

BRISTOL COMMUNITY COLLEGE YEAR TWO STRATEGIC OBJECTIVES

Strategy #1: Advance an engaging holistic teaching and learning environment resulting in a seamless student experience that prepares them to embrace life's opportunities.

ENROLLMENT:

Objective #1: Create an outreach program for each targeted student group that defines clear pathways and specific wrap around services needed to support each student

Early College/Dual enrollment, Adult Learners (specific), career and technical training, ESOL and hi-set, online learners, students of color

Note: online learners span all of the above mentioned target groups

RETENTION:

Objective #1: Create better wrap-around services for all students to include career counseling and experiential education as part of their programs

Better alignment of our student's professional and educational goals within their first year experience

Objective #2: Continue in the digital transformation by building a stronger online learner community and experience for our students

Objective #3: Broader integration of HIPS/OERS to target both minoritized and adult learner students

Objective #4: Implement the proposed pro-active advising model

BOTH:

Objective #1: Create a program for addressing the needs of adult learners (everything from on-boarding to advising - career approach - information based on current LMI data)

Objective #2: Review and identify which programs should have stackable credentials and develop a plan for adding them into offerings

Objective #3: Develop a comprehensive plan to transition general studies students into specific pathways with set academic, transfer and/or career plans

ORGANIZATIONAL EFFECTIVENESS:

Objective #1: Program Assessment throughout each academic area (by dean and by program)

Strategy #2: Equity and Student Success: Share responsibility for the success of our students and employees by improving equity-mindedness and ensuring ensuring institutional support that closes equity gaps.

RETENTION:

Objective #1: Create intentional support systems to better retain black and Hispanic males

Objective #2: Do an equity audit of all areas of the college to review all of our processes identifying areas in need of improvement from an equity perspective (accessibility, fairness, language used, etc.)

ENROLLMENT:

Objective #1: Create a recruitment and retention outreach strategy geared toward BIPOC and minoritized groups

TALENT MANAGEMENT:

Objective #1: Create a recruitment and retention outreach strategy for employees.

Objective #2: Define minimum standards for equity core competencies for all employees and develop any necessary PD to support gaps that may exist

Strategy #3: Organizational Excellence: Create a culture of innovation through improved processes and collaboration, modern technology and ongoing professional development to support student and employee success.

RETENTION:

Objective #1: Develop a strategic enrollment plan targeting the core target groups previously identified

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ORGANIZATIONAL EFFECTIVENESS:

Objective #1: Mitigate organizational Risk (identify the top 5 areas of risk)

Note: Risk Advisory Committee working to identify and prioritize additional areas of risk

Cybersecurity

Decreased enrollment

Talent Management

Adjunct Appointment Process

Objective #2: Develop a culture of service throughout the organization that includes both internal and external customers.

Objective #3: Create a more data driven organization by creating common information repositories for better information sharing and access

Objective #4: Create a process for evaluating the college's ongoing IT needs (including both software and hardware packages) to streamline resource support and allocation.

Objective #5: Develop a marketing communications plan that supports brand and program development, organizational priorities

Objective #6: Align organizational resources with strategic goals by area and program of the college

Objective #7: Align our fund raising with strategic goals

EMPLOYEE SATISFACTION AND RETENTION:

Objective #1: Be more intentional with new hire onboarding - create a new process (including all training needed, handbooks, access to information, expectations, important dates, etc.)

Objective #2: Define and develop a plan for annual PD needs (CTL needs to prioritize)

Objective #3: Develop and implement an institutional advancement and succession plan in order to develop potential leaders throughout the college.

Objective #4: Identify the top sources of employee dissatisfaction and develop a plan to address those areas

Strategy #4: Partnerships: Collaborate with educational institutions, alumni, industry and community partners to increase educational attainment and support the talent pipeline to enhance opportunities in the region

Enrollment:

Objective #1: Development of our K-12 partnerships in "opportunity zones" communities - broaden the offerings, support and services offered

Objective #2: Ensure that we have pathways within each program for non-credit to credit and vice versa

Objective #3: Identify and develop the career and technical training courses needed in our local communities based on EMSI and employer data in order for students to secure employment and upscaling opportunities

Objective #4: Develop a corporate outreach plan by campus location and engagement opportunity (experiential education, training, etc.)