



# 2015-2020 Strategic Plan



**Access to Quality Programs and Services**

**Opportunities for Students to Complete, Transfer, and Advance**



**Encourages and Supports a Culture of Learning**

**Responsiveness to Community Needs**

**Vision:** Blue Mountain Community College will be a recognized educational leader in achieving student success, completion, and advancement.


**Mission:** Blue Mountain Community College provides responsive and high quality innovative educational programs and services that promote personal and professional growth to strengthen our communities.

**Values:** In support of our vision and mission, Blue Mountain Community College values:

- **Integrity** that promotes trust, honesty, ethical behavior, and professionalism
- **Communication** that is open, honest, and encourages a cooperative exchange of thoughts and ideas
- **Compassionate** relationships based on empathy, kindness, and reliability
- **Access** to all in an equitable manner
- **Respect** of individuals for their uniqueness and diversity
- **Excellence** in an educational environment that engages, challenges, advances intellectual curiosity, and fosters lifelong learning


# Goal: Students First – BMCC is Committed to Promoting Equity in Success for All Students

Leads: Diane Drebin, VPSA and Jim Whittaker, VPOOI

Objectives	Intended Outcomes	Indicators
<ul style="list-style-type: none"> <li>Fully implement and sustain a comprehensive BMCC Faculty Advisor/Student Success Coach advising model                             <ul style="list-style-type: none"> <li>✓ At point of first contact students will know and understand all degree options available</li> </ul> </li> <li>Expand and align student support services at all BMCC locations according to service district needs</li> <li>Ensure that all BMCC classes and activities have a “Students First” focus                             <ul style="list-style-type: none"> <li>✓ “Students First” definition criteria is consistent across the college and used to measure effectiveness</li> </ul> </li> </ul> 	<ul style="list-style-type: none"> <li>Increased student access, persistence, progression, retention, and completion</li> <li>Increased student satisfaction and engagement</li> <li>Students are considered first in all that we do</li> </ul> <div data-bbox="821 716 1325 1279" style="border: 1px solid black; padding: 5px;"> <p><b>Measurement Tools</b></p> <ol style="list-style-type: none"> <li>1) Recruitment (CRM) and Outreach yield rate reports</li> <li>2) Admission and Enrollment (AIS) yield rate reports</li> <li>3) AIS student enrollment and completion reports</li> <li>4) Advising Steering Committee annual report</li> <li>5) Achievement Compact report</li> <li>6) SENSE, CCSSE, and Student Satisfaction surveys</li> <li>7) District needs assessment survey</li> </ol> <p><b>Baseline Year for Data Collection: 2013-14</b></p> </div>	<p><b>Target:</b> By the academic year 2020-2021, increase the following by 5% for all degree/certificate seeking or non-degree seeking students with 36+ earned credits</p> <p>Access</p> <ol style="list-style-type: none"> <li>1. “Inquiry” to “admit” yield rates</li> <li>2. “Admit” to “enrolled” yield rates</li> </ol> <p>Retention</p> <ol style="list-style-type: none"> <li>3. Year to year retention rate</li> </ol> <p>Persistence</p> <ol style="list-style-type: none"> <li>4. First term to subsequent term persistence rate</li> <li>5. Sustained enrollment through 6<sup>th</sup> week of first term rate</li> </ol> <p>Progression</p> <ol style="list-style-type: none"> <li>6. Successful completion rate of developmental education course through first college level course (MTH and WR)</li> <li>7. Successful completion of 30 credits (fulltime) or 15 credits (part-time) in first year</li> <li>8. Transfer to a two or four year college after earning the OTM or credential at BMCC</li> </ol> <p>Completion</p> <ol style="list-style-type: none"> <li>9. Overall completion rate for certificates and degrees</li> <li>10. Completion rate for earned certificates and degrees within 150% time to complete</li> </ol> <p><b>Target:</b> Show improvement in student engagement and satisfaction in at least one area each survey cycle</p> <p><b>Target:</b> “Students First” criteria established by July 1, 2015 and incorporated into student satisfaction measures</p>


