BRISTOL
COMMUNITY COLLEGE

	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 #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.*

Objective1 : Increase post-secondary educational attainment in Bristol County over four years.

Metric	Description	Baseline	Target	Target Date	Notes
Six-Year Comprehensive Student Success (VFA Model; DHE Student Success & Completion Metric)	Percentage of students who graduated, transferred, attained 30 credits and/or remain enrolled within six years after enrolling at Bristol as either a first-time or transfer student	65% (per DHE website)	70%	Spring 2024	Target reflects highest value of MA community college peers (North Shore)
Bristol County (MA) Educational Attainment	Percentage of some college, associate degree, or higher in Bristol County (MA)	55%	67%	Spring 2024	Target is overall rate for Massachusetts (source: American Community Survey from U.S. Census Bureau: censusreporter.org/profiles/05000US25005-bristol-county-ma/)
Certificate attainment Black/African American 25-64	Increase certificates among Black 25 to 64 year olds in our region.	TBD	2.8% per year		
Assoc. degree attainment among Blacks/African Americans 25-64	Increase associate degrees among Black 25 to 64 year olds in our region.	TBD	2% per year		
Certificate attainments LatinX 25-64	Increase certificates among LatinX 25 to 64 year olds in our region.	TBD	2.8% year		
Assoc. Degree attainment of LatinX 25-64	Increase associate degrees among LatinX 25 to 64 year olds in our region.	TBD	2% per year		

Action#	Action Step	Target Completion Date	Notes
1	Create a task force to identify innovative ways of reaching more individuals in Bristol County	2020-2024	Will coordinate with the adult learner group

2	Develop and implement a student recruitment plan specifically targeting adult learners	Spring 2021	
3	Enhance marketing in Bristol County to communicate the value of a Bristol education	Fall 2021	
4	Strengthen partnerships with community-based organizations to identify underrepresented student populations	2020-2024	

Objective 2 : Increase the number of students enrolling at Bristol through non-traditional pathways.

Metric	Description	Baseline	Target	Target Date	Notes
Non-credit enrollments	Number of unduplicated students enrolled in non-credit offerings annually	6,368	6,432	Spring 2022	Target to reflect an increase of 1% over baseline value
Early College enrollments	Number of unduplicated students enrolled in Early College annually	N/A	TBD	Spring 2024	Early college begins in Fall 2020
Dual Enrollment	Number of unduplicated students enrolled in dual enrollment	363	378	Spring 2022	Target to reflect an increase of 4% over baseline value
Economic and Business Development Students	Number of unduplicated students enrolled in economic and business development courses annually	820	830	Spring 2024	Target to reflect an increase of 1% over baseline value

Action #	Action Step	Target Completion Date	Notes
1	Develop a plan to align non-credit offerings with local industry and community needs, adjusting offerings as needed pathways	2020-2024	
2	Expand Early College opportunities at Bristol by expanding our reach through course offerings and certificate programs into area high schools	Fall 2021	
3	Work with community-based organizations to recruit and enroll more students into ESL and ESOL programs	2020-2024	
4	Review and streamline the enrollment and onboarding processes for ESOL and ESL students	Fall 2021	

COVID-19 RESPONSE	The college launched a new non-credit course delivery system this summer and offered a free professional development series to enable the community to develop new skills and prepare for re-entering the workforce.

Objective 3: Strengthen existing industry and community partnerships and align offerings with local needs.					
Metric	**Description**	**Baseline**	**Target**	**Target Date**	Notes
Degree production in fields associated with high-demand occupations--management/sales (DHE workforce alignment & development metric)	Proportion of degrees and certificates awarded each year that are in fields associated with high-demand occupations (management/sales & related)	57% (per DHE website)	60%	Spring 2024	Target to reflect an increase of 3%; no benchmark data available from DHE website
Degree production in fields associated with high-demand occupations--healthcare practitioners and technical (DHE workforce alignment & development metric)	Proportion of degrees and certificates awarded each year that are in fields associated with high-demand occupations (healthcare practitioners and technical)	13% (per DHE website)	16%	Spring 2024	Target to reflect an increase of 3%; no benchmark data available from DHE website
Degree production in fields associated with high-demand occupations--computer & mathematical (DHE workforce alignment & development metric)	Proportion of degrees and certificates awarded each year that are in fields associated with high-demand occupations (computer and math)	3% (per DHE website)	6%	Spring 2024	Target to reflect an increase of 3%; no benchmark data available from DHE website

Action #	**Action Step**	**Target Completion Date**	**Notes**
1	Conduct an audit to identify and compile information on all institutional partnerships with industry and community organizations	Spring 2021	
2	Implement a process and system for documenting and utilizing external partner information	Spring 2021	
3	Evaluate current advisory committee structure and processes	Fall 2021	
4	Conduct comprehensive program review to include stackable credentials for all credit and non-credit offerings, making adjustments to align with high-demand fields as needed	Fall 2021	
5	Create, identify and communicate clearer pathways from education to work or work to education	2020-2024	

6	Conduct an audit to identify how Bristol's credit and non-credit programs align with the Southeastern Regional Workforce Skill Planning Blueprint with particular attention paid to the LatinX and other non-English speaking populations	Fall 2021	

Objective 4: Increase transfer rate of students to four-year institutions.

Metric	Description	Baseline	Target	Target Date	Notes
Three-year transfer rate	Percentage of first-time, full-time, degree-seeking students in fall cohort who transfer within three years.	11%	16%	Spring 2024	Target reflects an increase of 5%; baseline value from 2019 IPEDS Data Feedback Report
MA transfer rate	Number of students who transfer through the MA transfer program per year	TBD	TBD	Spring 2024	In Progress
Number of articulation agreements with universities	Number of articulation agreements that Bristol has with universities.	N/A	TBD	Spring 2024	

Action #	Action Step	Target Completion Date	Notes
1	Implement a plan to transition students in General Studies into Pathways that align with their skills and interests	Spring 2021	
2	Complete an audit of all articulation agreements and provide updated information to faculty to review during program reviews	Spring 2021	
3	Review the process associated with transfer pathways and communicate available transfer pathways for all students seeking a bachelor's degree	Spring 2021	
4	Develop a plan for communicating with students about transfer options, pathways and articulation agreements	Fall 2021	

COVID-19 RESPONSE	The college has provided virtual transfer services to students. In addition, it has purchased software to enable us to provide digital transcripts to students.