



# BRISTOL

COMMUNITY COLLEGE

## STRATEGIC PLAN REPORT CARD 2020-2025

The Strategic Plan Report Card provides a data-informed overview of Bristol's progress across key institutional priorities over the past five years. It highlights achievements in academic innovation, partnerships, equity and student success, and organizational excellence, illustrating how strategic initiatives are advancing student outcomes, workforce alignment, and institutional effectiveness. The report underscores the college's commitment to continuous improvement, accountability, and mission-driven impact.

## PILLAR 1: ACADEMIC INNOVATION

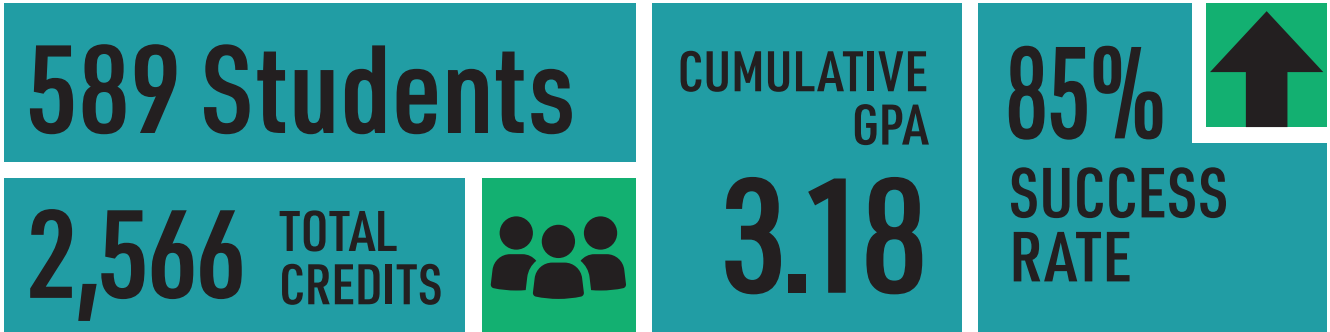
Advances in academic innovation reflect Bristol's continued commitment to advancing student success through high-impact, equity-centered, and workforce-aligned learning experiences. Over the past five years, the institution has strengthened instructional quality, expanded access, and improved consistency across modalities by embedding high-impact practices, advancing dual enrollment and college access initiatives, aligning credit and non-credit skill-based learning, and deepening community partnerships. Strategic investments in online learning quality, culturally responsive practices, and a successful learning management system migration have further enhanced the student experience, strengthened academic outcomes, and positioned the College to better measure engagement and effectiveness at scale.

### High Impact Practices (HIPS)



### College Access and Dual Enrollment

## ENROLLMENT AS OF FALL 2025



## Equity Minded and Culturally Responsive Practices



PROGRAM REVIEW YIELDED

**19** DEI SMART GOALS

ACROSS ACADEMIC PROGRAMS

## Alignment of Skills-based Learning (Credit & Non-Credit)



**17** Programs went through **skills-based inventory assessment**

## Increased Engagement in Online Learning

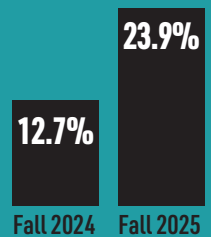
CURRENTLY  
**65%** of all courses are offered in an online/hybrid modality

Adopted Quality Matters rubric for online course adoptions

**65%** OF STUDENTS have completed the Passport to Canvas (online LMS orientation)

Approximately **80%** of courses have adopted Simple Syllabus

Student course evaluation rates have increased from Fall 2024 to Fall 2025



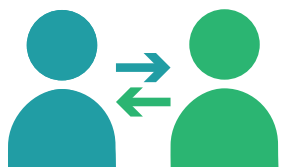
## PILLAR 2: PARTNERSHIPS

The work in partnership development underscores the college's commitment to expanding educational pathways and strengthening alignment with secondary, postsecondary, and workforce partners to support student success and regional economic needs. The institution significantly advanced transfer and early college collaborations while securing substantial workforce funding to expand high-demand training opportunities. These efforts reflect a coordinated strategy to improve access, streamline student transitions, and respond directly to industry workforce priorities.