## Goal: Current and Comprehensive BMCC Marketing, Communication, and Recruitment Plan

*Leads: Casey White-Zollman, VPPR and Diane Drebin, VPSA*

Objectives	Intended Outcomes	Indicators
<ul style="list-style-type: none"> <li>• Establish a BMCC Marketing and Communication Strategic Plan (MCSP)                             <ul style="list-style-type: none"> <li>✓ Develop an internal point of contact with expertise and resources for promoting programs, services, and the relaying of college information both internally and externally</li> <li>✓ Maintain a relevant college website</li> <li>✓ Engage social media communication to better inform students, employees, and the community</li> </ul> </li> <li>• Establish a BMCC Strategic Enrollment Management (SEM) plan comprised of across-the-college staff, faculty, and student representation                             <ul style="list-style-type: none"> <li>✓ Complete an environmental scan of the BMCC service district to determine enrollment priorities for the college by location</li> <li>✓ Develop a student recruitment plan; place emphasis on outreach to underserved populations</li> <li>✓ Implement enrollment management strategies that support healthy college financials</li> </ul> </li> </ul>	<p>Improved communication internally and externally to the college</p> <ul style="list-style-type: none"> <li>✓ Vice President of Public Relations, Communications and Marketing department established</li> <li>✓ Comprehensive Communications and Marketing plan in place</li> </ul> <p>Strategic enrollment initiatives connected to both immediate as well as long term college goals supporting access, progression, and completion</p> <ul style="list-style-type: none"> <li>✓ Strategic Enrollment Management plan in place</li> <li>✓ Student recruitment plan in place</li> </ul> <div style="border: 1px solid black; background-color: #ffffcc; padding: 5px; margin-top: 10px;"> <p><b><u>Measurement Tools:</u></b></p> <ol style="list-style-type: none"> <li>1) Google Analytics</li> <li>2) Customer Relationship Management (CRM) reports</li> <li>3) AIS student and enrollment reports</li> <li>4) Environmental scan results</li> </ol> <p><b>Baseline Year for Data Collection: 2013-14</b></p> </div>	<p><b>Target:</b> Hiring of new VP of Public Relations completed by February 1, 2015</p> <p><b>Target:</b> 3-5 year Comprehensive Communications and Marketing plan with metrics in place by July 1, 2015. Additional indicators will be developed at that time.</p> <p><b>Target:</b> 3-5 year Strategic Enrollment Management plan (including student recruitment plan) with metrics in place by July 1, 2015. Additional indicators will be developed at that time.</p> <div style="text-align: right; margin-top: 20px;">  </div>


## Goal: Relevant, Dynamic, and Diverse BMCC Curriculum

*Leads: Jim Whittaker, VPOOI and Art Hill, VPED*

Objectives	Intended Outcomes	Indicators
<ul style="list-style-type: none"> <li>Implement a comprehensive BMCC Academic Master Plan (APM) and program review process</li> <li>Assess and develop academic and community education programs that are consistent with each of our service district community needs</li> <li>Develop relationships with business and industry across the BMCC service district to expand opportunities in internships, apprenticeship, and cooperative work experience</li> </ul> <div style="display: flex; align-items: center; margin-top: 10px;">  </div>	<ul style="list-style-type: none"> <li>Program and course offerings determined by BMCC Academic Master Plan</li> <li>Program improvements made based on annual program review process</li> <li>Academic Master Plan designed to meet the curriculum needs of our community</li> </ul> <div style="border: 1px solid black; background-color: #ffffcc; padding: 5px; margin-top: 10px;"> <p><b><u>Measurement Tools:</u></b></p> <ol style="list-style-type: none"> <li>1) Program reviews</li> <li>2) Community needs assessment</li> <li>3) Employer and student surveys</li> <li>4) Employment and wage data</li> </ol> <p style="text-align: center; margin-top: 5px;"><b>Baseline for Data Collection: 2013-14</b></p> </div>	<p><b><u>Target:</u></b> Community curriculum needs assessment completed by end of spring term 2015.</p> <p><b><u>Target:</u></b> Academic Master Plan completed by July 1, 2015 with annual review.</p> <p><b><u>Target:</u></b> Annualized program review process in place by 2/18/15.</p> <p><b><u>Target:</u></b> Increased number of industry partners and placements for CWE, internships, and industry training each year.</p> <p><b><u>Target:</u></b> Increased level of employer satisfaction and engagement with each survey cycle.</p> <p><b><u>Target:</u></b> Increased number of students involved in industry based training each year.</p>

