

Strategic Plan Update 3/29/17

This document shows the work accomplished by the [Strategic Plan Update Steering Committee and Task Force](#). Additional information about this work can be found in the [Strategic Plan Update section](#) of the Designing Our Future webpage.

Definitions:

Core theme indicators (CTIs): these measures are associated with the college's core themes and are [required by our regional accreditor](#). They are measured over time to show trends and establish success on an institutional level. Many core theme indicators are linked to specific priority initiatives and help to determine whether progress is being made on the Strategic Plan.

Responsibility leader: every indicator in the Strategic Plan is linked to one of the nine major areas of the college: Instruction, Administrative Services, Student Services, Equity and Pluralism, Effectiveness and Strategic Planning, Institutional Advancement, Human Resources, Economic and Workforce Development or Information Technology Services. Although many indicators will be addressed by individuals from multiple areas, the responsibility leader takes primary accountability for tracking progress and monitoring actions associated with the indicator.

Plan indicators: these measures are linked to specific priority initiatives. They may change frequently depending on the status of the initiatives. Plan indicators should include the responsibility leader and timelines.

Actions: these are activities used to fulfill priority initiatives. Actions should include leaders and timelines. Most initiatives will require many actions by one or more leaders.

Additional plan indicators and actions: this version of the Strategic Plan aligns priority initiatives with relevant core theme indicators. In some cases, there are no relevant CTIs or there are insufficient plan indicators and actions to indicate roles, crucial next steps, and timelines. These will need to be supplied by vice presidents or addressed in operational plans.

Student Success

BC supports the success of all students in meeting their educational goals through its commitments to open access learning; to offer a portfolio of appropriate and well-chosen educational programs, services, and activities; and to its ongoing attention to student persistence and educational attainment.

Key concepts: access, persistence, completions, success initiatives, demographics.

- A. Develop and implement a strategic enrollment management plan that promotes the success of all student populations. (NEW)

How we're measuring success:

- [State FTE allocations are met or exceeded.](#)(CTI 1.1.1)
- [BC operates as an open access institution by admitting all eligible applicants based on Policy 2200.](#) (CTI 1.1.4)
- Additional plan indicators and actions.

- B. Maintain an organized and efficient environment where students are able to set and meet their goals. (SP 1.1)

How we're measuring success:

- [BC offers sufficient programs, degrees, and modalities to meet the educational needs of the communities in East King County.](#) (CTI 1.1.2)
- [Courses offered meet student needs for mission areas and course delivery methods](#) (CTI 1.1.3)
- [BC provides a range of credit and non-credit programs.](#)(CTI 1.2.1)
- [Academic support meets or exceeds professional standards.](#) (CTI 1.2.3)
- [Students perform well academically during their first term.](#) (CTI 1.3.1)
- Additional plan indicators and actions.

- C. Offer equitable opportunities: affordability; programs to support success and retention for all student populations; and efforts to close the gap. (SP 3.1)

How we're measuring success:

- [Programs are relevant for multiple populations](#) (CTI 1.2.2)
- [Students from various demographic groups succeed at comparable rates](#) (CTI 1.3.5)
- Additional plan indicators and actions.

- D. Provide equitable services through universal design, accessible facilities, and multi-lingual communication. (3.2)

How we're measuring success:

- [Learning and working environments are accessible for all students and employees.](#) (CTI 3.1.4).
- Additional plan indicators and actions (e.g. success of students with disabilities).

- E. Adopt data-informed strategies to increase persistence and completion. (NEW)

How we're measuring success:

- [Students demonstrate persistence in higher education.](#) (CTI 1.3.2)
- [Credential-seeking students earn a BC award or transfer within six years.](#) (CTI 1.3.4)
- Additional plan actions and indicators (e.g. ATD, guided pathways).

- F. Promote efficient transitions throughout the pre-K-20 education continuum. (NEW)

How we're measuring success:

- [BC improves services to students through productive coordination with K-12 school districts](#) (CTI 1.2.4)
- [Students are prepared to transition successfully from basic and transitional studies \(BATS\) to college-level courses](#) (CTI 1.3.3)
- [Transfer programs align with transfer requirements for receiving institutions.](#) (CTI 2.1.3)
- Additional plan indicators and actions.

Teaching and Learning Excellence

BC prepares and enables excellence in teaching and learning through its commitments to ensure relevance, responsiveness, and inclusiveness of curriculum; to maintain an effective teaching environment by supporting the teaching and professional achievement of all faculty; to provide for the accessibility of quality learning support services; and to monitor the academic and professional success of all students.

Key concepts: curriculum, program design, faculty professional development, learning outcomes assessment.

- A. Forge leadership and participation in new initiatives, certificates, and degrees that meet the needs of the region such as expanded baccalaureate programs. (SP 1.2)

How we're measuring success:

- [Programs are reviewed and revised on a regular basis by faculty members.](#) (CTI 2.1.1)
- [Students completing professional-technical programs are well-prepared for employment.](#) (CTI 2.2.5)
- Additional plan indicators and actions (e.g. STEM focus).

- B. Participate in regional, state-wide, national, and international conversations about the future of higher education. (SP 1.3)

How we're measuring success:

- Plan indicators and actions require development (e.g. collect data on TedX and other BC-hosted events, conference presentations, publications).

- C. Continue to grow a diverse portfolio of non-traditional learning and credentialing models. (SP 1.5)

How we're measuring success:

- Plan indicators and actions require development (e.g. reverse transfer).

- D. Incorporate undergraduate research and experiential learning into the curriculum. (SP 1.4)

How we're measuring success:

- [Students are provided with high impact hands-on learning experiences.](#) (PI 2.D)
- Additional plan indicators and actions.