### Transfer Agreements



### Community Partnership Strategy



# 11

## NEW PARTNERSHIPS

established at Bristol locations  
(Attleboro, Taunton & New Bedford)

### Early College Partnerships

Four new **EARLY COLLEGE PARTNERSHIPS** with Argosy Collegiate Charter School, Attleboro High School, New Bedford High School, and Taunton High School



### Workforce Grants



# \$2.1M

FOR EXPANSION INTO **HVAC, WELDING, CRANE, AND FORKLIFT OPERATIONS**

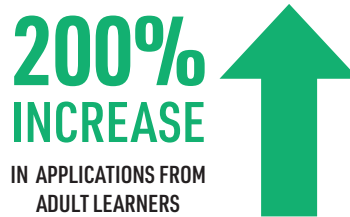
# PILLAR 3: EQUITY AND STUDENT SUCCESS

The college’s work in Equity and Student Success has included intentional, data-informed strategies to expand access, improve outcomes, and create an inclusive learning environment for all students. Targeted initiatives such as the MassReconnect marketing and outreach campaigns have significantly increased adult learner enrollment and streamlined support processes, while investments in advising, orientation, and comprehensive student services have strengthened persistence and retention across diverse student populations. Progress is also evident in measurable gains for BIPOC students and employees, as well as the adoption of Open Educational Resources (OER), which reduces textbook costs without compromising outcomes. Collectively, these efforts demonstrate a commitment to equity, student-centered support, and measurable improvements in academic and workforce success.

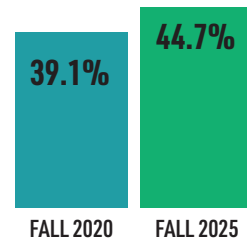
## Expanded Access for Adult Learners

Bristol was intentional and strategic about developing a marketing and outreach campaign for MassReconnect students, and it is clear from the enrollment figures that this investment has paid off in terms of enrollment and streamlining processes that serve the adult student. **There was a notable rise in adult learners during Fall 2023 (Enrollment by Adult Learner), with 565 students—both new and existing—receiving MassReconnect funds. This surge coincided with a 200% increase in applications from adult learners for Fall 2023 following the launch of MassReconnect.**

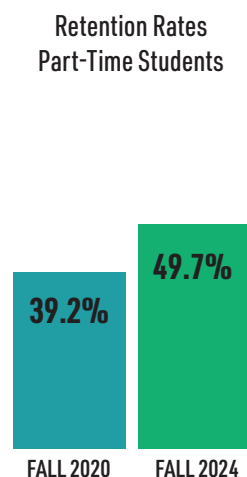
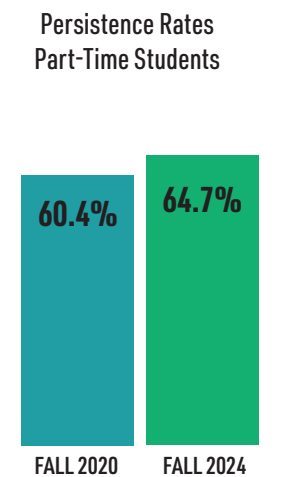
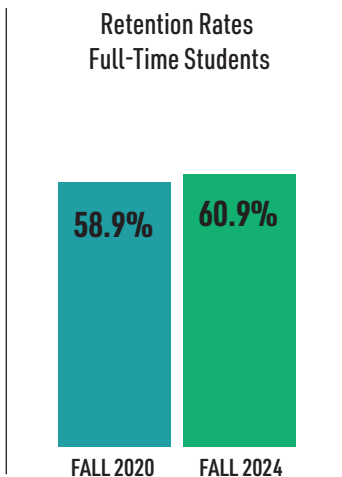
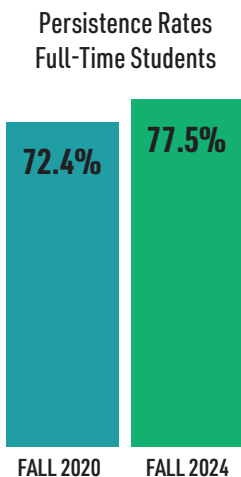
### RISE IN ADULT LEARNERS IN FALL 2023



