



STRATEGIC PLANNING PROCESS

Over the 2013-2014 academic year, BCC embarked on a comprehensive process to develop a new strategic plan entitled: *Achieving Excellence, Transforming Lives*. The plan was developed through the involvement of a broad group of institutional constituencies including faculty, staff, students, and the community at large. BCC engaged consultants to guide the college through the process. The Strategic Planning Co-Chairs led a planning committee of nearly 34 individuals from all areas of the college. Each of the committee members played an active role in the plan's development.

The planning process consisted of four phases: organization, environmental scanning, planning, and consensus building leading to final approval of the plan. The environmental scanning phase involved examining the region, higher education, and the institution, which was complemented by eight listening sessions with business, industry, education, non-profits, local legislators as well as eleven internal focus groups with faculty, staff, and students, the Board of Trustees, and the BCC Foundation Board members, alumni, and others.

The planning phase also involved an extensive review of BCC's mission, vision and values. As a result, a small task force reviewed the mission and values and made some minor refinements to the language. In addition, the planning committee worked to identify key initiatives to be taken over the next five years based on impressions developed through the environmental scanning process. Committee Members generated over 85 potential initiatives that were tested against the BCC mission and vision as well as the Board of Higher Education's Vision Goals, vetted and honed to those which were ultimately incorporated into the plan and aligned with resources and intended outcomes.

The draft plan was vetted by the college community. Over 150 faculty, staff and students participated in this process through fourteen (14) separate divisional and department meetings, resulting in significant changes which were incorporated into the document. At the final meeting for the year, the members of the Strategic Planning Committee approved the final revisions to the plan as well as an implementation process designed to promote cross-component collaboration and college-wide engagement. The plan was presented to BCC's Board of Trustees for formal approval at its May meeting.

The plan encompasses the following five Strategic Directions: 1) Engaged Learning; 2) Student Achievement; 3) Improved Infrastructure; 4) Advancing the Institution; and 5) Collaborative Partnerships. Now in the second year of the Implementation Phase, each of the Strategic Directions has a cross-divisional Task Force with two Co-Chairs who are responsible for establishing priorities and developing an annual action plan. The Co-Chairs, along with members of our Executive Council and representatives from Finance, Institutional Research, and Human Resources comprise the Implementation Coordinating Committee. This leadership committee is responsible for reviewing action plans and strategic activities throughout the year. They also work to balance budget priorities with strategic initiatives. In order to engage the creative spirit of the college community, we have instituted an "incubator" to provide opportunities for teams of faculty and staff to propose innovations for funding that will propel the institution forward, while aligning with key strategic priorities.

