 2022 based on the Higher Learning Commission's calculations
 - Transitioned to a new zero-based budgeting model for more efficient and effective budgeting of resources
- Since 2019 through March 2024 received a total of \$11,073,383 in private funding, local, state, federal funding including two congressionally directed spending allocations
- Updating all transfer articulation agreements with universities and colleges to show not only course transfer but pathways from Associate degrees to Bachelor degrees
- Partner in a pending federal grant that would bring \$15 million to the College to create a national training center for alternative energy sources at the Nicholas County Campus; will accompany the work of the industry partners and the Nicholas County Commission for the creation of a solar farm on an abandoned mine in the College's service area
 - Participated as a team member in an interview with the Department of Energy for the projects who advanced to the finalist category
 - Awaiting notification Spring 2024
- Expanding opportunities for dual enrollment partnership with high schools in the service area
 - Installed Zoom classrooms in high schools in Summers and Pocahontas counties to serve those remote students
 - Created a partnership with the Nicholas County School System to start the College's LPN program as juniors and ensuring the students complete a high school diploma and college degree within a month after high school graduation
 - Implementing and planning customized college pathways plans with area high schools for dual enrollment students to follow to work toward improving the State's college going rate
- Engaged with the West Virginia Collegiate Recovery Network to hire a Peer Recovery Support Specialist to work with students who are impacted by substance use disorder
 - Established a thriving Peer Recovery Support program for students and staff
 - Aggressively trained college staff, students, Board of Governors members, and community groups in the use of Narcan
 - Made Narcan and Fentanyl Testing strips available to everyone at the College
- Working on a multi-faceted project to create better process to serve students
 - Implemented an enrollment funnel with benchmarks to diagnose where students are not moving through the admissions process
 - Implementing a customer relationship management tool to communicate with prospective and enrolled students more efficiently and effectively
 - Reimagined the Student Success Center to move to a Student Success Coach model to work with students as they move through their college lifespan

- Revised processes to move students more easily through the enrollment funnel and reduce barriers to admissions
- Working on funding for wrap-around services for students such as writing and math laboratories, food pantries, and a counseling center
- Launched Service Excellence Initiative as a mechanism for continued improvement
 - Established Service Excellence Team (Champions)
 - Delivered Service Excellence Training to all full-time faculty and staff
 - Implementing three customer service projects with topics selected based on employee feedback
- Credit Programs started since 2019: LPN to ADN Bridge, Physical Therapist Assistant, Certified Nursing Assistant, Phlebotomy, Paramedic to ADN Bridge, and Surgical Technician
- Credit Program planning since 2023: Outdoor Recreation, Culinary Arts, and an Associate of Arts transfer pathway
- Credit Programs with Pending Starts: in fall 2024 Aviation Mechanics pending FAA approval and Associate of Science degree with specific concentrations instead of only one General Studies major
- Credit Program revisions since 2019: Hospitality, Education, and HVAC
- Credit Program expansions since 2019:
 - Worked with a local hospital to offer Licensed Practical Nursing at their facility to increase the number of trained nurses and support a remote county in the College's service area; established the hospital as an official teaching location
 - Expanded Massage Therapy to a second campus in spring 2023 and working on expanding Nail Technician and Esthetics to that same campus by fall 2024
- Workforce Program started since 2019: Heavy Equipment Operator, HVAC, and Bartending
- Created the New River CTC Diversity Committee
 - Established diversity presentations and open discussions for students and employees
 - Working with a prominent Bishop of a large African American church to increase the number of students of color at the college
 - Having open and frank discussions with the Bishop about race and higher education
 - Held Narcan training session at the church for members and neighborhood residents
 - Attend community functions that the church sponsors
 - Working on a FAFSA Completion workshop for church members
 - Spearheading the commissioning of a statue for the Greenbrier County Campus and working on the fundraising plan

- The statue, entitled “The First Family,” commemorates the African American families that moved from slavery to freedom.
- The statue will sit on College property that includes a portion of the African-American Cemetery.