- E. Incorporate personal effectiveness—communication, team-building, and leadership—skills throughout the curriculum. (SP 2.3)

How we're measuring success:

- Plan indicators and actions require development.

- F. Prepare students to succeed in an interconnected and interdependent world through interdisciplinary learning, focused on economic, social, and environmental sustainability. (SP 2.2)

How we're measuring success:

- Plan indicators and actions require development.

- G. Foster disciplinary and pedagogical currency and innovation through faculty professional development. (NEW)

How we're measuring success:

- [Faculty members are evaluated by students, peers, and academic deans.](#) (CTI 2.2.2)
- Additional plan actions and indicators (e.g. interdisciplinary best practices, participation in professional development activities).

College Life and Culture

BC values a learning and working environment through its commitments to support a campus environment that is diverse, inclusive, open, safe, and accessible; to model a college community that affirms and embodies pluralism and values collaboration and shared decision making; and to honor and practice sustainability, creativity and innovation.

Key concepts: Equitable practices, decision-making, efficiency, quality of work life, safety.

- A. Integrate social justice into everyday college operations, providing an equitable environment of non-discrimination, universal design, and accessibility. (SP 3.2)

How we're measuring success:

- [Faculty and staff demographics reflect the ethnic, racial, and cultural makeup of the service area.](#) (CTI 3.1.1)
- [BC uses equitable employee search and hiring practices.](#) (CTI 3.1.2)
- [BC facilities meet or exceed state and federal regulations.](#) (CTI 3.1.3)
- [Learning and working environments are accessible for all students and employees.](#) (CTI 3.1.4)
- Additional plan indicators and actions (e.g. accommodations for students and employees).

- B. Support the revised governance system and improve operational decision-making structures. (SP 5.1)

How we're measuring success:

- Plan actions and indicators require development.

- C. Create uniform and efficient processes based on higher education best practices (SP 5.2), including areas such as sustainable planning and change management (5.4 / 5.6), onboarding and ongoing training, emergency preparedness, and succession planning. (6.4)

How we're measuring success:

- [BC prepares appropriately for accidents, natural disasters, and other emergencies.](#) (3.2.2)
- [BC meets or exceeds sustainability goals.](#) (CTI 3.3.1)
- [Sustainability considerations influence business processes and services appropriately.](#) (3.3.2)
- Additional plan actions and indicators (e.g. onboarding training, document management tools).

- D. Improve the systems for sharing information. (5.3)

How we're measuring success:

- Plan actions and indicators require development.

- E. Be the region’s college of choice for employment—providing employees with an engaging climate, competitive compensation, and shared value system. (SP 6.1)

How we’re measuring success:

- [Students and employees feel safe on campus.](#) (CTI 3.2.1)
- [Employees express satisfaction in their work.](#) (CTI 3.4.1)
- [BC retains employees.](#) (CTI 3.4.3)
- Additional plan actions and indicators.

- F. Support professional development, advancement, work-life balance, and wellness for all employees. (SP 6.2, 6.3)

How we’re measuring success:

- [Classified employees utilize their annual 40 hours of contractually-negotiated time for voluntary college-sponsored training and community-building activities.](#) (CTI 3.4.2)
- Additional plan indicators and actions (e.g. professional development for all employee groups, participation in wellness activities).

- G. Mitigate inequities experienced by part-time faculty and staff. (SP 3.3)

How we’re measuring success:

Plan actions and indicators require development.

Community Engagement and Enrichment

BC strives to be a leader and partner in building a strong and vibrant region through its commitments to collaborate with businesses, industries, local school districts, primary transfer institutions, alumni, donors, and governmental and social services organizations to develop and refine educational programs that prepare individuals for academic success, employment, and lifelong learning; and to provide programs and space for use by the community at large.

Key concepts: Continuing education, funding, community partnerships, alumni engagement, and college identity.

- A. Develop an educational atmosphere that creates lifelong learning experiences for an informed and engaged citizenship. (SP 2.1)

How we’re measuring success:

- [BC provides lifelong learning opportunities to the community.](#) (CTI 4.2.2)
- BC contributes to the cultural life of the region.(CTI 4.2.6)
- Additional plan actions and indicators.

- B. Forge strong relationships with community partners—employers, pre-K-12, higher education institutions, community organizations, service groups, businesses, neighbors—to build and sustain relevant programs. (SP 4.1)

How we're measuring success:

- [BC involves business and industry, community partners, and transfer institutions to provide feedback on programs and services that benefit the community.](#) (CTI 4.1.1)
- [BC provides contract and customized training for regional business and industry needs.](#) (CTI 4.1.2)
- [BC collaborates with other educational institutions, social service agencies, businesses, and local governments.](#) (CTI 4.2.1)
- [BC provides economic value to the region.](#) (CTI 4.2.3)
- Additional plan actions and indicators (e.g. community partner connections).

- C. Communicate our identity. (SP 4.2)

How we're measuring success:

- [BC maintains a positive media presence.](#) (CTI 4.2.7)
- Additional plan actions and indicators.

- D. Develop and implement a process to listen carefully and respond to community and regional needs. (SP 4.3)

How we're measuring success:

- Plan actions and indicators require development (e.g. Implement contact resource management [CRM] system).

- E. Develop a broad network of engaged alumni. (SP 4.4)

How we're measuring success:

- [BC alumni engage in the Alumni Association.](#) (CTI 4.2.5)
- Additional plan actions and indicators.

- F. Pursue funding opportunities to mitigate decreased state support. (SP 5.5)

How we're measuring success:

- [BC fundraising supports college initiatives and student success.](#) (CTI 4.2.4)