

*Transforming  
Bristol Community College*

*Strategic Plan*

*2009-2011*

*Approved by:  
Bristol Community College  
Board of Trustees*

*December 1, 2008*

**Bristol Community College**  
Strategic Plan  
FY 2009 – FY 2011

**Board of Trustees**

Jennifer Boulay '08, Fall River, *Student Trustee*

Zelma Braga, Fall River

Carl J. Cruz '69, New Bedford, *Vice Chair*

James T. Grady, Esq., Marion, *Secretary*

Jo-Anne Mello Hodgson, Dartmouth

Joseph A. Marshall '78, Fall River

Thomas Murray, C.P.A., Somerset

Arthur Paul '92, Somerset

Cynthia Rose '70, Dartmouth

Gloria Saddler '09, Fall River, *Student Trustee*

Ronald Schwartz, M.D., Tiverton, RI

Donald Smyth, Attleboro, *Chair*

**President's Council**

Tafa Awolaju, Vice President of Human Resources and Affirmative Action

Sally Cameron, Vice President of College Communications

David Feeney, Executive Vice President

Rhonda Gabovitch, Vice President of IR, Planning and Assessment

Sarah Garrett, J.D., Vice President of Academic Affairs/CAO

Steven Kenyon, Vice President of Administration and Finance

Elizabeth McCarthy, Acting Vice President of Resource Development

Steven Ozug, Vice President of Students and Enrollment Services

Jo-Ann Pelletier, Vice President of Information Technology Services

**Project Management**

John J. Sbrega, President

Rhonda M. Gabovitch, Vice President IR, Planning, and Assessment

# Table of Contents

Acknowledgements.....	1
Strategic Planning Committee .....	2
An Overview of the Process .....	3
Bristol Community College Mission .....	4
Vision Statement.....	4
Core Values.....	4
Strategic Planning Goals.....	5
Goal A: Engage Students, Faculty, and Staff in a Learning-Centered and Learner-Centered College .....	7
Goal B: Transform Support for Engagement.....	7
Goal C: Transform Opportunity.....	7

## **Acknowledgements**

Bristol Community College's Strategic Plan is the product of a two-year effort of the Strategic Planning Committee, several task forces, and the College Community.

The Board of Trustees, President Sbrega, and members of the Strategic Planning Committee deserve recognition for their continued support of the planning process, the result of which is a comprehensive three-year plan for the College.

The Strategic Planning Committee and its numerous task forces spent many hours conducting environmental analyses, developing a Strategic Planning Survey, and defining the goals and objectives of the 2009-2011 Strategic Plan.

**Strategic Planning Committee Members**  
Membership List Fall 2007-Spring 2008

Name	Representation	Term
Arruda, Janelle	College-wide Curriculum Committee	2010
Awolaju, Tafa	Human Resources	2009
Baptist, Janice	Division VI/CDE	2010
Cameron, Sally	College Communications	2009
Clark, Rodney	Enrollment Services	2009
Dixon, Karen, <i>Co-Chair</i>	Central Academic Administration	2009
Feeny, David	Executive Dean's Council	2009
Howell, Kathleen	Executive Dean's Council	2008
Kenyon, Steven	Administration/Finance	2009
Leonard, Cecil	Division III	2009
LePage, Gerald	Division V	2010
Lygren, Sandra, <i>Co-Chair</i>	Division I	2008
McCarthy, Elizabeth	Resource Development	2010
Morrell, Sarah	Central Academic Administration	2008
Ozug, Steve	Enrollment Services	2009
Pelletier, Jo-Ann	Information Technology Services	2009
Rezendes, Robert	Learning Resources	2009
Rodrigues, Kim	Student	2008
St. George, Debra	Division IV	2011
Wentworth, Phyllis	Division II	2010
Wholean, Bettina	Classified Staff	2008
	Satellite	2010

## **A living, transformational framework for the future: An Overview of the Process**

Bristol Community College's 2009-2011 Strategic Plan is a culmination of two years of data gathering, intensive discussion and broad participation both inside the College and with the external community. The plan reflects the College Community's commitment to strategically advance the mission, core values, and vision of our College, to assess our effectiveness in doing so, and to change to be more effective. On December 1, 2008, the Board of Trustees adopted the plan developed by the Strategic Planning Committee. Embracing a strategic theme of "Transformation," Bristol Community College embarks on a three-year journey guided by three, carefully defined main goals. These goals provide the framework for each department, division and program to develop realistic and meaningful objectives and benchmarks. The Strategic Planning Committee has designed this approach to empower each member of our community to become engaged in the transformation of Bristol Community College.