Vice President, Academic Affairs/Superior Campus Administrator

Northwood Technical College
(Formerly Wisconsin Indianhead Technical College)
Superior, Wisconsin 2013-2019

NTC is a nationally ranked, public technical college serving the residents of rural, far northwestern Wisconsin. NTC awards the AAS, Technical Diplomas, and Certificates. At the time the College had four main campuses, an administrative site, and two outreach centers to serve 47 public school districts and 11 counties covering 10,500 square miles. NTC is accredited through the Higher Learning Commission.

Responsibilities

- Responsible for the operation of Academic Affairs—150 full-time faculty; 8 administrators; approximately 200 adjunct faculty; and a total Academic Affairs operating and personnel budget of \$20 million
- Oversaw the operations of the Superior Campus
- Ensured that the academic unit addresses the goals and objectives of NTC’s strategic plan and performance funding standards
- Ensured compliance with system and college policies; make revisions as needed for compliance and/or ease of operations
- Lead AQIP Action Projects related to student learning

Accomplishments

- Facilitated and moved NTC to a new entrance philosophy that moves away from program entrance scores to a multiple measure philosophy and assessment of incoming student skill levels for placement on a personally created pathway to graduation
- Redesigned developmental studies from a series of courses to co-enrollment model
- Facilitated the “Start Now” initiative which created multiple start dates within a semester
- Supported the creation of “Your Choice” which is a polysynchronous teaching mode
- Established a Coordinator of Distance Education within Academic Affairs
- Moved the district ahead with the systematic creation of embedded technical diplomas as needed to support business/industry workforce requirements and to fulfill NTC’s participation in the statewide initiative
- Created a five-year program development plan for program start-up, revisions, and articulations
- Started five new programs with three more to launch in the coming year
- Created mathematics and writing laboratories to assist program students with skill development

- Created a prioritized capital improvement list for the Superior Campus to guide the spending of renovation dollars
- Oversaw and planned approximately \$6.5 million in major renovations to the Superior Campus and started a new, two-year \$3 million project
- Oversaw and facilitated several articulation agreements including creating an AA/AS transfer option for NTC students and a 1+2+1 nursing articulation with the University of Wisconsin-Eau Claire

Provost

Motlow State Community College
Lynchburg, Tennessee 2010-2013

MSCC is public community college serving the residents of predominately rural, southern middle Tennessee. MSCC awards the AAS, AA and AS degrees. At the time the College had one main campus and three branch campuses to serve 11 counties covering 4,500 square miles. MSCC is accredited by the Southern Association of Colleges and Schools Commission on Colleges.

Responsibilities

- Responsible for the operation of the Academic Affairs unit—81 full-time faculty; 3.5 administrators; 9 department chairs; 2 full-time/1 part-time office staff; approximately 180 adjunct faculty; and a total operating and personnel budget of \$10 million
- Ensured that the academic unit addressed the goals and objectives of MSCC’s strategic plan, the Complete College Act of Tennessee legislation, and performance funding standards
- Ensured compliance with system and college policies; make revisions as needed for compliance and/or ease of operations
- Oversaw for any Quality Enhancement Plan (QEP) related to academics
- Ensured MSCC’s participation in Tennessee Board of Regents’ initiatives

Accomplishments

- Revitalized the campus’ QEP project on international education to include building an understanding of the QEP process and project, integrating the QEP across the campus in academic and non-academic units, and revising the assessment plan
- Oversaw the implementation of the learning support redesign project
- Implemented the academic audit process for the academic programs
- Assisted with the development of MSCC’s Department of Labor Community College and Career Training Grant for which the College received \$3.2 million
- Served as the academic liaison for the new building at the Smyrna teaching site
- Started the development of a proposal to add an AAS in Allied Health with an emphasis in Paramedic and the embedded certificate for EMT
- Created two new AAS programs—Information Systems Technology and Advance Manufacturing

