Bluegrass Community and Technical College
2016-2022 Strategic Plan

Goal	Objectives		Measures
Strategic Initiative 1: Increase student access and success.			
1.1: Strategically manage college enrollment to optimize student access and success.	1.1.1	Develop and implement enhanced strategies to increase enrollment.	Annual headcount enrollment; enrollment of targeted populations.
	1.1.2	Improve processes to support ease of access to financial aid and scholarships.	Number and amount of scholarships awarded; affordability – average net price; student surveys.
1.2: Strengthen academic and student services to support student engagement and completion.	1.2.1	Integrate and intensify advising and career development services to guide each student's individual academic plan and promote career pathways.	Credentials earned; IPEDS 3-year graduation rate; student surveys; graduating student survey – links to business and industry in area of interest.
	1.2.2	Build upon the first-year-experience initiative as a primary retention strategy.	IPEDS fall-to-fall retention rate; fall-to-fall retention rates; credit hours completed.
	1.2.3	Provide integrated academic resources for student support, both on-campus and online.	Survey ratings; pass rates in online and in-person courses.
1.3: Increase the number of students who successfully transfer to Bachelor's degree programs.	1.3.1	Pursue early outreach to incoming students interested in transfer, particularly those from underserved populations.	Transfers from under-represented populations.
	1.3.2	Engage with bachelor's degree granting institutions to increase transfer opportunities and support available to students.	Transfers within a year of non-enrollment at BCTC; transfers with Associate degrees.
1.4: Decrease gaps in academic achievement by supporting students who have barriers to success.	1.4.1	Develop and implement academic strategies to actively facilitate persistence and completion for at-risk students.	Underrepresented/Low-Income/Underprepared populations: enrollment, retention rate, credentials earned, graduation rate.
	1.4.2	Strengthen partnerships to address barriers to retention such as issues of transportation, child care, poverty, and hunger.	Low-income students: retention rate, credentials earned, graduation rate, referrals to agencies, number of students receiving personal counseling or disability services.

Goal	Objectives		Measures
Strategic Initiative 2: Promote excellence in teaching and learning.			
2.1: Develop and support educational programs that prepare students for successful careers in a changing economy.	2.1.1	Expand and integrate workforce, academic, and technical programs to prepare students for emerging and sustaining careers.	External program accreditations; completers in targeted industry sectors.
	2.1.2	Strengthen programs and job placement by using workforce data and meaningful employer involvement.	Licensure pass rates; graduating student survey – links to business and industry in areas of interest.
	2.1.3	Expand opportunities for experiential learning including learn-and-work programs, internships, and apprenticeships for students in career and technical programs.	Participation in experiential learning: clinicals, co-ops, internships, service learning, awards of credit for prior learning.
2.2: Enhance college and career readiness of entering students.	2.2.1	Use K-12 partnerships and other strategies to better prepare students for the demands of postsecondary education.	Dual credit success: dual credit enrollment; partnerships with area high schools; Adult Ed/GED Completers.
	2.2.2	Accelerate completion of developmental education requirements.	Pass rates in Math, English, and Reading developmental courses; course redesigns (Title III); co-requisite courses offered.
	2.2.3	Collaborate with adult education programs to support GED completions, assist underprepared students, and improve transition of students to college.	GEDs earned; GED earners transitioning to BCTC.
2.3: Develop and support quality, engaging, pace-optimized learning environments.	2.3.1	Infuse creative thinking, collaborative learning, and technology-rich activities in courses to enhance skills for tomorrow's workplace.	Number of redesigned courses with infusion of collaborative and technology-rich learning activities (Title III); student learning outcome measures; CCSSE active learning score.
	2.3.2	Improve strategies and assessments to support successful completion of gateway courses.	Pass rates in identified gateway courses.
	2.3.3	Continue to explore and implement flexible options for class schedules and delivery of services.	Number and variety of session and class options; enrollment in alternative schedules.