During the fall of 2006, with a desire to bring us together, look forward and build on our strengths, the current process began with an assessment of the College's status in meeting the goals of the 2004-2008 plan. Using input from key committees to identify issues, the Strategic Planning Committee next surveyed the College Community to identify goals that had been achieved, those that had not yet been accomplished and positive, but unanticipated, outcomes of working toward the goals.

During the 2007-2008 academic year, numerous and diverse approaches were used to scan and capture the perspectives and experiences of the various stakeholders that make up our community. To better understand the College Community, two surveys were conducted: the first identified three broad areas of focus, and the second honed in on strengths, opportunities, and challenges. Committee members also reached out to their constituencies and conducted either a SWOT (Strengths, Weaknesses, Opportunities, and Threats) or SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis, worked on numerous subcommittees and teams, led discussions, and reported back to the larger group. To better understand the larger external community, the Committee enlisted the aid of a consultant who conducted an online alumni survey, two focus groups, and numerous interviews of the external community, including trustees, employers, Workforce Investment Boards, PK-12 partners, higher education institutions, non-profit groups, and community-based organizations. In keeping with the Committee's dedication to open communication and transparency, the consultant also presented his summative findings to the College. Since "Student Success" is our highest priority, the Committee also reviewed critical information gleaned from the Community College Survey of Student Engagement (CCSSE) and the Noel-Levitz Student Satisfaction Inventory to better understand our students.

Throughout the process, the Committee's belief was that a strategic plan built upon a foundation of engagement, that then demands ongoing engagement from its stakeholders, can become a living, transformational framework for the future. An engaged college is a Learning-/Learner-Centered College that demands a systems approach, in which each member of the community realizes the interconnectedness of all we do. A change in one part of the system affects every part of the system, demanding thoughtful reflection and transparent, effective communication.

Such engagement and systems thinking are the foundation of the transformation that will make our vision of changing the lives of our learners and thereby the world a reality.

## **Bristol Community College Mission**

As a learning resource for education and workforce development in southeastern Massachusetts, Bristol Community College provides programs that nurture the region's economic health and well-being and enable individuals to make productive life choices. These programs are characterized by a strong foundation in liberal arts and sciences; an emphasis on practical, employment-oriented education in allied health, engineering and technology, and business; and workforce development from adult literacy to advanced technology skills. To serve a population rich in ethnic and linguistic diversity, and to address the education and training needs of an area whose economic base is shifting from unskilled manufacturing to high-skilled service and technology industries, the College offers comprehensive developmental education and adult literacy services in a learner-centered, supportive community. The College also develops active partnerships with business and industry, public schools, colleges and universities, and social service agencies to maintain relevance and effectiveness of all credit and noncredit programming.

## **Vision Statement**

Bristol Community College changes the world by changing lives, learner by learner

## **Core Values**

Bristol Community College supports the following Statement of Core Values as an expression of its shared beliefs and as a foundation on which to build student success and the practice of lifelong learning.

### Learning

- Foster commitment to lifelong learning and personal growth through general and career-specific education
- Place the needs of learners first
- Facilitate student success by reducing barriers to educational access
- Provide support services and a physical environment that foster student success

### Excellence

- Promote initiative, creativity, innovation, leadership, and outstanding performance in our educational programs and in student performance
- Practice the highest standards of teaching and learning
- Advocate and model teamwork, cooperation, and collaboration
- Improve institutional effectiveness through continuous assessment

### Integrity

- Provide an environment that fosters respect, fairness, responsibility, trust, and honesty
- Maintain a governance structure that encourages shared decision making, transparency, and collegiality
- Provide stewardship and accountability to all constituents

### Diversity

- Respond to the evolving educational needs of a diverse community
- Incorporate the diverse life experiences, achievements, and contributions of all members of our community into the college culture

### Community

- Support cultural enrichment and advance economic partnerships throughout our community
- Collaborate with regional, educational, health and social service, and business organizations to strengthen our community.