- Addressed issues with academic advising by working closely with the Student Success committee and the Student Affairs unit
- Implemented six dual admission agreements with regional universities
- Revised and implemented improved assessment plans for the academic area
- Streamlined the schedule development process and implemented a more efficient planning model based on data-driven decisions

Dean of Humanities/Associate Professor

Volunteer State Community College
Gallatin, Tennessee 2005-2010

VSCC is a public community college serving the rural and suburban residents of middle Tennessee. VSCC awards the AAS, AA and AS degrees. At the time the College had one main campuses, one branch campus and two teaching locations to serve 11 counties. VSCC is accredited by the Southern Association of Colleges and Schools Commission on Colleges.

Responsibilities

- Responsible for the daily operations of the division—42 full-time faculty; 2 full-time/1 part-time office staff; approximately 75 adjunct faculty, a total operating and personnel budget of \$3.5 million
- Advocated for the division's faculty and programs with upper administration
- Coordinated and provided leadership for the division's institutional effectiveness plans

Accomplishments

- Managed a large dual enrollment program as well as supported the creation of learning communities
- Created a collaborative environment within the division and between the division and other college departments
- Secured funding for a permanent recording studio manager and successfully advocated for an ESOL faculty member to enrich services to a diverse student body
- Created innovative scheduling options such as Full-Time Friday; implemented daytime hybrid course offerings; worked on developing curriculum for media production degree
- Oversaw the development of assessment measures for the University Parallel program general education learning outcome assessment and course learning outcomes in communication, English, and visual and performing arts
- Oversaw facilities renovation and reconstruction of division office and auditorium after a tornado hit the campus

Assistant Coordinator, Institutional Advancement

Mountain Empire Community College
Big Stone Gap, Virginia 2000-2005

MECC is a public community college serving the rural residents of far southwestern Virginia. MECC awards the AAS, AA and AS degrees. At the time College had one main campus to serve four counties and one city. MECC is accredited by the Southern Association of Colleges and Schools Commission on Colleges.

Responsibilities

- Directed major gifts and planned giving programs
- Planned special events
- Oversaw and planned a major gifts campaign
- Grant and funding proposal writing

Accomplishments

- Major gifts campaign raised \$4.1 million with a \$3.5 million goal
- Started or assisted in the formation of 20 scholarships
- Received three consecutive years of funding totaling \$85,000 from the Verizon Foundation for workforce development initiatives, instructional technology, and professional development
- Received \$100,000 grant from the Lumina Foundation and Scholarship America for "Emergency Financial Aid Program for Community College Students Who Might Otherwise be Forced to Drop Out of School" to create a \$100,000 endowment for a student emergency loan program
- Largest single donation—\$150,000

Tenured, Assistant Professor of English and Theatre

Northeast State Community College
Blountville, Tennessee 1993-1999

NSCC is a public community college serving the rural residents of Upper East Tennessee. NSTCC awards the AAS, AA and AS degrees. At the time the College had four campuses to serve five counties. NSCC is accredited by the Southern Association of Colleges and Schools Commission on Colleges.

- Created the theatre program
- Taught Composition I & II, Technical Writing, American Literature, Public Speaking, Introduction to Theatre, Theatre Practicum, and Women's Studies
- Converted technical writing to a computer-assisted course
- Taught in accelerated delivery format
- Wrote grant to the Tennessee School/College Collaborative to present a workshop entitled *Dramatizing Oral History*

Leadership Training

- Participated in the Harvard New Presidents Seminar, July 2019
- Advanced Chair Academy—nominated for this year-long training program by the Tennessee Board of Regents Vice Chancellor of Academic Affairs, 2010-2012
- Regents Academic Leadership Institute—was nominated as a Volunteer State Community College representative for this year-long training program, 2009-2010
- University of Tennessee Leadership Institute—was nominated as a Tennessee Board of Regents representative for this week-long program, 2007
- American Council for Education Workshop for Department Chairs and Deans—four days, 2006
- National Institute for Leadership Development—a weeklong intensive program for new and emerging leaders, 1997

