Opening Day- Strategic Plan Update

BRISTOL
STRATEGIC
》》》》 PLAN
2020-2024

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September 2, 2021

Strategic Plan – Who, What, and How?

What is the strategic plan, and how are we using it at Bristol?

Who is responsible for implementing the plan?

How does your work support the college's mission, vision, and strategic objectives?

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Current Reality – Why We Need a Strategic Plan

Higher Education has become a lot more competitive. Why?

1) Increased online offerings – geography not necessarily a concern – more schools targeting the same group of students

2) Shrinking number of students – shrinking number of high school-aged students

3) Current job market opportunities – hard to see the value of college right now

4) Harder to reach and service students due to the pandemic

5) Community College students have been hit the hardest by pandemic – studies show that approx. 82% of students who left will not return

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Largest Issues Facing Bristol Right Now

- **ENROLLMENT**

Enrollment is down from last year at this time

- **RETENTION**

Retention rates have decreased by 5% over last year (fall-to-fall), rates among our minoritized populations are even greater

- **EQUITY**

By making our systems more equitable and accessible, we will not only be more appealing to new and potential students, but we will be in a better position to increase the retention and success rates of our existing student populations

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Growth Opportunities for Bristol

- Target Groups

    1) **Adult Learners** (those already in workforce in need of additional training)

    2) **Minoritized Student Groups**

    3) **Early College/Dual Enrollment**

    4) **Online Learners**

    5) **Adult Education Students - ESL/ESOL/High School Equivalency**

    6) **Corporate Training Programs and Partnerships**

    7) **Non-credit to credit pathways**

    8) **Short-term credentials**

    9) **Increase the number of students from admitted to enrolled**

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How Will Bristol Compete?

- **Reviewing the onboarding processes** – streamline the process by identifying areas of "stop out" – how do we make it easier for students to attend Bristol?

- **Use data to better understand our core target groups** – ensure that we have services that meet their individual needs – be intentional – re-enroll as many students as possible and support them once they get here

- **Creation of the Success Center** – designed to outreach and provide needed supports

- **Enact a pro-active advising model** – we are creating a system that is more intentional that better support students (career exploration and opportunities, financial obligations, key milestones)

- **Continue to include the Student Voice** in our decision making

- **Increase consistency and quality** of our online learning modality

- **Mitigate Risk**

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Congratulations!!
Year One Strategic Plan Completed

Together as a team we have accomplished some amazing things

Main Goals of Year One

- Build a stronger more collaborative culture

- Integrate our core values into everything that we do

- Identify and address key policies and procedures needed to enhance future growth

- Build an equity framework that can be utilized throughout the college

- Operationalize some of our loosely defined policies and programs

- Broaden our stakeholder engagement in the college's key decisions

- Identify data points needed to make more informed decisions

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Phase One – Launched 11/15/2020