# **Transforming Bristol Community College**

## **Strategic Planning Goals**

**FY 2009 – FY 2011**

*Engage Students, Faculty, and Staff  
in a Learning-Centered  
and Learner-Centered College*

*Transform Support for Engagement*

*Transform Opportunity*

## **Why Engage Students, Faculty, and Staff in a Learning-Centered and Learner-Centered College?**

*A Learning-Centered and Learner-Centered College engages students, faculty and staff by providing stimulating and diverse experiences in the classroom, on the campus and in the community. It embraces those experiences that ensure high expectations, on-going and diverse collaborations, and relationships that increase learning and connectedness. By building and nurturing our community in this way, we help each individual achieve success and appreciate others. A Learning-Centered and Learner-Centered College recognizes that we are all, in fact, learners, that learning takes place in many environments – not only in the classroom – and that learning includes valuing the self, the other and the whole.*

*Embracing the vision of a Learning-Centered and Learner-Centered College ensures our core values. We further strengthen diversity and community by acknowledging that each of us is unique and integral to the whole. We foster learning, excellence, and integrity by maintaining high standards and measurable assessments, while supporting individuals through connections. The commitment to engage at this level compels us to bring together learners from all quarters to solve problems and create solutions through a systems approach.*

### **Why Transform Support for Engagement?**

*As a Community College, we are focused on the learner because we believe in our vision. It is through changing the lives of individuals that we can change the world. Whether mentoring the intellectual and personal growth of the individual, assisting workforce development, or nurturing the economic health and well-being of the region, the College recognizes that individual student success is the catalyst for, and foundation of, change. Student success requires dynamic and responsive systems that support the whole individual, and simultaneously, the system itself. Authentic and thorough engagement, then, requires transformed systems that support all learners at various stages of their development. We recognize that diverse programs, initiatives and campuses present their own unique needs requiring a range of customized supports, as well.*

*Employing best practices from the 20th century and embracing the possibilities of the 21st century, the College is committed to moving toward enhanced assessment of support systems and improved communication among our members. This strategic goal challenges us to develop models for success that support all members of the College Community and empower their engagement.*

### **Why Transform Opportunity?**

*As a resource for the Southcoast region of Massachusetts and beyond, Bristol Community College must keep pace with workforce needs and trends, community needs, preparation and transfer with PK-16, and student demographic shifts. Seeking local, state, federal and private funding sources is imperative if we are to be ready to meet our strategic goals and maintain our excellence. Yet, at the same time, and in order to honor our core values of integrity and community, it is crucial that decision making remain strategic, participatory and transparent.*

*Through purposeful connections with the PK-12 system in our region, new opportunities will be identified and existing opportunities will be strengthened and flourish. In a similar vein, opportunities abound among employers, agencies, government, and other institutions of higher education. Continuous inquiry and feedback with these varied external communities will aid in strategic resource allocation, as well as relevant partnerships, programming and services for our region and state. College representatives will work together with our constituents to raise visibility. This expanded but focused presence will ensure that learners and community members seek out BCC as their partner of choice for lifelong learning. Surrounded by seen and unseen opportunities, we are poised to “be” in the region, that is, be proactive, be resourceful, be relevant, and be a partner.*

*By transforming how we understand, seek and respond to opportunity, we create more opportunity.*

## **Goal A: Engage Students, Faculty, and Staff in a Learning-Centered and Learner-Centered College**

1. Engage learners by expanding and promoting meaningful learning, relationships, and transformation.
  - Engage students through community and college service.
  - Champion high expectations for student achievement.
  - Establish measurable assessment of student learning outcomes.
2. Provide more opportunities to develop a culture of engaged learning.
3. Enhance and expand our systems approach to broaden participation in the development of College initiatives.

## **Goal B: Transform Support for Engagement**

1. Develop, implement, and assess models for success that support all stages of student development for a holistic college experience.
2. Develop, implement, and assess models for success that support BCC's environments and cultures.
3. Develop, implement, and assess models for success that support all stages of faculty and staff development.
4. Develop both virtual and face-to-face social networking opportunities.
5. Enhance and expand our systems approach to support and communicate strategic allocation of resources.

## **Goal C: Transform Opportunity**

1. Make BCC the community's first choice for education, workforce development, and opportunity.
  - Increase community awareness and understanding of programs, services, and opportunities.
  - Create a liaison system to link the College with external constituencies.
2. Develop, implement, and assess PK-16 partnerships.
3. Develop a continuous inquiry and feedback process with our external communities.
4. Pursue broad funding sources and opportunities that align with strategic goals.
5. Enhance and expand our systems approach to make transparent the alignment of planning with strategic goals.