Professional Service

- Higher Learning Commission—AQIP Pathway Peer Review Corps Member, 2015-2018; Standard and Open Pathways, 2022 to present
- Southern Association Commission on Colleges Accreditation Peer Reviewer, 2011-2013
- Tennessee Chapter/American Association for Women in Community Colleges State President 1997-1998; State President Elect 1996-1997, planned and coordinated the annual statewide conference

Awards, Presentations, & Publications

- 2023 Greater Greenbrier Chamber of Commerce Business Leader of the Year
- 2010 Woman of Achievement Award presented by Women in Higher Education in Tennessee
- “Innovative Implementation Strategies for Career Pathways to Meet Workforce Needs” with NTC President, Trustees, and VP Continuing Education at the Association of Community College Trustees national meeting, 2017

- “The Long and Winding Road: Our Path to a Streamlined Academic Assessment Process” presented with a faculty member at the Wisconsin Technical College System Assessment Conference, 2016 and at the Higher Learning Commission’s Annual Conference, 2017
- "A Portrayal of Gender and a Description of Gender Roles in Selected American Modern and Postmodern Plays" presented with Dr. Hal Knight at the Eastern Educational Research Association, 2003
- "Sometimes It's Not What We Say but How We Say It: Gender and Communication" presented at the American Association for Women in Community Colleges Tennessee State Conference, 1999
- "Putting Magic in the Classroom" in the *Tennessee English Journal*, 1999

Community Service

- Fayette County Chamber of Commerce Board Member since 2023
- Beckley-Raleigh County Chamber of Commerce Board Member since 2022
 - Chair Education Committee, Beckley-Raleigh County Chamber of Commerce, 2020-present
- Raleigh County Family Service Center Board since 2022; Co-Chair since 2023
- Beckley Appalachian Regional Hospital Local Advisory Council Member since 2022
- AWAY (domestic violence shelter) Board of Directors, 2019-2022; Treasurer 2020-2022
- West Virginia SMART 529 Board of Trustees representing the community and technical colleges since 2020
- Member President in the Alliance for Economic of Southern West Virginia since 2019
- Federal Correctional Institution-Beckley Community Relations Board since 2019
- Center of Excellence for Community College Leadership Advisory Board, East Tennessee State University since 2019
- Region 1 Workforce West Virginia Board of Directors since 2020
- United Way of Southern West Virginia Board of Directors since 2019
- Member of Raleigh County Prevention Coalition since 2019

- Member of the Raleigh County Reentry Council since 2019
- Lake Superior Community Health Center Board of Directors, 2018-2019
- Center Against Sexual & Domestic Abuse (CASDA) Board member, 2016-2018
- Superior Police and Fire Commission, appointed position, 2015-2018
- Superior-Douglas County Chamber of Commerce Board of Directors, 2013-2018
- Gallatin Arts Council Board of Directors, 2008-2010
- Steeple Players Community Theatre Board of Directors, 2008-2010
- Tennessee Association of Dance Board of Directors, 2005-2010; State Board President 2007-2009; Past President 2009-2010
- Bristol Ballet Company Board of Directors, 2003-2005
- Pro-Art Board of Directors, 2001-2005
- Kiwanis Club of Big Stone Gap, Member 2000-2005
 - President, 2001-2002
 - Kiwanian of the Year, 2001-2002
 - Newsletter Creator and Editor, 2002-2005
 - Distinguished Chapter/Distinguished President Award, 2002
 - President's Appreciation Award, 2003
- Southwest Virginia Management Association, Member 2000-2005/Treasurer 2000-2002 and 2004-2005
- Paramount Center for the Arts Volunteer, 1999-2005
- Contact Ministries Crisis Hotline Telephone Worker, 1994-1998
- Big Brother/Big Sister Mentor Program, 1994-1996