

Represents Department of Higher Education PRMS Metric	TBD	Represents data currently being compiled or in progress
Indicates COVID-19 response needed	N/A	Represents data that requires new benchmarks to be created

Strategic Plan - Action Plan

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.

Objective 1 : Align the existing culture of the organization with our core values.

Metric	Description	Baseline	Target	Target Date	Notes
PACE Survey Item: Core Values	Employees' satisfaction with PACE item, "Bristol's culture reflect sits core values of collaboration, inclusion, innovation, respect, student success, and communication."	Available at next survey administration	TBD	Spring 2021	This is a custom PACE item - Fall 2020
PACE Survey Climate Factor: Institutional Structure	Employees' average rating on Institutional Structure climate factor	3.40	3.45	Spring 2021	
PACE Survey Climate Factor: Student Focus	Employees' average rating on Institutional Structure climate factor	3.98	4.03	Spring 2021	
PACE Survey Climate Factor: Supervisory Relationships	Employees' average rating on Institutional Structure climate factor	3.85	3.90	Spring 2021	
PACE Survey Climate Factor: Teamwork	Employees' average rating on Institutional Structure climate factor	3.90	3.95	Spring 2021	

Action#	Action Step	Target Completion Date	Notes
1	Embed organizational values into onboarding processes	Fall 2021	
2	Create a detailed action plan to address biggest gaps revealed by PACE survey	Fall 2021	
3	Increase inclusiveness of college governance system to better define roles and responsibilities and include a policy communication process to increase inclusiveness and transparency	Fall 2021	
4	Create an employee recognition program that highlights exceptional demonstrations of the institutional values	Spring 2021	

5	Create a cross-functional directory tool that updates "who does what" at the college to foster better inter-department communication and support for staff, faculty and students	Spring 2021	
6	Conduct ongoing surveys and/or focus groups of students and update strategic plan action plans, as needed, to address biggest needs -	Fall 2021	

COVID-19 RESPONSE The college has developed an online and virtual onboarding process that embeds our organizational values.

Objective 2 : Increase digital literacy among all Bristol students.

Metric	Description	Baseline	Target	Target Date	Notes
Student Scores on Digital Literacy Scale	Students' average rating on survey item, "I am able to find, evaluate, and compose clear information through writing and other media on various digital platforms" or on a subscale measuring various aspects of digital literacy	N/A	TBD	Spring 2024	Target to reflect an increase of 3% over baseline value; this item would be included in a survey distributed to students

Action #	Action Step	Target Completion Date	Notes
1	Create an assessment model for measuring student's digital literacy. Use the student digital literacy scale as a guide for developing.	Spring 2021	
2	Assess students literacy scale at time of enrollment to identify gaps that exist and necessary training needed to ensure success	Fall 2021	
3	Provide training to students to increase their core digital literacy skills needed to successfully complete the course work based on their initial assessment scores.	Spring 2021	
4	Provide professional development for faculty on incorporating technology and digital literacy into their courses and programs	Spring 2021	
5	Embed digital literacy into general education competencies	Fall 2022	
6	Incorporate LMS training into orientation for students and faculty	Spring 2022	

COVID-19 RESPONSE During the pandemic, the college has been offering virtual digital literacy training through our library.

Objective 3: Increase efficiency and equity-mindedness through process improvements across the College.					
Metric	Description	Baseline	Target	Target Date	Notes
PACE Survey Item: Efficiency	Employees' satisfaction with PACE item, "Bristol's processes and procedures are efficient."	TBD	TBD	Spring 2021	This is a PACE custom item. Available in Fall 2020.
PACE Survey Item: Equity-mindedness	Employees' average rating on survey item, "The actions, communications, and decisions of Bristol's employees and students reflect a commitment to equity-mindedness."	TBD	TBD	Spring 2021	This is a PACE custom item. Available in Fall 2020.
Number of Process Reviews	Number of area process reviews conducted annually	0	2 areas per year	Spring 2021	Year one: Student Accounts and Financial Aid/Data Standards and IT; Year two: Enrollment Management and Proactive Advising; Year three: Academic Scheduling and Student Learning - build into CAS reviews
Action #	Action Step	Target Completion Date	Notes		
1	Identify methodology and schedule for conducting business process reviews, ensuring review is completed through an equity lens	Spring 2021	Include equity component into existing CAS Review		
2	Implement process improvement action plan based on process review	Fall 2021			
3	Develop and launch a professional development program for faculty and staff focused on equity-mindedness, including adjunct faculty and part-time staff	Fall 2021			
COVID-19 RESPONSE	All of our student support services have been switched to remote work and virtual formats. As COVID-19 continues to take a hold in our communities and puts a stronger burden on many of our minoritized student groups, we will continue to review and expand our services, policies and modalities with an equity lens to ensure that our students that are most in need get access to the support that they require, both academically and personally.				
Objective 4: Create a professional development program designed to build employees' competencies to foster growth and meet strategic objectives.					
Metric	Description	Baseline	Target	Target Date	Notes
PACE Survey Item: Performance	Employees' average rating on survey item, "This institution has been successful in positively motivating my performance."	3.50	3.60	Spring 2021	Target reflects an increase of .10