22 Project Leads   26 Projects   156 tasks
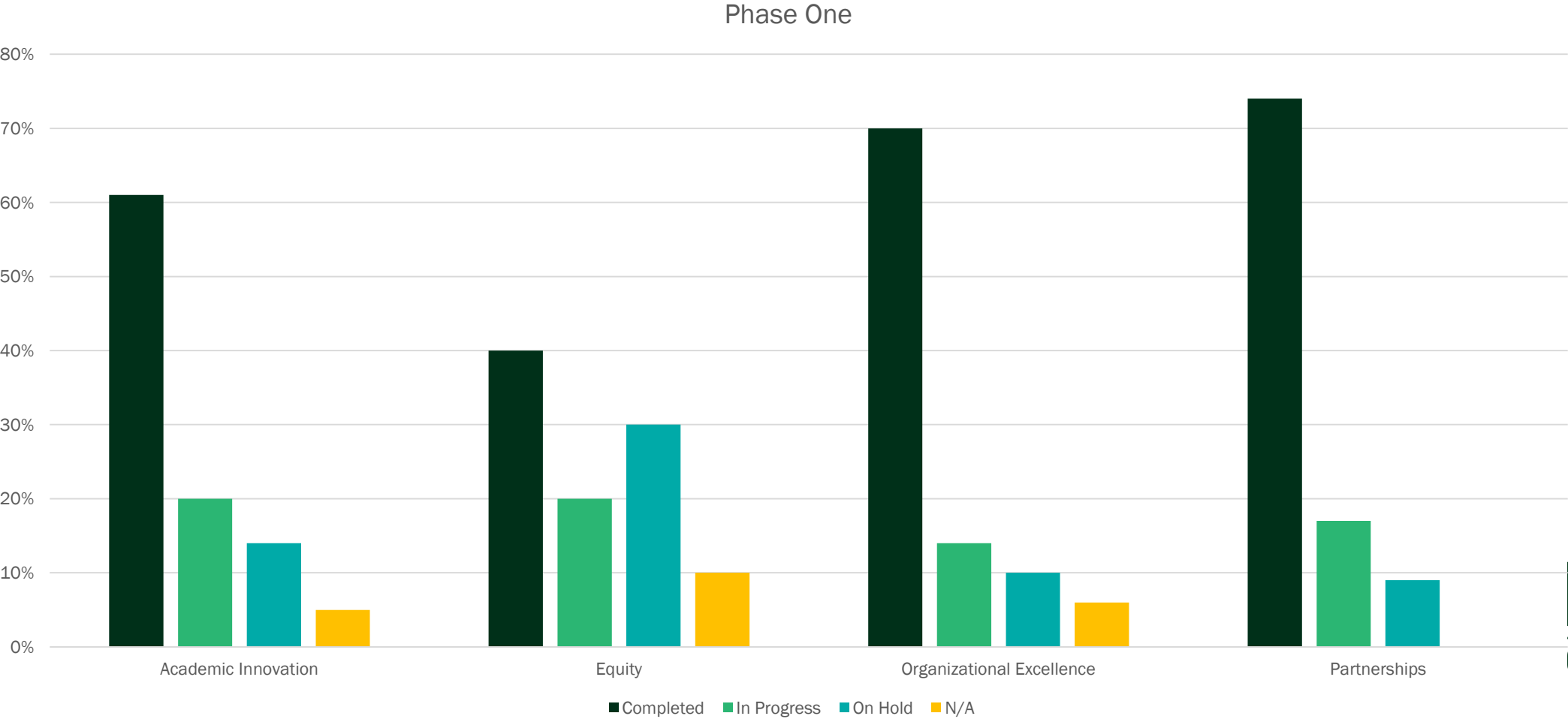
Phase One
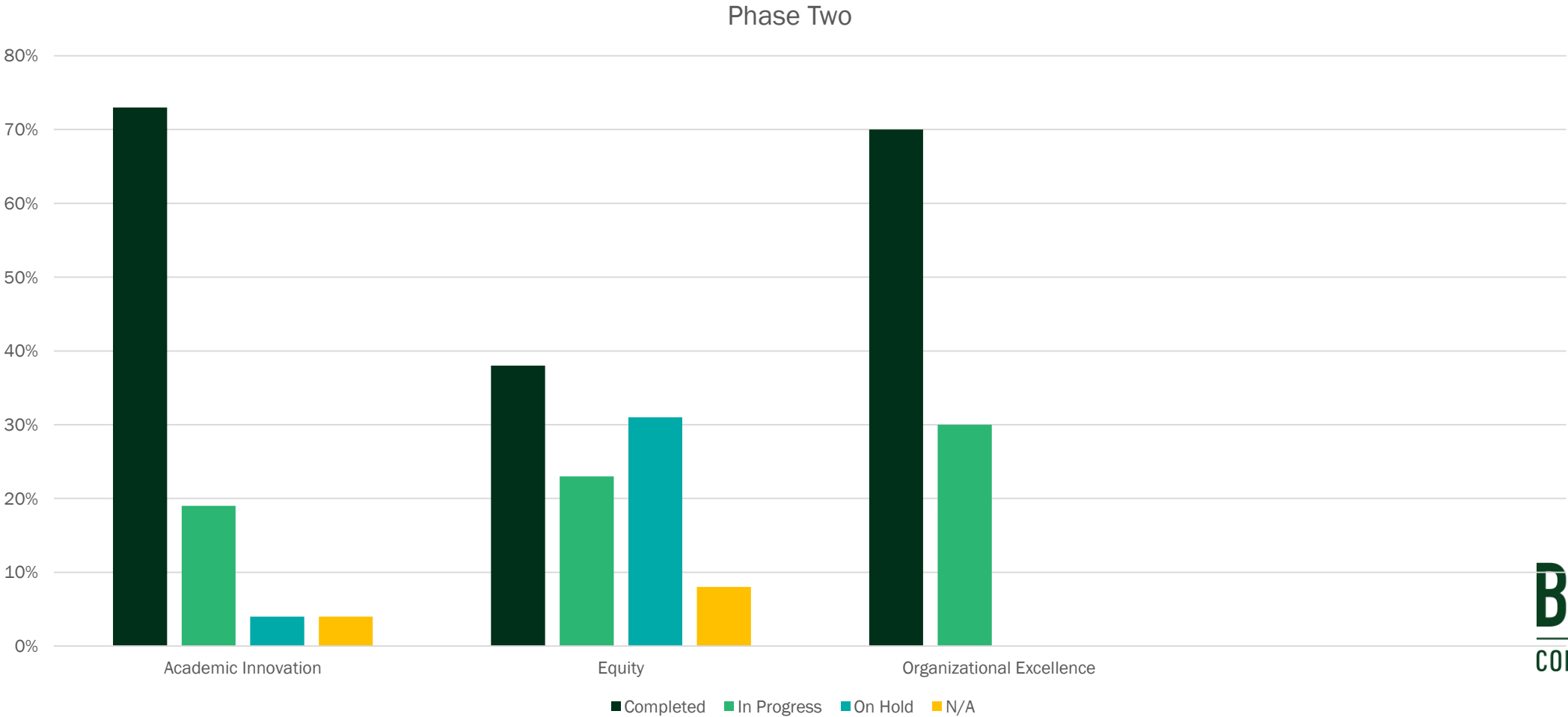
Completion Summary