Goal	Objectives		Measures
Strategic Initiative 3: Cultivate an inclusive learning community.			
3.1: Enhance college services and activities to recruit, retain, and graduate diverse students.	3.1.1	Expand outreach and retention efforts to increase access and success for underserved or underrepresented populations.	Enrollment and completion for - underrepresented minorities, veterans, students with disabilities; student diversity.
	3.1.2	Provide a supportive environment for success of international, migrant, and refugee students.	Survey ratings; outreach and support services available for international, migrant, and refugee students.
3.2: Create more awareness of and sensitivity to diversity to promote inclusiveness.	3.2.1	Recruit and retain a diverse faculty and staff to reflect the changing demographics of the student population.	Employee diversity.
	3.2.2	Provide rich multicultural and inclusion experiences that enhance global awareness and cultural competencies of faculty, staff, and students.	Survey ratings; activities of campus environment team; training and experiences in cultural competency provided for faculty, staff, and students.
3.3: Provide for collegewide interaction, communication, and involvement of faculty, staff, and students.	3.3.1	Activate engagement through a broad range of activities and learning to build community among faculty, staff, and students.	CCSSE student engagement measures; work climate & student satisfaction surveys.
	3.3.2	Improve communication with students, faculty, and staff by connecting through multiple social media channels.	Use of social media for information and communication.
Strategic Initiative 4: Enhance strategies for economic, workforce, and community development.			
4.1: Provide educational opportunities to meet current needs and emerging trends in economic and workforce development.	4.1.1	Improve educational support and outreach to business and industry by aligning academic offerings with workforce needs.	Workforce credit hour conversion; number of companies served; number of individuals served.
	4.1.2	Collaborate with workforce and governmental agencies, using internal and external data, to respond to economic development initiatives.	New or revised programs responding to workforce needs; number of new credentials.
4.2: Actively engage in community outreach and development.	4.2.1	Create opportunities to increase community connections and partnerships.	Number of activities and partnerships.
	4.2.2	Develop and implement marketing and advocacy efforts to build public awareness of BCTC's value and affordability.	Number and scope of marketing and advocacy activities.
	4.2.3	Expand arts and cultural opportunities for students and communities.	Number of activities and participants.

Goal	Objectives	Measures
Strategic Initiative 5: Build resources for an effective and sustainable college.		
5.1: Maximize college budgetary, development, and human resources to promote efficient operations throughout the college.	5.1.1 Conduct budget development, allocation, and management processes that focus on strategic needs, involve broad participation, and enhance efficiencies.	Annual end-of-year operating budget positive balance, BCTC fund balance positive, work climate survey.
	5.1.2 Accelerate resource development efforts to enhance student support and scholarships, academic quality, and facilities expansion and renovation.	Financial contributions; number of new donors; number/amount of scholarships for student and program support.
	5.1.3 Provide for excellent training, services, and development resources to support a highly qualified and committed faculty and staff.	Number and variety of professional development opportunities offered.
5.2: Plan and develop facilities and infrastructure for optimum learning environments.	5.2.1 Plan and guide evolution of Newtown Campus with related transitions at Leestown and Cooper campuses.	Progress on and/or updates to facilities master plans.
	5.2.2 Enhance regional campuses as integral parts of their communities.	Community partnerships and activities; campus enhancements.
	5.2.3 Support safe campuses through enhanced security, training, and facilities upgrades.	Progress on and/or upgrades to facilities master plans; security and safety training activities; work climate & student satisfaction surveys.
	5.2.4 Provide up-to-date technology and equipment resources for instructional and administrative support.	Maintenance and upgrading of workstations, file servers, network infrastructure, and audio/visual equipment; ongoing upgrades of instructional equipment; work climate & student satisfaction surveys.
5.3: Utilize dynamic planning and assessment processes to monitor progress toward strategic goals.	5.3.1 Enhance mechanisms for assessing and reporting progress toward strategic goals.	Annual strategic plan progress report; dissemination of progress measures.
	5.3.2 Seek continuous improvement through broad-based planning, use of data, and benchmark comparisons.	Participation in and use of unit annual plans; dissemination of data and benchmark comparisons; work climate survey.