### ADULT LEARNER ENROLLMENT

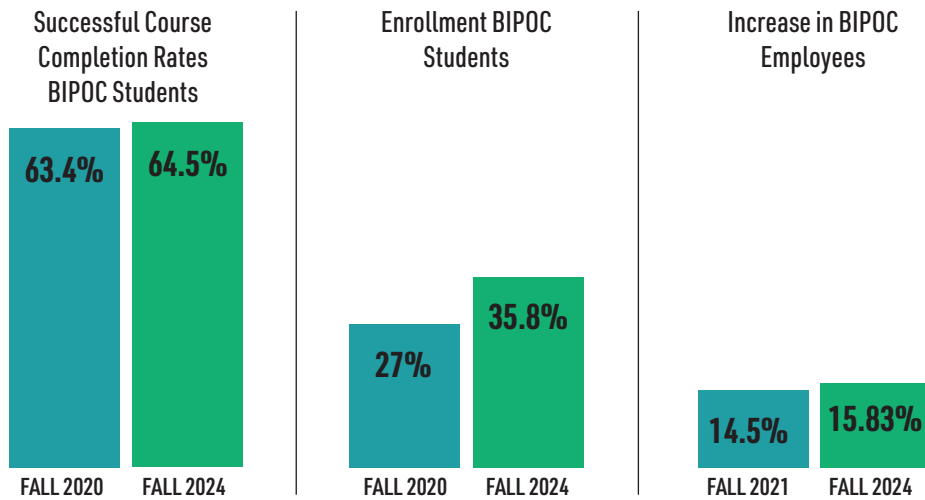


## Improved Outcomes in Student Success

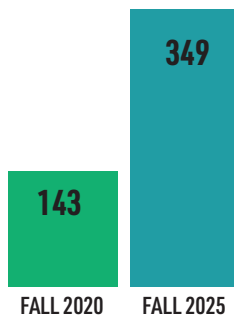


Persistence rates show a student’s ability to continue on to the next term. Retention rates demonstrate whether a student remained enrolled in the subsequent academic year.

## Improved BIPOC Outcomes



## Increased Enrollment in ESL/ESOL Students



## EAB Navigate360 Launch (acquired in 2023)

There has been a significant investment made to advancing student support services. Expanded support staffing and new models have resulted in an increase of the utilization of services. Bristol data shows:

### BENCHMARK DATA



## Orientation

**100%**  
OF NEW STUDENTS  
HAVE COMPLETED  
ORIENTATION  
SINCE FALL 2024

**99%**  
BETTER  
EQUIPPED

**98%**  
SATISFIED

**97%**  
AWARE OF  
AVAILABLE  
SERVICES

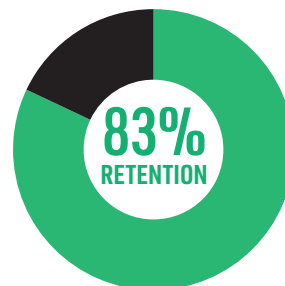
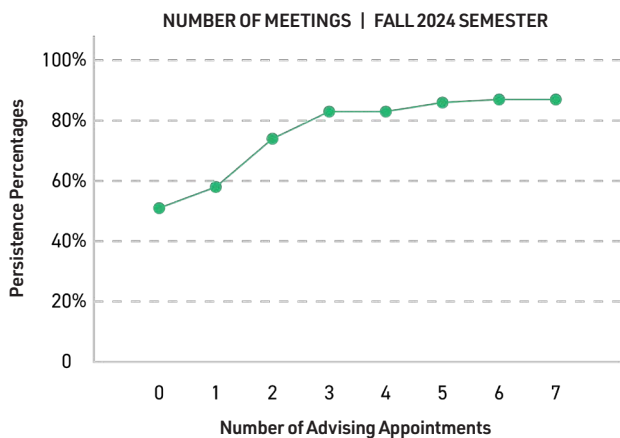
## Strategic Investment in Student-Facing Support