## Goal: Appropriate Technology with Robust and Sustainable Infrastructure at BMCC

*Lead: Brad Holden, AVP ITS*

Objectives	Intended Outcomes	Indicators
<ul style="list-style-type: none"> <li>• Assess IT Master plan, update, and prioritize for implementation                             <ul style="list-style-type: none"> <li>✓ Establish an IT User Group for on-going feedback and prioritization of AIS as well as other technology needs</li> <li>✓ Facilitate technology needs assessment related to students, faculty, staff, and location</li> <li>✓ Determine parameters for open source technology</li> </ul> </li>   <li>• Invest in prioritized infrastructure that supports future as well as near-term needs</li> </ul> <div style="margin-top: 20px;">  </div>	<ul style="list-style-type: none"> <li>• Prioritized IT items funded and implemented according to IT Master Plan</li>   <li>• Increased/improved network capacity and performance</li>   <li>• Current and increased AIS functionality with ability to interface with other systems</li>   <li>• Increased use of open source technology</li> </ul> <div style="border: 1px solid black; background-color: #ffffcc; padding: 5px; margin-top: 10px;"> <p><b>Measurement Tools:</b></p> <ol style="list-style-type: none"> <li>1) IT employee and student satisfaction surveys</li> <li>2) Response and wait time workorder request report</li> <li>3) Annual IT report to Cabinet</li> </ol> <p><b>Baseline for Data Collection: 2013-14</b></p> </div>	<p><b>Target:</b> Update the IT master plan by June, 2015 with a comprehensive technology plans and refresh cycle. Annual review and updates.</p> <ol style="list-style-type: none"> <li>1) IT user group established with clear goals and membership by end of January, 2015</li> <li>2) Administer a gap analysis report to address IT Master Plan updates and assess current and future needs of students, faculty, and staff. Completed by April 1, 2015</li> <li>3) Implement customer satisfaction surveys by April 1, 2015 with baseline data starting July 1, 2015</li> </ol> <p><b>Target:</b> 100% of the funded IT projects are implemented by the end of the budget year in which they were funded</p> <p><b>Target:</b> 100% of respondents to the satisfaction survey are satisfied with IT's service or the reason why they were not satisfied has been addressed</p>

## Goal: A Safe Environment for All at BMCC

*Leads: Tammie Parker, AVP HR and Diane Drebin, VPSA*

Objectives	Intended Outcomes	Indicators
<ul style="list-style-type: none"> <li>• Consolidate the current Wellness and Safety Committees and create a BMCC oversight committee charged with:                             <ul style="list-style-type: none"> <li>✓ Developing and implementing a comprehensive campus safety plan</li> <li>✓ Updating the emergency response plan</li> <li>✓ Coordinating student and employee health, wellness and safety training and resources</li> </ul> </li> <li>• Continue the investment and expansion of the Student Health and Wellness Resource Center                             <ul style="list-style-type: none"> <li>✓ Contract for professional counseling services for students</li> <li>✓ Develop marketing and informational resources describing what the Student Health and Wellness Center is and what it isn't</li> <li>✓ Assure that all students at BMCC locations have access to these resources</li> <li>✓ Develop and implement electronic and confidential student of concern incident reporting system</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Full compliance with related college policies, as well as state and federal laws such as Clery Act, Violence Against Woman (VOWA) reauthorization Act, Title IX, and SaVE Act</li> <li>• Positive responses from employees and students on climate surveys about safety</li> </ul> <div style="border: 1px solid black; background-color: #ffffcc; padding: 10px; margin-top: 10px;"> <p><b>Measurement Tools:</b></p> <ol style="list-style-type: none"> <li>1) New employee onboarding checklist</li> <li>2) Safety Committee minutes and annual report</li> <li>3) Maxient reports</li> <li>4) Annual Clery report</li> <li>5) New Student Orientation reports</li> <li>6) Google Analytics – website</li> <li>7) Student Health and Wellness Resource Center annual report</li> <li>8) Student and Employee survey responses</li> <li>9) Annual calendar for emergency response drills</li> </ol> <p><b>Baseline Year for Data Collection: 2013-14</b></p> </div>	<p><b>Target:</b> Comprehensive campus safety plan, emergency response protocols, individuals of concern reporting system, and student counseling services will be in place and reviewed annually by July 1, 2015.</p> <p><b>Target:</b> By fall term 2015, 100% of all BMCC employees and students will be aware of the safety plan, know how to respond appropriately to emergencies, and can submit individual of concern reports.</p> <p>Training and Awareness</p> <ol style="list-style-type: none"> <li>1. All new employees (including part time and student workers) will be required to participate in safety training and will be provided with an emergency response tool as part of their onboarding at BMCC</li> <li>2. Annual pre-service and quarterly safety training workshops and emergency response tools will be provided for current employees</li> <li>3. All new degree/certificate seeking students will be required to complete a safety awareness component as part of their online new student orientation</li> <li>4. Annual notification will be sent to all currently enrolled students regarding the BMCC safety plan and emergency protocols</li> <li>5. Annual and quarterly emergency response drills will take place at all BMCC locations</li> </ol> <p><b>Target:</b> Improved or sustained levels of satisfaction in employee and student responses with each survey cycle.</p>