	Completed	In Progress
Academic Innovation	67%	20%
Equity and Student Success	39%	22%
Organizational Excellence	70%	14%
Partnerships	74%	17%

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Completed

Academic Innovation

- **High Impact Practices** (Implementation plan, FYE, LC, Service-Learning)
- **Open Educational Resources** (Course markings, top courses identified, increasing adoption -13 faculty)
- **Professional Development** (HR portal, 18-month plan, equity trainings, LC workshops, Accessibility Academy)
- **Increase in adjunct engagement** – over 60% of active adjunct faculty

Equity and Student Success

- **Equity Statement** Defined
- **Lumina Grant** Participation
- **Affinity Groups**
- **Increase in OER**
- **Increase in DEI training**
- More intentional about **recruitment and retention of diverse candidates**
- **Social Justice Forums**
- **Parenting Mentoring Program**
- **Online Learning Orientation**
- Creation of **Success Center**

Organizational Excellence

- **Positive cultural impact** - PACE Survey Results (online community, breaking down silos and increasing transparency)
- **Core Values** embedded into onboarding process
- **Updated College Governance Model**
- Launched the **Grant Policy and Tracker** model for better tracking and monitoring of grants

Partnerships

- **Expanded our Early College/Dual enrollment** programs with a number of partners
- **Faculty training** to support EC/DU
- **ESOL/ESL pathways** – developed new materials, tracking methods and increased recruitment
- Conducted an **audit of transfer** – expanded programs, agreements more accessible, and created an active promotion calendar

In Process

Academic Innovation

- Online teaching surveys and dissemination of results
- Pro-active advising – awaiting adoption
- Implementation and communication plan for advising model
- New Faculty Resource Guide

Equity and Student Success

- Reviewing and defining stop-out points for students in enrollment process
- Develop a new streamlined process that removes barriers
- Collect data from affinity groups to make informed decisions
- Review and align our pedagogy to better support all student groups

Organizational Excellence

- Stewardship of foundation funds
- Alignment of funds to strategic needs
- Identify trends in donor intent and align with college need
- Define and communicate standards for computer use (students and employees)
- Tech support portals (students and employees)
- Define Digital Literacy Assessment Model
- Master Directory

Partnerships

- Define process to be used in new Dual Enrollment/Early College partnerships by partner – student orientation, onboarding pieces, faculty requirements, etc.

Year-Two Key Objectives - Enrollment

Strategic outreach/enrollment plan to targeted groups

Create a model for addressing the needs of adult learners

Strategic development of K-12 Partners – pathways for Early College programs

Corporate outreach plan to increase training partners and upscaling opportunities

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Year-Two Objectives - Retention

Intentional support services for minoritized student groups

Equity audit of all areas, starting with SSEM

Enact the new pro-active advising model

Define our onboarding process for new hires

Build a stronger online learner experience and community for our students

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Year-Two – Organizational Effectiveness

Mitigate risk - identified and creating a plan for top 5 risk areas

Create a more data driven organization

Align organizational resources with strategic goals

Declining Enrollment

Cybersecurity

Talent Management

Budgets allocated to top initiatives

Grant Tracker

Align fundraising with strategic goals

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How to Get Updates and Share Information

Updates available:

http://www.bristolcc.edu/about/presidentsoffice/strategicplan2024/

Performance Measurement Reporting System

https://www.mass.edu/datacenter/PMRS/bristol.asp

Share information:

1) Attend an Integrated Planning Council Meeting
2) Email or call April Lynch anytime (April.lynch@bristolcc.edu or x 2794)
3) Look for updates in *Bristol Weekly*

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QUESTIONS??