As part of its retention strategy, the College has significantly expanded student-facing resources, including support groups, the Basic Needs Center, Student Navigators, and academic advising. These investments strengthen early intervention, reduce non-academic barriers, and support sustained student persistence and retention. To better meet departmental needs, we added six new positions and repositioned existing resources to enhance targeted support.



## Advising

By combining technology with intentional, year-round advisor touchpoints, this proactive advising model drives consistent communication and early intervention and is already having a significant positive impact on student retention.



**665 students receiving  
3x advising visits**

## Open Educational Resources (OER)



**Saved approximately \$2.4M**  
in textbook costs for over  
**23,000 student registrations**

Students using OER materials complete courses at rates within two percentage points of those using traditional textbooks.

## PILLAR 4: ORGANIZATIONAL EXCELLENCE

Bristol has an ongoing commitment to strengthening institutional effectiveness, accountability, and sustainability. This last plan marks a successful 10-year NECHE accreditation process, the launch of comprehensive data dashboards to support evidence-based decision-making, and the adoption of a zero-based budgeting approach. Strategic initiatives in risk management, course scheduling, professional development, and technology proficiency have improved operational efficiency and faculty and staff engagement. In addition, the College has enhanced grant alignment, advisory board effectiveness, and alumni engagement, ensuring that resources, programs, and partnerships advance student success and institutional goals.

## Enrollment



**28%**

**INCREASE** in enrollment  
from Fall 2020 to Fall 2025

## Professional Development

**33%**

**INCREASE** in adjunct  
engagement

**11%**

**INCREASE** in staff  
engagement

## Budgeting



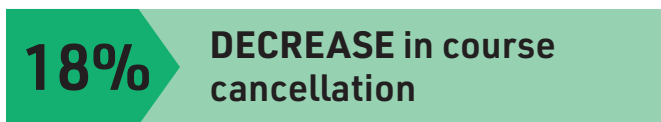
Moved from Roll-Over Budgeting to Zero-Based Budget Process

## Risk Mitigation Strategy



\*President's Leadership Team

## Increase Efficiency with Course Scheduling



## Training to Increase Tech Proficiency



Developed and implemented targeted workshops for faculty and staff on Canvas and LinkedIn Learning to support effective instruction and professional development. These offerings are embedded into professional development days and ongoing trainings. They are complemented by semester-based technology drop-in sessions for students at all college locations.

## Grant Alignment with Strategic Goals



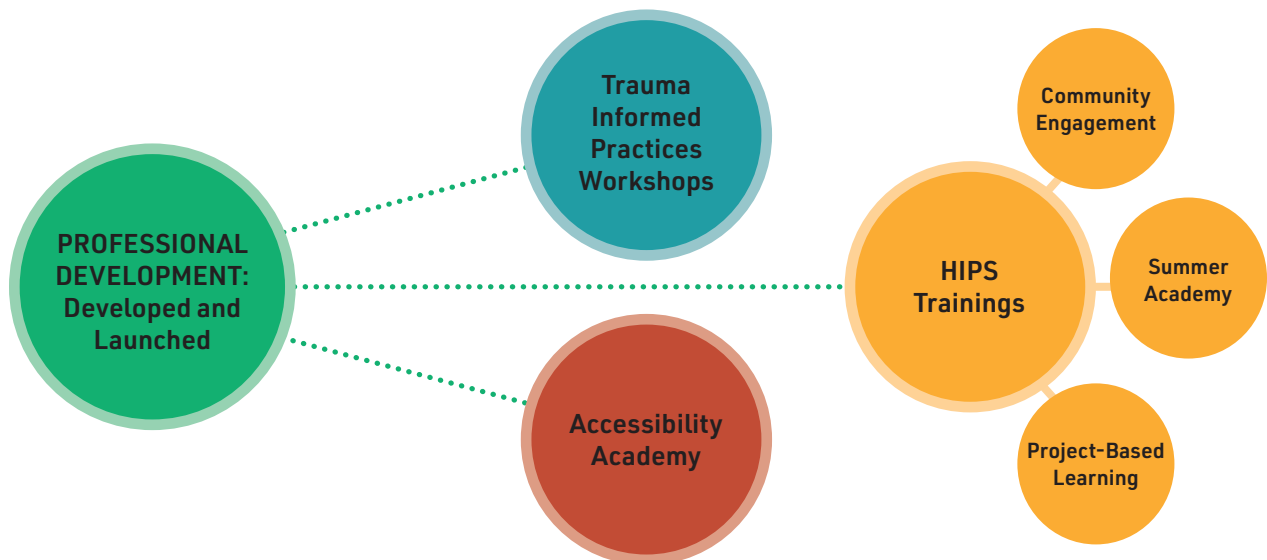
**Merged the Office of Grant Development with the Bristol Foundation/ Development Office to form a unified Office of Advancement**, implementing a grants decision matrix and integrated pre- and post-award processes to ensure strategic alignment, fiscal accountability, and effective program implementation.