## Goal: Welcoming, Well-Maintained and Safe Facilities and Grounds at all BMCC Locations

*Lead: Steve Platt, Supervisor Buildings and Grounds and Tammie Parker, AVP HR*

Objectives	Intended Outcomes	Indicators
<ul style="list-style-type: none"> <li>Develop a comprehensive and current BMCC Facilities Master plan (FMP)</li> <li>Invest in prioritized immediate and long term needs of buildings and grounds</li> </ul>	<ul style="list-style-type: none"> <li>Facilities Master Plan in place; projects prioritized for implementation</li> <li>Funding for all priority projects secured</li> <li>Projects completed according to plan and within budget</li> <li>Reduced incidence of injuries related to facilities</li> <li>Positive feedback on employee and student surveys regarding grounds and safety</li> </ul> <div style="border: 1px solid black; background-color: #ffffcc; padding: 10px; margin-top: 10px;"> <p><b>Measurement Tools:</b></p> <ol style="list-style-type: none"> <li>1) Incident Reports</li> <li>2) Student and Employee survey responses</li> <li>3) Bond project budget and timeline</li> <li>4) Facilities Master Plan</li> </ol> <p style="text-align: center;"><b>Baseline Year for Data Collection: 2013-14</b></p> </div>	<p><b>Target:</b> Improved or sustained levels of satisfaction in employee and student responses with each survey cycle.</p> <p><b>Target:</b> Decreased or same number of incident reports compared to previous year.</p> <p><b>Target:</b> Revised Facilities Master Plan completed by December 31, 2015.</p> <p><b>Target:</b> Begin \$1.14 million in safety &amp; security related projects and \$8.62 in maintenance &amp; Infrastructure upgrades by June, 2015 (dependent on bond passing) with a completion date of 2017.</p>



## Goal: Diverse and High Quality Internal BMCC Workforce

*Lead: Tammie Parker, AVP HR and Jim Whittaker, VPOOI*


Objectives	Intended Outcomes	Indicators
<ul style="list-style-type: none"> <li>• Diversify and expand recruitment and hiring protocols</li> <li>• Develop and implement new employee onboarding and peer mentoring programs (full time and part time)</li> <li>• Promote and support professional development for all employees                             <ul style="list-style-type: none"> <li>✓ Connect professional development plans and continuing education with employee performance review and opportunities for advancement</li> <li>✓ Restructure the Internal Leadership course for relevancy to BMCC and make available to all staff and faculty</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• More diverse workforce                             <ul style="list-style-type: none"> <li>✓ Increased targeted advertising of job openings</li> <li>✓ Increased rate of diversity in applicant pools</li> </ul> </li> <li>• Well oriented, connected, and supported employees                             <ul style="list-style-type: none"> <li>✓ Onboarding and Peer Mentoring Program in place for all new employees</li> <li>✓ Performance review, professional development plan, and employee goals tool in place</li> <li>✓ BMCC Leadership course enrollment and learning outcomes</li> </ul> </li> </ul> <div style="border: 1px solid black; background-color: #ffffcc; padding: 5px; margin-top: 10px;"> <p><b>Measurement Tools:</b></p> <ol style="list-style-type: none"> <li>1) Employee surveys</li> <li>2) Onboarding check list</li> <li>3) Employee reviews, program reviews, and professional development plans</li> <li>4) Leadership course learning outcomes and course evaluations</li> </ol> <p><b>Baseline Year for Data Collection is 2013-14*</b></p> </div>	<p><b>Target:</b> Identify and advertise in locations that would attract a diverse applicant pool by July 1, 2015.</p> <p><b>Target:</b> New employee on-boarding that includes an annual review in place by September 1, 2015. A new employee survey will be given to 100% of full and part-time employees at the end of their first six months. <i>*Baseline will be set in 2015-16 and satisfaction rating will be sustained or improved from that point forward.</i></p> <p><b>Target:</b> Develop peer mentoring program by September 1, 2015. 100% of all new full- and part-time employees will be assigned to the mentor program.</p> <p><b>Target:</b> Professional review and professional development plans in place for 100% of BMCC employees</p> <p><u>Faculty</u> - Program review professional development plans for faculty will be used to evaluate and improve academic programs and appropriate professional development activities for individuals will be determined from plans by July 1, 2015.</p> <p><u>Staff</u> - Professional development plan and evaluation tool in place through Paylocity by September 1, 2015.</p> <p><b>Target:</b> Leadership course restructured by Vice Presidents, approved by Cabinet, and available to faculty and staff by September 1, 2015</p>