PACE Survey Item: Professional Development	Employees' average rating on survey item, "Professional development and training opportunities are available."	3.60	3.84	Spring 2021	Target is large 2-year colleges' mean from 2017 PACE Report
Number of Employees Attending Trainings	Number of employees attending training sessions offered by Bristol	N/A	10% increase annually	Spring 2022	unduplicated, disaggregate by training type
Action #	Action Step	Target Completion Date	Notes		
1	Complete an audit of all professional development and training opportunities currently offered by Bristol	Spring 2021			
2	Create and launch an annual Training and Development Plan that includes offerings based on employee needs assessment and competencies (technology and equity) needed to achieve strategic objectives	Spring 2021			
3	Implement a process for assessing employees' training and development needs and create annual plans to address those particular needs	Summer 2021			
4	Identify a mechanism for funding professional development and training opportunities for employees, aligning funding with strategic priorities	Spring 2021			
COVID-19 RESPONSE	Professional development has been provided in virtual and online formats. There has been an ongoing focus on providing training designed to build technology competencies, as well as increase equity-mindedness around online learning.				

Objective 5: Create a process where organizational resources are appropriately allocated to align strategic priorities while supporting and maximizing alternative sources of funding.					
Metric	Description	Baseline	Target	Target Date	Notes
Strategic Plan Funding	Percentage of Bristol's annual budget allocated to Strategic Plan action plans	N/A	TBD	Spring 2022	Need to determine a process and criteria for classifying funds as being "allocated to Strategic Plan actions plans"
PACE Survey Item: Budgeting	Employees' average rating on survey item, "Bristol prioritizes the Strategic Plan in its budget decisions."	Available at next survey administration	TBD	Spring 2022?	Target to reflect an increase of .10; this would be a customized item included in the next PACE Survey
PACE Survey Item: Sources of Funding	Employees' average rating on survey item, "Bristol is innovative in seeking various sources of funding."	Available at next survey administration	TBD	Spring 2022?	Target to reflect an increase of .10; this would be a customized item included in the next PACE Survey
Number of Funding Sources	Number of sources providing funding to Bristol Community College	N/A	TBD	Spring 2022	Funding sources to include tuition/fees, state funding, private grants/donations, Federal grants, and more. Further refinement of how to define "source" is needed Identify by type and focus
Resource Allocation (DHE Fiscal Stewardship Metric)	Expenditures on student instruction and support per \$1 on institutional support	\$5.14	\$5.68	Spring 2024	
Action #	Action Step	Target Completion Date	Notes		
1	Review current budgeting process and consider refining the process to emphasize allocation of resources to strategic priorities	Spring 2021			
2	Conduct a comprehensive program review to ensure institutional funds are being allocated strategically considering risk, equity lens, etc.	Fall 2021			
3	Create a task force to identify and make recommendations for seeking alternative sources of funding	Spring 2021			
4	Use Enterprise management framework to allocate resources to the highest risk areas, those without sufficient or undocumented policies	Fall 2021			
5	Develop and implement an action plan to increase funding from private donations, including alumni	Fall 2021			
COVID-19 RESPONSE	The college has been actively fundraising to assist students with basic needs support who have been adversely affected by the pandemic. Over \$1190,000 has been raised to help students with basic needs such as food, housing, technology, etc.				