BERKSHIRE COMMUNITY COLLEGE

STRATEGIC PLAN 2014-2019: ACHIEVING EXCELLENCE—TRANSFORMING LIVES

Engaged Learning	Student Achievement	Improved Infrastructure	Advancing the Institution	Collaborative Partnerships
<p align="center"><u>Strategic Goal</u></p> <p>To promote a dynamic, diverse environment that prepares students for the 21st century, encourages innovation, incorporates leading technology, and utilizes best practices to promote academic excellence.</p>	<p align="center"><u>Strategic Goal</u></p> <p>To construct an integrated enrollment and student support system that increases access, fosters student development, leads to increased retention and persistence, shortens time-to-credential, and improves graduation rates.</p>	<p align="center"><u>Strategic Goal</u></p> <p>To embark on major infrastructure improvements that use sustainable practices to modernize facilities, integrate advanced technologies, improve access, and create engaged learning spaces.</p>	<p align="center"><u>Strategic Goal</u></p> <p>To design and implement a multipronged framework that ensures accountability, emphasizes diversity, broadens public awareness and support, and solidifies BCC's role in the region's growth and development.</p>	<p align="center"><u>Strategic Goal</u></p> <p>To strengthen relationships with high schools, colleges, community organizations, business, and industry to provide experiential learning, seamless transfer, and career opportunities for students.</p>
<p align="center"><u>Key Strategies</u></p> <ul style="list-style-type: none"> • Strengthen liberal arts requirements ensuring students have interdisciplinary knowledge, information literacy, civic learning, career awareness, and collaborative skills. • Strengthen the developmental, ESL, GED programs to include acceleration, modular approaches, contextualization, and connection to college pathways. • Clarify pathways that help students proceed to their educational and career goals. • Build stackable credentials, including noncredit to credit and certificate to degree in coordination with business and industry trends. • Increase access by expanding online, hybrid, and offsite courses; enhancing flexible scheduling; and awarding prior learning credit. • Strengthen regular review of programs that uses internal assessment data with external input from advisory boards, and national and local needs assessment as appropriate. • Create a personnel plan that ties new positions to key strategic initiatives and budget priorities. • Expand professional development for all faculty and staff. 	<p align="center"><u>Key Strategies</u></p> <ul style="list-style-type: none"> • Design, implement, and assess a comprehensive enrollment plan with specific milestones; recruitment, admission, and assessment strategies; and targeted marketing. • Establish a first-year experience program that incorporates academic success strategies, educational and career planning, and diversity awareness. • Develop a proactive advising and mentoring system with dynamic monitoring, academic alerts, and timely interventions leading to improved retention. • Experiment with alternative course scheduling option to improve access and reduce time-to-credential. • Review graduation requirements to promote student success and degree completion. 	<p align="center"><u>Key Strategies</u></p> <ul style="list-style-type: none"> • Update the Master Facilities Plan and complete renovations with a clear operational timeline and framework to minimize disruption. • Create a tactical plan for deferred maintenance, pavement reconstruction, and improved student spaces. • Integrate technology planning to upgrade infrastructure and expand mobile functionality to support academics, student services, administration systems, and community partnerships. • Devise a plan for offsite locations and transportation options based on enrollment data, trend analyses, and regional planning. • Increase the effectiveness of service delivery and the efficiency of business practices by maximizing the use of technology. 	<p align="center"><u>Key Strategies</u></p> <ul style="list-style-type: none"> • Create a fresh branding, marketing, and messaging campaign through multiple communication and delivery channels. • Expand institutional support through targeted fundraising, capital campaigns, expanded alumni relations, and community involvement. • Strengthen and broaden research and assessment to provide data for informed decision making and documentation for institutional effectiveness through technology applications and analysis. • Emphasize diversity as a campus priority through a multifaceted initiative involving the College community. • Evaluate and restructure the institutional organization to streamline functions, produce efficiencies, and contribute to institutional advancement. • Preserve and enhance financial strength as a fundamental necessity. 	<p align="center"><u>Key Strategies</u></p> <ul style="list-style-type: none"> • Develop cross-curricular partnerships that link workforce development with academic programs, creating opportunities for internships, and employment through direct links with employers. • Expand opportunities for service learning and civic engagement in collaboration with regional agencies and organizations. • Deepen relationships and connections with high schools through early advising strategies, dual enrollment, and outreach to families. • Increase articulations with colleges and universities through expanded transfer agreements and joint collaborations. • Establish an entrepreneurship initiative that contributes to economic development, providing space and consultation for small business development, product generation, and presentation and business development skills. • Streamline business processes to encourage, promote, and coordinate partnership development and expansion.
<p align="center"><u>Strategic Outcome</u></p> <p>By 2019, BCC will have a transformed curricular framework that increases access, advances innovation, promotes degree completion, and effects data-driven change.</p>	<p align="center"><u>Strategic Outcome</u></p> <p>By 2019, BCC will have developed a systemic approach to enrollment management, improved persistence and retention, and increased degree completion.</p>	<p align="center"><u>Strategic Outcome</u></p> <p>By 2019, BCC will have undergone a major infrastructure transformation that enhances the BCC experience for students, faculty, staff, and the community.</p>	<p align="center"><u>Strategic Outcome</u></p> <p>By 2019, BCC will employ more comprehensive and collaborative advancement strategies in marketing, assessment, re-search, and resource development to support strategic initiatives and strengthen the institution.</p>	<p align="center"><u>Strategic Outcome</u></p> <p>By 2019, BCC will be better positioned as a key partner in regional development through advancing educational, cultural, and training opportunities, contributing to regional growth and prosperity.</p>