## Deliberate Continuous Improvement Based on Evidence at BMCC

Leads: Jim Whittaker, VPOOI and Dan Lange, AP Special Projects

Objectives	Intended Outcomes	Indicators
<ul style="list-style-type: none"> <li>Implement regular academic and nonacademic program reviews that are data driven and confirm program effectiveness</li> <li>Support activities that increase awareness and use of data for decision making and continuous improvement</li> <li>Establish a standardized set of data reports and make available via the web for college leadership, departments, and employees</li> <li>Implement an online tool for aligning and management of the college strategic plan, accreditation standards, and college budget</li> <li>Regularly assess the outcomes of the 2015-2020 Strategic Plan and make adjustments based on evidence (data)</li> </ul> 	<ul style="list-style-type: none"> <li>Academic and nonacademic program review processes occurring regularly with implementation of improvements as a result of assessment</li> <li>College wide awareness and active involvement in using assessment methods to achieve intended outcomes as well as improve programs, systems, and learning</li> <li>Assessment tools and resources in place and readily available</li> </ul> <div style="border: 1px solid black; background-color: #ffffcc; padding: 5px; margin-top: 10px;"> <p><b><u>Measurement Tools:</u></b></p> <ol style="list-style-type: none"> <li>1) Program review reports</li> <li>2) 2015-2020 Strategic Plan gap analysis reports</li> <li>3) Program and course outcome assessment reports</li> <li>4) SENSE, CCSSE, employee survey and student survey results</li> <li>5) Institutional Effectiveness data team reports</li> <li>6) Lean project charters and Lean Champion reports</li> </ol> <p><b>*Baseline Year for Data Collection is 2013-2014</b></p> </div>	<p><b><u>Target:</u></b> Academic and nonacademic program review process in place for all college departments by 2020.</p> <p><b><u>Target:</u></b> Increased opportunities for and employee participation in continuous improvement, strategic planning, and data interpretation learning activities achieved each year. *Baseline for data collection is 2014-15</p> <p><b><u>Target:</u></b> Quarterly and annual strategic plan reports indicating progression of intended outcomes presented to Cabinet by Goal Leads for review and constructive improvement</p> <p><b><u>Target:</u></b> 100% of all credit classes have measurable learning outcomes established by the assigned faculty by 2020.</p> <p><b><u>Target:</u></b> 50% of all credit classes have implemented constructive improvement based on learning outcome assessment results by the assigned faculty by 2020.</p>

## Stable, Flexible Financial Plan that Supports the BMCC Strategic Plan

Leads: Cam Preus, President; Casey White-Zollman, VPPR; and Celeste Insko, AVP FBO

Objectives	Intended Outcomes	Indicators
<ul style="list-style-type: none"> <li>• Increase traditional and non-traditional resources                             <ul style="list-style-type: none"> <li>✓ Pursue bonds, grants, industry partnerships, individual and corporate sponsors to help fund prioritized initiatives</li> <li>✓ Engage the BMCC Foundation in growing endowments for both operational needs as well as student scholarship; grow the BMCC Alumni Program and develop a BMCC Boosters Club</li> </ul> </li> <li>• Create flexibility in the budget for innovation and investment</li> </ul> <div style="display: flex; justify-content: space-around; margin-top: 10px;">     </div>	<ul style="list-style-type: none"> <li>• Successful bond levy</li> <li>• Successful grant applications</li> <li>• BMCC Foundation strategic plan aligned with the college strategic plan</li> <li>• Increased contribution by individuals, groups, local businesses, and/or corporations</li> <li>• Balanced, growth budget with fund for innovation</li> </ul> <div style="border: 1px solid black; background-color: #ffffcc; padding: 10px; margin-top: 10px;"> <p><b>Measurement Tools:</b></p> <ol style="list-style-type: none"> <li>1) Annual budget</li> <li>2) Foundation Strategic Plan</li> <li>3) Bond election results</li> </ol> <p><b>Baseline year for Data Collection: 2013-14</b></p> </div>	<p><b>Target:</b> Increased participation by staff, students, and Board members in Bond informational campaign compared to previous Bond campaign.</p> <p><b>Target:</b> Innovation Fund in place for 2015-16 budget cycle.</p> <p><b>Target:</b> Increase Foundation donations by XX% in each year</p> <p><b>Target:</b> Foundation Strategic Plan in place by July 1, 2015 with annual review</p> <p><b>Target:</b> Successful TRiO Grant application in 2015-16</p> <p><b>Target:</b> Successful Title III Grant application in 2016-2017</p>

Board Approved 1/5/15