



BEVILL STATE Community College

Fayette | Hamilton | Jasper | Sumiton | Carrollton



STRATEGIC PLAN 2017 - 2020

FUTURE MADE VISIBLE

BEVILL STATE Community College

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MISSION

Bevill State Community College is an accredited, learning-centered institution dedicated to student success by providing quality educational and training opportunities that enrich lives intellectually, economically, and culturally.

VISION

Bevill State Community College will set the standard of excellence for education, workforce training, partnerships, and economic development.

VALUES

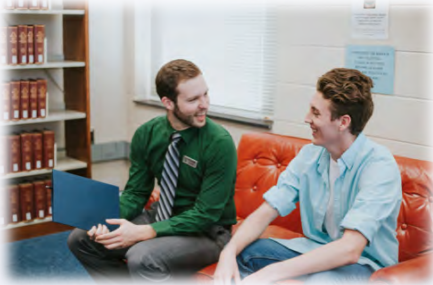
- Acknowledging the dignity, self-worth, and uniqueness of each individual.
- Providing service for our students and the community.
- Fostering a culture of integrity.
- Demonstrating accountability in all actions, obligations, and duties.
- Developing leadership by example.
- Facilitating collaboration among all stakeholders.
- Promoting diversity.
- Instilling an ethic of professionalism.
- Striving for excellence in all endeavors.

BSCC Strategic Plan 2017-2020



GOAL 1: DEVELOP ONE-STOP CENTERS ON ALL BSCC CAMPUSES

The one-stop centers will co-locate student services (financial aid, admissions, and records), testing, advising, business office, ADA, etc. The intent is to reinvent the student experience in a way to drive stronger student enrollments, retention, and completion.



Action Item 1.1 – Analyze services that provide an integrated, holistic approach to improving administrative functions for students.

Strategy 1.1.A – Research best practices of essential services provided in one-stop centers.

Strategy 1.1.B – Visit one-stop centers at nearby community colleges to determine functionality, layout, and personnel needed in the one-stop centers.

Strategy 1.1.C – Evaluate current student advising model and modify existing structure to operate in one-stop centers.

Action Item 1.2 – Design and implement effective one-stop centers that best fit the needs of students and the physical space on each campus.

Strategy 1.2.A – Secure funding to establish one-stop centers on each campus.

Strategy 1.2.B – Execute a request for proposal to select the design professional / architect.

Strategy 1.2.C – Finalize design layout for one-stops that meet the needs of the College.

Strategy 1.2.D – Construct or renovate areas to create one-stop centers.

Action Item 1.3 – Cross train one-stop center employees to provide comprehensive, convenient, student-centered support from enrollment to completion.

Strategy 1.3.A – Streamline administrative processes that improve customer service and promote student satisfaction of services.

Strategy 1.3.B - Provide cross-training professional development to one-stop center employees.

Action Item 1.4 – Create learning resource centers to complement One Stop Centers, focused on retention & completion.

Strategy 1.4.A –Establish a college-wide, systematic approach to tutoring, learning, and support services.



GOAL 2: RE-IMAGINE DEVELOPMENTAL EDUCATION

Based on compelling nationwide evidence, BSCC will move toward fast-tracking developmental education so students do not waste time, motivation, and financial aid by enrolling in unneeded developmental courses. Targeted academic support for students in developmental courses will be determined through placement test scores prior to enrollment in credit-bearing courses.

Action Item 2.1 - Deploy the use of Success Coaches / Navigators as a resource for students who place in two or more developmental courses.

Strategy 2.1.A – Determine the number of students on each campus that place in two or more developmental courses, as well as, the number of students enrolled in one developmental course who may need additional support.

Strategy 2.1.B – Develop a skill set for Success Coaches / Navigators to meet the needs of developmental education students on all campuses, and offer training to Success Coaches / Navigators to manage the day-to-day functions of providing support to developmental education students.

Action Item 2.2 – Design and implement educational pathways to identify a clear plan for students and Success Coach / Navigator to follow.

Strategy 2.2.A – Create and internally publish developmental map with a set of curriculum maps for students who place in two or more developmental courses.

Strategy 2.2.B – Based on curriculum maps that are established by the joint discipline sub-committee, develop course schedules which accommodate developmental education students.

Action Item 2.3 - Re-design the physical space of developmental education classrooms to enhance student learning and engagement.

Strategy 2.3.A – Assess current physical resources in each classroom where developmental education courses are taught.

Strategy 2.3.B – Research best practices for developmental education classrooms and explore architectural design elements that could be implemented at the College.

Strategy 2.3.C – Develop a list of essential components / resources that should be available in developmental education classrooms.

Strategy 2.3.D – Designate specific classrooms on each campus for developmental instruction and implement necessary changes to existing equipment and furniture that are conducive to student learning and engagement.

Action Item 2.4 – Enhance tutorial offerings for developmental students on all campuses.

Strategy 2.4.A – Assess tutorial resources and labs that are available on each campus including adult education, federal programs, and academic tutoring programs.

Strategy 2.4.B - Develop and implement Accuplacer prep class for students prior to initial placement testing.

Strategy 2.4.C – Integrate tutoring into developmental education course curriculum and course grading system.

Action Item 2.5 – Provide faculty professional development activities specifically targeting developmental education.

Strategy 2.5.A – Determine relevant topics related to developmental education for professional development activities such as attendance management, student learning styles, self-paced instruction, and low stake assessments.

Strategy 2.5.B – Offer faculty professional development opportunities related to developmental education at least once each semester.