## Strengthening our Advisory Boards



**Reinstated, consolidated, and expanded the advisory board system post-COVID**, using skills and labor market data to inform program and credential development and strengthen institutional planning through the 2025–2030 SWOT analysis.

## Professional Development Centered in Equitable Pedagogy and High Impact Practices



### INCREASED ALUMNI ENGAGEMENT

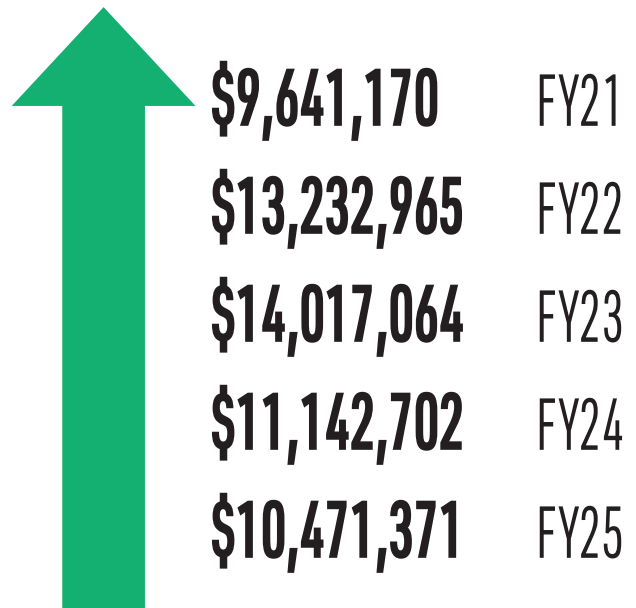
**93%** OF ALUMNI SAY THEY ARE EITHER **SATISFIED** OR **VERY SATISFIED** WITH THEIR EXPERIENCE AT BRISTOL  
 BASED ON LATEST 2024 SURVEY

**ALUMNI MENTOR PROGRAM**  
 LAUNCHED WITH

**51 PARTICIPANTS**  
 TO SUPPORT STUDENTS IN CAREER PATHWAYS

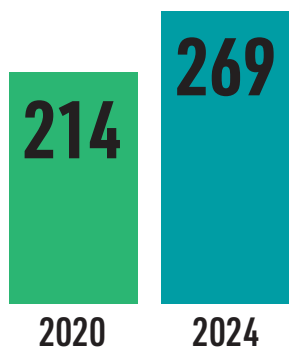
### INCREASED INSTITUTIONAL FUNDING

STATE AND FEDERAL GRANT **FUNDING INCREASED** BY:

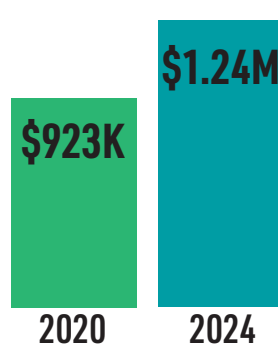


### BRISTOL COMMUNITY COLLEGE FOUNDATION

STUDENT FOUNDATION SCHOLARSHIPS



FUNDS RAISED



STUDENT ASSISTANCE FUND



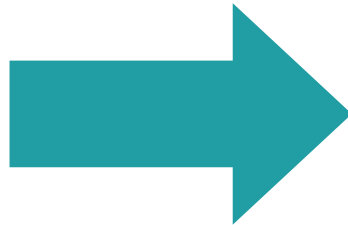
ENDOWMENT HAS **INCREASED**

**33%**  
 SINCE 2020

## Learning Management Conversion

Successful learning management conversion from

**Blackboard**



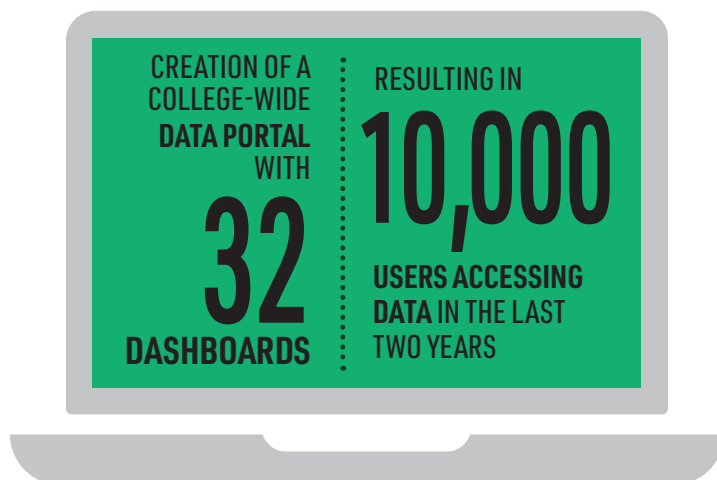
**CANVAS**

## Meeting Industry Needs



Since its inception in late 2024, NOWI has **trained nearly 400 participants** from various industries in Basic Safety, Technical, and Advanced Rescue Training.

## Increasing Data Literacy



Bristol's public Student Success and Achievement dashboards provide **access to 32 interactive dashboards** that track student outcomes, equity measures, and institutional performance.

## Advances in Technology

### Implementation of the following systems:



EAB Navigate360

Coursedog

Slate

myBristol

## Adoption of New Mission and Vision Statements

# mission

**BRISTOL COMMUNITY COLLEGE** transforms lives through education and workforce training, empowering every learner to achieve success. Guided by purpose and connected by community, we foster innovation, lifelong learning, and contribute to the economic growth of our region.

# vision

**Educating Minds.  
Enriching Lives.  
Strengthening  
our Communities.**

# IMPACT OF FREE COMMUNITY COLLEGE

Combined, **MassReconnect** and **MassEducate** have had the following impact from Fall 2023 through Fall 2025:

**6,673**

STUDENTS HAVE RECEIVED FUNDING

**\$22,637,497**

HAS BEEN AWARDED

**37.5%**

INCREASE IN ENROLLMENT

**69%**

INCREASE IN STUDENTS WHO IDENTIFY AS BIPOC

**58%**

INCREASE IN BLACK/AFRICAN AMERICAN STUDENTS

**92%**

INCREASE IN HISPANIC STUDENTS

In Fall 2025, **72%** of enrolled students are attending completely **FREE-OF-CHARGE**

**62%** increase in **FAFSA** filers from 2023 to 2025

## SUCCESS Initiative

**2024**

**1ST OVERALL**

**OF ALL 15 COMMUNITY COLLEGES** statewide in the overall 1-year retention rate for SUCCESS participants (79%)

**1ST OVERALL**

**OF ALL 15 COMMUNITY COLLEGES** statewide in the retention rate of SUCCESS participants with 3 or more interactions with staff (88%)