Strategy 2.5.C – Create a developmental education handbook for faculty that provides best practices, policies, etc. used to enhance student achievement.



GOAL 3: STRATEGIC ENROLLMENT MANAGEMENT

The College will implement a comprehensive approach to enrollment management that will engage and hold responsible all functional areas of the College including administration, instruction, academic support services, and non-academic support services. This will be accomplished through a variety of tools including leveraging technology and focused professional development for faculty and staff.



Action Item 3.1 – Create a College-wide committee comprised of administration, instruction, academic support services and non-academic support services to create a strategic enrollment management plan utilizing institutional and service area data.

Strategy 3.1.A – Conduct a comparative analysis of BSCC institutional data in relation to other peer community colleges to determine strengths and weaknesses in the area of enrollment management.

Strategy 3.1.B – Develop a sub-committee to identify key data indicators that the College will focus on improving as a result of this process.

Strategy 3.1.C – Implement Strategic Enrollment Management (SEM) Plan based on assessment of institutional and service area data.

Action Item 3.2 – The SEM Committee will utilize broad-based analytical technology to evaluate student recruitment, retention and success.

Strategy 3.2.A – Assess current technological resources in each functional area to determine needs.

Strategy 3.2.B – Allocate financial resources to obtain necessary technology for analyzing, tracking, and improving Strategic Enrollment Management.

Action Item 3.3 – Provide additional Professional Development opportunities to all employees in relation to Strategic Enrollment Management.

Strategy 3.3.A - Establish a resource to inform College employees about SEM professional development offerings.

Strategy 3.3.B - Allocate financial resources for employees to attend related professional development opportunities.

Strategy 3.3.C – Produce online SEM Professional Development opportunities that will be available to all employees.



GOAL 4: REINVENT WORKFORCE SOLUTIONS, COMMUNITY AND ECONOMIC DEVELOPMENT

The College needs to ensure that BSCC is “the” provider of workforce development solutions for the service area and beyond through aggressive and strategic worker pipeline development and through customized business & industry training. This will entail a reorganization of our leadership in these areas which is critical to meet the needs of our community, economic development, and business & industry partners.

Action Item 4.1 – Optimize the use of College resources to stay up-to-date of current business, industry, and student needs.

Strategy 4.1.A – Reorganize existing College personnel and determine additional personnel that may be needed to meet the training requests from BSCC’s industry partners.

Strategy 4.1.B – Re-align budget to reflect one unified Workforce Solutions department.

Action Item 4.2 – Enhance business and industry relations to promote a qualified workforce pipeline.

Strategy 4.2.A – Partner with local counties in the College’s service area to establish ACT Workready Communities.

Strategy 4.2.B – Increase the number of industry certified credentials that are earned by students in the career technical and health science fields.

Strategy 4.2.C – Develop new instructional programs that meet workforce needs in the service area.

Strategy 4.2.D – Implement the idea of creating a “makerspace” in an effort to experiment with entrepreneurship, innovative ideas, and lifelong learning.

Strategy 4.2.F – Create workshops to support small business development, marketing, and expansion.

Action Item 4.3 – Strengthen and expand partnerships while increasing the number of students served and types of training provided.

Strategy 4.3.A – Establish additional internship and apprenticeship opportunities provided to students in career technical programs.

Strategy 4.3.B – Respond to industry training needs by creating a “Rapid Training Center.”

Strategy 4.3.C – Partner with local K-12 systems to create a workforce pipeline that allows students to move seamlessly from K-12 to post-secondary to industry.

Action Item 4.4 – Create a comprehensive marketing plan to include website, print, and social media resources that target all career technical and workforce programs.

Strategy 4.4.A – Develop successful marketing strategies for individual CTE programs.

Strategy 4.4.B – Implement marketing strategies to increase program enrollment.



GOAL 5: RETHINK ALL FINANCIAL STRATEGIES

BSCC will conduct a comprehensive audit of all revenues and expenditures to determine the most effective pathways toward efficiency but also toward efforts to support innovation. The College will also aggressively pursue external funding to expand BSCC's capacity in becoming the leading innovator for education, workforce solutions, and community and economic development for our service area and beyond.



Action Item 5.1 – Implement innovative and proven methods that allow College operations to run more efficiently while reducing wasted time, energy, and money.

Strategy 5.1.A – Analyze all College expenditures to determine the most efficient use of available resources.

Strategy 5.1.B – Functional units will adhere to the LEAN concept through various project teams.

Strategy 5.1.C – Improve energy efficiency through the use of lighting and HVAC controls on each campus in an effort to reduce operational costs.

Action Item 5.2 – Pursue new external revenue opportunities that will support both current and future programs and services by building a sound financial base for the College.

Strategy 5.2.A – Establish a BSCC Alumni Association to foster support from current and former students to strengthen the financial base of the College.

Strategy 5.2.B – Strengthen relationships with local business, industry, education, and community foundations to pursue additional financial opportunities for College programs and services.

Strategy 5.2.C – Expand the amount of external scholarship dollars that are expended on BSCC students through various foundations and public/private partnerships.

Action Item 5.3 – Provide innovative, affordable, high quality services to students focused on student success.

Strategy 5.3.A – Create a student book rental program to provide students the opportunity to make course materials more cost-effective.

Strategy 5.3.B – Explore eBooks and open resources to decrease student expenses.



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STRATEGIC PLANNING COMMITTEE

Members of the 2017-2020 Strategic Planning Action Teams included representatives from administration, faculty, staff, and a representative from the Alabama Technology Network. Each of Bevill State's four campuses and instructional site are represented.

Executive Leadership

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